



Level of Protection: The Importance of a Goal

The Key to Greatness

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time. For a business, financial returns are a perfectly legitimate measure of performance. For a social sector organization, however, performance must be assessed relative to mission, not financial returns.” –*Jim Collins, Good To Great and the Social Sectors*

The Cleveland Orchestra

- Emotional response of the audience: number of standing ovations increased.
- Wide technical range: can play any piece with excellence.
- Increased demand for tickets
- Supporters donate time and money

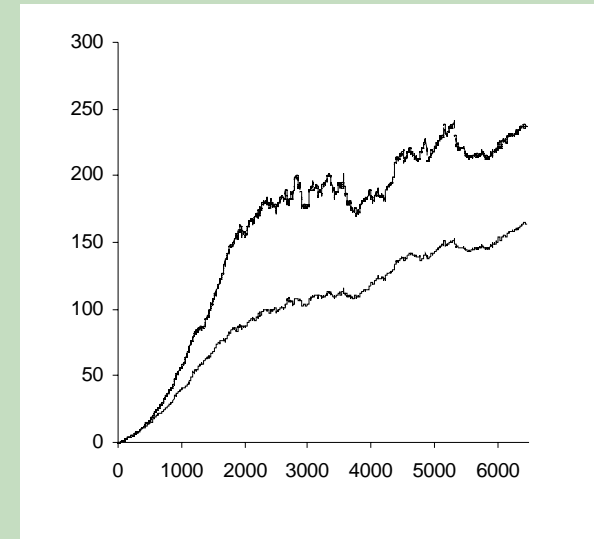


Collins again

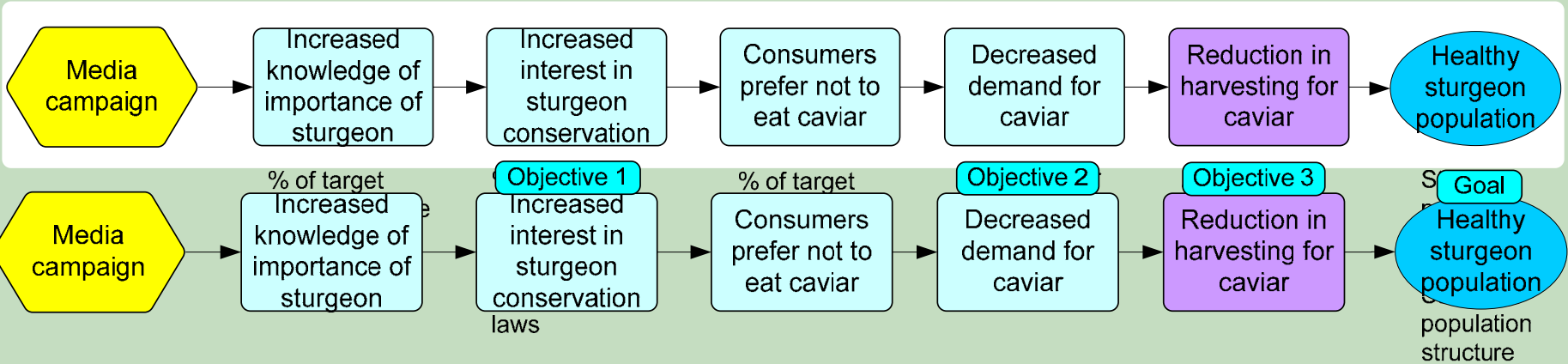
“It doesn’t really matter whether you can quantify your results. What matters is that you rigorously assemble *evidence*—quantitative or qualitative to track your progress.”

McCullough et al

- Analyzed AQIM data— statistically robust inspection data that APHIS has collected since 1997.
- Estimated minimum of 127 new nonindigenous insects reached the US in period of 1997 to 2001.
- Worst case estimate was over 2276 new insects
- Estimated establishment of 42 new insect species.

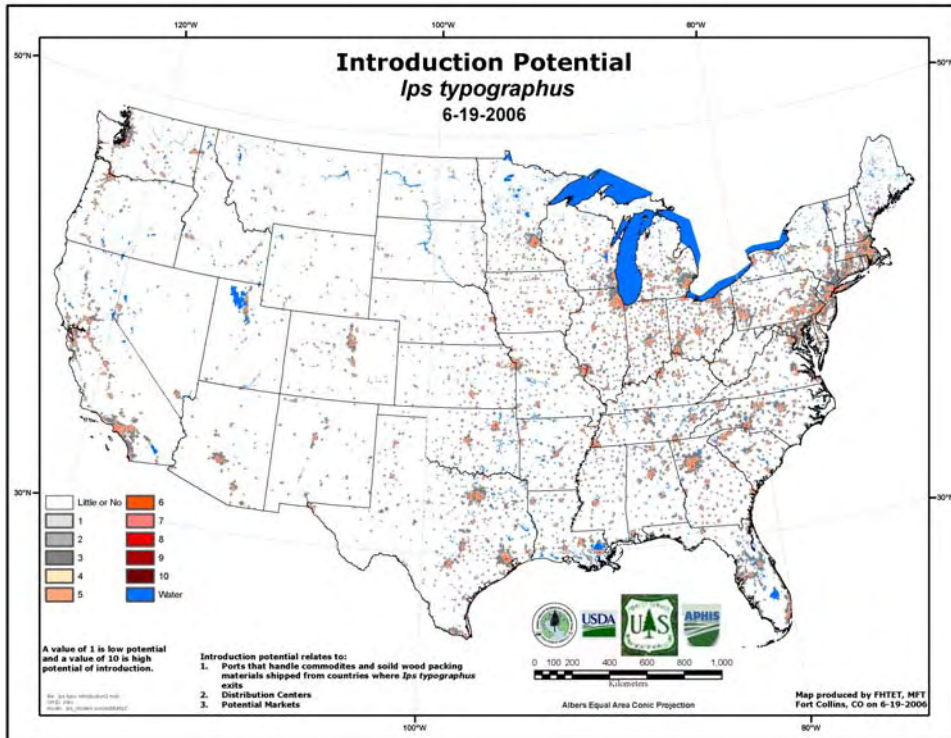


Results Chain Approach



Other Resources

- Bob Haack– data on bark beetle introduction
- FHTET– working to determine potential vulnerability surfaces and mapping approaches
- The Performance Institute– helped EPA establish its measures of regulatory programs; interested in this issue



What Would Measures Do For APHIS?

- Unify agency staff toward key outcomes.
- Justify funding requests.
- Clarify need for regulatory revisions.
- Provide clear goals for management and evaluation of personnel and programs.

A Proposal as to the Dialogue's Role

- We should help APHIS achieve greatness
- To do so, we should **hire a consultant** (such as The Performance Institute) to evaluate possible avenues for setting a level of protection
- Results should be presented to the Dialogue and eventually to APHIS