



香港城市大學  
City University of Hong Kong

# Communicating Performance Information to Citizens: The Effect of Cognitive Biases

## Policy Workshop

專業 創新 胸懷全球  
Professional · Creative  
For The World

PICO HKSRAG  
Project No.: 2019.A1.089.19D

## Welcome and Schedule of the Workshop

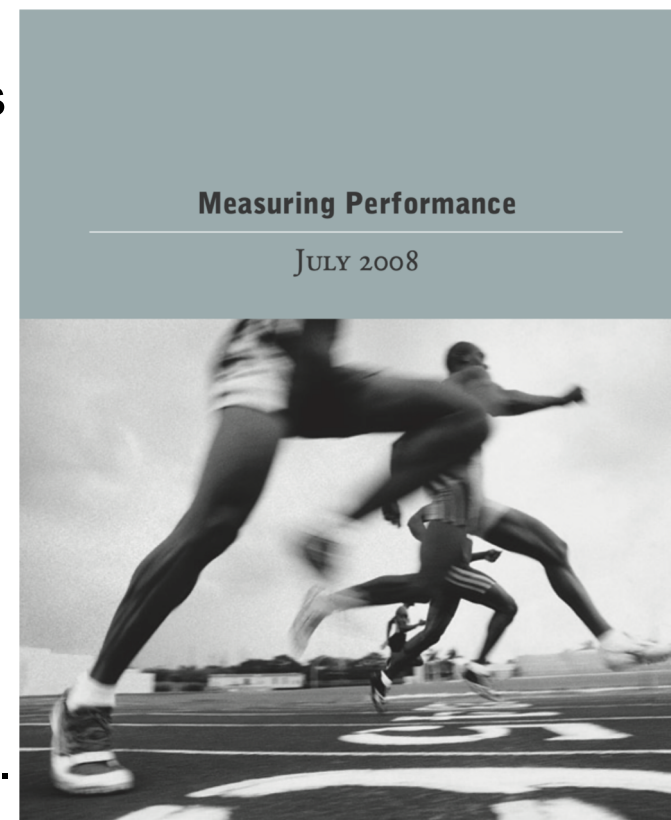
- Introduction to the workshop: Richard M. Walker
- International evidence on PI and cognitive biases: Bert George
- Strategies of public communication and engagement: Alfred Ho
- Finding from the PPR project on PI and cognitive biases in Hong Kong: Jiasheng Zhang
- Discussion: all

## Performance Information Use

- Performance management/performance information (PI) use is the most enduring reform to emerge from the New Public Management movement over 30 years ago!
- PI has been widely used internationally as a key mechanism for communicating public service achievements (OECD, 2005).
- In Hong Kong, the government has been committed to using PI as a tool to improve public services for over quarter of a century (Cheung, 2005; Efficiency Unit, 2008).
- Key issue for today: As well as providing PI, government needs to understand how various stakeholders interpret PI data to ensure effective communication.

## Reporting of Performance Measures to the Public

- Focus on outcomes and intermediate outcome measures in public reporting
- Make the design of public performance reports citizen friendly.
- Provide geographic segregation of data.
- Provide comparable performance benchmarks.
- Provide stories to explain and elaborate the data.
- Organise performance information by community concerns
- Use web-based reporting to keep citizens more informed.
- Blend e-reporting and paper copies.
- Guarantee data accuracy and reliability.



# Hong Kong Government Departments' Performance Reporting Practice

Reporting Practice	Percent
Government Department Has a Performance Pledge	100%
Performance Pledge and Performance Achievement Easy Comparison	71%
Performance Achievement Report Using Percentage	73%
Performance Achievement Report Using Figure, Graph, Charts	16%
Performance Achievement Report Using Historical Benchmark	11%
Performance Achievement Report Using Social Benchmark	0%
Performance Achievement Report Using Stories	2%

\*63 Hong Kong SAR Government Departments Performance Pledge and Achievement Reporting are reviewed

## PI's Previous PPR Projects

- Different stakeholders prefer to receive PI that reports different dimensions of performance but that they consider external and archival data more credible
- Citizen satisfaction with public services is based on prior expectations

### PUBLIC POLICY RESEARCH FUNDING SCHEME

#### 公共政策研究資助計劃

Project Number : 項目編號 :	2014.A1.010.14E
Project Title : 項目名稱 :	Performance Information Use: Experiments on Performance Dimensions, Communication and Data Sources in Education and Solid Waste Recycling 績效資訊使用：在教育及固體廢物回收政策方面，績效維度，傳達方式和數據類別三方面的實驗

### PUBLIC POLICY RESEARCH FUNDING SCHEME

#### 公共政策研究資助計劃

Project Number : 項目編號 :	2015.A1.031.16A
Project Title : 項目名稱 :	The "Citizen Satisfaction Assessment Tool": Applying Expectancy Disconfirmation Theory to Public Services in Hong Kong 「市民滿意度評估工具」：期望不確認理論在香港公共服務的應用
Principal Investigator : 首席研究員 :	Professor Richard Mark WALKER
Institution/Think Tank : 院校 / 智庫 :	City University of Hong Kong 香港城市大學
Project Duration (Month): 推行期 (月) :	17

## The Current PPR Project—Citizens' Cognitive Biases

- Reference points: when citizens make performance judgements, do they do this socially (between organizations) or historically (over time)?
- Negativity bias: do citizens respond more strongly to negative PI than positive PI?
- Precision cues: do hard data (such as statistical information) or soft data (such as stories) carry more weight in citizen assessments?
- This project implemented a robust replication framework to extend Olsen's studies contextually and theoretically.

# Over to Bert!