

# Linking Budget to Performance (LBTP)



business measures

**GSA Regional Operations Perspective**  
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# The LBTP structure drives regions to Listen/Learn/Lead

- **Measures must be comprehensive**
- **Primary competition is against self, not other regions**
- **National performance ratchets up & benefits all**
- **Sharing Good Practices**

# Nuance on “Good” versus “Best” Practices

- **With “Best” there’s no room for improvement**
- **Human Nature Barriers**
  - **Self-declaration risk**
  - **“It Wasn’t Invented Here” syndrome**
  - **Protecting Competitive Edge instinct**

# Scorecarding

- **Mission Focus**
- **Standing room only training**
- **Emissile education on goals**

# Direct Impact on people

- **They know what is expected**
- **They know where their performance stands**
- **They know who is doing better / who to ask**
- **They see a direct link of effort & organizational success**

# Organizational and People Rewards

- **Infrastructure Funds redistributed based on performance**
- **People funds available for cash awards, training, etc.**



# Basic Options on Dividing the People Part of the Pie

- The “equal dollar share” approach
- The “three tiers for effort” approach
  1. A flat percentage of salary to all employees
  2. Shares of stock for peer to peer awards
  3. Recognition of specific efforts / accomplishments



# Lessons Learned

- **Involve union representatives early**
- **Decide up front how the money will be distributed**
- **Be open about the process for distributing money**
- **Peers will be Peers**
- **Beware of rewarding “windfall” achievements**
- **Recognize “outsider” contributions to success**
- **People will do what you measure, so measure right**