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pbs performance



# Exceeding target measures gene

The Linking Budget to Performance program is the keystone of how PBS does business. It is also the basis for recognizing GSA's high-performing associates, encouraging creative thinking and spurring even better results. The program has produced over \$800 million in savings and new revenues. The benefits have been great for our organizational culture as well as the bottom line.

## Why Measure?

When launched in 1998, this program represented a 'sea change' in the way PBS did business. Linking Budget to Performance focuses on nine performance measures reflecting the core drivers of our business. These measures have greatly streamlined what PBS values and tracks, and placed the focus squarely on performance, rather than policy or process.

Meeting or exceeding the targets set for each measure generates additional dollars to make improvements in our buildings, and individual associates receive tangible rewards for outstanding performance.

PBS associates are approaching their jobs more creatively than ever and trying out innovative ideas to improve our performance. We have also been recognized by our business partners for the focus Linking Budget to Performance engenders, and by the private sector real estate industry for the results we have achieved.

## For more information on the Linking Bu

rates additional dollars.



## Results are Impressive.

Customer satisfaction scores have reached 85 percent, PBS revenues are up 16 percent from FY 1999 (to \$6.5 billion), and the average time to acquire office space for customers has dropped nearly 10 percent. A third of the space that stood vacant in PBS' portfolio two years ago is now occupied by federal agencies and is producing revenue. Perhaps most noteworthy, the average operating expense per rentable square foot has improved to 17 percent below comparable private sector costs, while PBS' utility costs relative to the private sector are 30 percent below.

The flip side of this benchmarking program is PBS' Good Practices activity, which leverages the knowledge and expertise possessed by the PBS workforce. All associates are continually encouraged to share and implement whatever practices are found to save time or money, increase customer satisfaction or otherwise contribute to great results. The practices are maintained on a national website and disseminated via electronic newsletters and regional forums. This sharing of experience and good ideas across geographic regions and business lines has had a major impact on the organizational culture and has helped spur improved performance.

Linking Budget to Performance was developed based on a study of the best private sector real estate practices—and now the private sector is recognizing PBS. PBS won a Global Innovators Award from the International Development Research Council (now CoreNet Global), which represents corporate real estate executives across the Fortune 500. The award recognizes the successful application of new ideas to corporate real estate and workplace management.

"Having a government agency as one of the winners of this award is truly a breakthrough and very unexpected," said the chairman of the Global Innovator's Award program. "GSA's approach is a unique concept for a government organization. It shows that all organizations need to think outside the box and look at new ways of motivating employees."

The bottom line is that PBS is managing to the bottom line—very effectively and very enthusiastically.

udget to Performance program, visit [www.gsa.gov](http://www.gsa.gov).