

# Improving Agency Performance and Service Delivery

## Executive Summary

Over the last ten years, the Governor's office has devoted considerable attention to improving the way that agencies are managed. The Budget and Accounting Act, the Personnel System Reform Act, the Priorities of Government budgeting process, several Executive Orders, and technical support from OFM, DOP and the Governor's Office of Quality and Performance have created the context in which a strategic, performance-driven government system can evolve.

The administration made efficient government a priority because the Governor and his Chiefs of Staff believed that agency management was an area in which a Governor could have a significant impact. Although 'good government' does not generate headlines, we believed that focusing on improving agency management would create efficiencies and improvements in program results.

To a large extent, the approach has been validated. Agencies have made significant and measurable improvements in service delivery and cost-effectiveness. Washington State has received national recognition for innovation and leadership in digital government, performance management and performance budgeting.

Leadership and support from the Governor's office and OFM have been critical to this effort. However, much work remains to be done, and an incoming chief executive has a unique opportunity to advance the issue. This document includes an overview of the role of the chief executive in leading agency performance, and a history and status report on agency management systems. The document also indicates the most promising opportunities for a Governor to use the influence of the office to improve government performance

Major opportunities include:

- Using the bully pulpit to engage citizens in the work of government, and inviting other separately electeds to collaborate on relevant reports to the citizenry.
- Articulating a clear policy agenda for the administration, and engaging cabinet in aligning program strategies and resource decisions with the priorities of government.
- Supporting the implementation of Civil Service Reform and the adoption of other tools for creating a performance-based culture among state employees and managers.
- Adopting common data architectures and integrating data systems across the enterprise to make government more seamless to citizens and reduce redundancy of data entry.
- Adopting entrepreneurial approaches to delivering common administrative or support functions, using best management practices from other sectors as appropriate.
- Recognizing the accomplishments of agency managers and others when they deliver on expectations of citizens or the administration.

For additional information, contact:

Mary Campbell, Office of Quality and Performance, 360-902-0586

<mailto:mary.campbell@gov.wa.gov>

# Improving Agency Performance and Service Delivery

## Introduction

On taking office, a governor is deluged with issues that demand immediate attention. How should the office be organized? How should vacant positions be filled? How can we balance the budget? How should we respond to emergent issues of public policy or safety?

Faced with all that, it is easy to put aside the question of how to manage the performance of the myriad agencies under the governor's authority. Over the last ten years, the Governor's office has devoted considerable attention to improving the way that agencies are managed. The Budget and Accounting Act, the Personnel System Reform Act, the Priorities of Government budgeting process, and several Executive Orders have created a context in which a more strategic and performance-driven approach to government has emerged.

The Governor's Office has made efficient government a priority of the administration because the Governor and his Chiefs of Staff believed that agency management was an area in which a Governor could have a significant impact. Leadership and support from the Governor's office and OFM have been critical to this effort. However, much work remains to be done, and an incoming chief executive has a unique opportunity to advance Washington state agency management.

This document includes an overview of the role of the chief executive in leading agency performance, a history and status report on agency management systems, and a brief presentation of the most promising opportunities for improving government performance and accountability.

## I. How can a Governor affect agency performance?

In name and in function, the Governor is the Chief Executive Officer of state government, accountable for the actions of 65,000 staff that report directly to the Governor or the Governor's appointees. In addition, unlike other separately elected officers:

- The Governor appoints the directors of over 40 agencies and members of some 250 boards.
- The Governor develops the overall budget for state government for legislative consideration.
- The Governor has veto authority over all or part of any legislation, and is therefore the final decision maker on issues of policy and budget.
- The public perceives the Governor as being ultimately responsible for all government performance. During the Marysville school strike, for instance, the Governor's office was deluged with requests to "do something."

As CEO, we saw compelling reasons for a Governor to focus on agency performance:

- According to Elway polls, trust in government is declining due to a perception that agencies are not responsive to citizen expectations, or not effective in the things that they do.
- Eroding public confidence results in more constraints on governmental actions, including audits, oversight boards, and 'accountability measures,' which add to the cost of government and divert funds from value added activities. David Osborne (author of Reinventing Government) and Peter Hutchinson (The Price of Government) refer to this phenomenon as the "cost of mistrust." The Public Strategies Group estimates the cost of mistrust at 25-30%.

- When agency actions result in tort liabilities and legal fees, more funds are diverted from value-added activities.
- Fueled by perceptions of ‘waste, fraud and abuse,’ tax-cutting initiatives result in decreased revenues, at the same time that demand is increasing.

The result is a vicious circle that impedes agencies ability to carry out the core functions of government, much less the administration’s policy initiatives.

We believe that restoring trust in government will require assertive leadership on two fronts:

1. Continued relevant and significant improvement in government service delivery, and
2. Clear and relevant engagement of citizens in the work of government.

Our research indicated that a Governor who effectively exercised the office’s dual role as managerial and political leader could have significant impact on the performance of cabinet agencies, as well as the public perception of government. CEO’s in both public and private sector have demonstrated that clear leadership coupled with disciplined and consistent application of a coherent management agenda can measurably improve an organization’s performance.

This document outlines the role that a governor can play in establishing a strategic agenda and in driving agency performance to achieve it.

## **II. What other factors affect government agency performance?**

Government performance CAN be improved. However, audits, scorecards, tort awards, or other ‘after the fact’ efforts to ‘hold agencies accountable’ have little to no influence on improving management or changing organizational culture.

Management theoreticians and practitioners in the public and private sectors, including Rudi Giuliani, former mayor of New York, Jack Welch, former CEO of General Electric, Bob Behn, JFK School of Government at Harvard, and John Kotter, management ‘guru’ on the subject of organizational culture change, agree that transforming organizational culture and performance cannot be mandated, or even Executive Ordered. It can only be led.

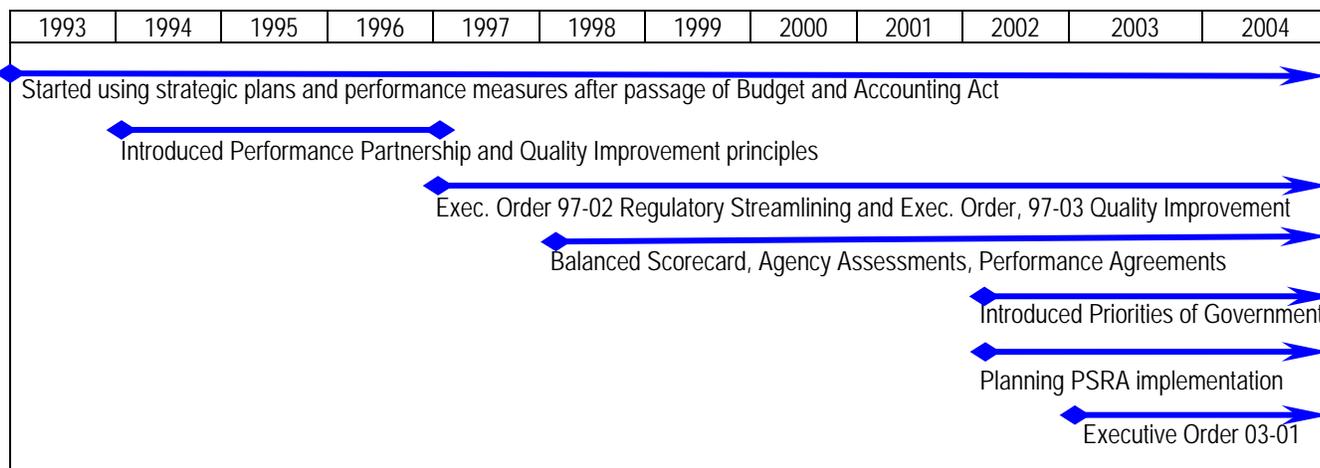
Research and experience indicate that changing the performance of a large organization starts with assertive and disciplined leadership from the top that sets a direction and values based on the desired results. Those directives get translated into better performance for the longer term only if the activities of agency managers and staff are aligned with those directions, and progress is tracked in a regular and data-driven way from the top. The Governor’s office is the place where leadership and follow-up originate.

In the last 10 years, Washington State government has begun to embrace the same sound management principles proven in other sectors, specifically:

1. Clear and consistent executive leadership
2. Engagement of constituents in defining desired results and assessing performance
3. Strategies and budgets that support the desired results
4. Information and communication systems that support data-based decision making
5. HR systems that align individual employee performance with agency goals
6. Internal operations and processes capable of producing the desired results.

Although there are many management models, any effective performance management system includes these six criteria in some form.

### III. What is the status of ‘ performance management’ in agencies?



Washington has come a long way in the last ten years. A brief calendar of progress:

- 1993: The Budget and Accounting Act required agencies to develop strategic plans and performance measures as part of their budget requests.
- 1994: The legislature established the Performance Partnership, bringing private and public sector entities together to improve agency management. Consultants from Xerox and Weyerhaeuser were brought in to develop a ‘management model’ based on the six criteria above. They developed training in strategic planning and performance measurement for state managers and performance consultants. Quality and Continuous Process Improvement initiatives emerged in a few agencies and programs. Those agencies began building capacity in continuous process improvement methods. (The legislature repealed the Partnership and discontinued the funding in 1996).
- 1997 - 2004. Governor Locke and his Chiefs of Staff have taken personal interest in the management of agencies, because they believed that the chief executive was responsible for the performance of agencies in his authority. Executive Order 97-02 required agencies to streamline regulations. Executive Order 97-03 required each cabinet agency to adopt the six management criteria outlined above, and to appoint an internal consultant to lead its quality improvement effort. The Office of Quality and Performance was established to provide technical assistance to the governor, his cabinet and agency staff in implementing a performance-oriented management model.

Over the next 8 years, the Office brought in a several performance management tools, including the Balanced Scorecard, the Value Chain, customer feedback methods, employee surveys and organizational self-assessments. The office also engaged experts from Duke, Harvard and other consulting firms to assist agencies in introducing performance management approaches. The Governor required each cabinet director to develop a performance agreement, outlining objectives to be achieved over the next 12 months. The state invested heavily in information technology and data warehouses, improving managers’ access to the information needed for decision-making

Executive Order 03-01 Service Delivery reinforced the customer focus, requiring agencies to establish customer service standards for key business processes.

- 2002 - 2004. OFM engaged the Public Strategies Group to develop a performance-informed approach to budgeting. The result was Priorities of Government (POG). POG aligns resources with the activities that are proven to be most effective in achieving the desired policy outcomes. Instead of budgeting agency-by-agency, POG creates a strategic framework for allocating resources based on performance and priority.
- 2002 – 2004. The legislature passed the Personnel System Reform Act (PSRA), requiring new Civil Service Rules, and permitting collective bargaining and competitive contracting of many state services. The Department of Personnel has revised Civil Service rules to reduce the role of seniority and increase the role of performance in decisions related to hiring, promotion, compensation and discipline. The Master Contracts recently ratified in collective bargaining restore many of the management rights lost under past practice, setting the stage for a higher level of accountability in the ranks. New rules and contracts take effect in July 2005.
- 2002: Executive Order 02-03 requires agencies to develop Sustainability Plans. The Sustainability movement posits that eliminating waste - both upstream in the manufacture of a product and downstream through use and disposal - creates more efficient, healthful and productive work environments. Sustainability takes a systems approach to problem solving and calls for the integration of environmental and social considerations into business decisions. The administration issued this executive order because it believed that it would provide fiscal, administrative and environmental benefits. Industries that have adopted sustainable business approaches have realized significant savings as well as longer-term benefits such as increased worker satisfaction and shareholder value. A second executive order in October 2004 established statewide sustainability goals for key operational areas. For more information, see the Sustainable Washington website at <http://www.ofm.wa.gov/sustainability/index.htm>.
- 2003 The Office of Regulatory Assistance was established to assist citizens with navigating the regulations that apply to their business or issue. The Office is supported in that effort largely by the voluntary cooperation and assistance of agencies. See also the ORA website at <http://www.ora.wa.gov>, and the transition document prepared by the Office of Regulatory Assistance.

State government management has come a long way since 1993. Twice, we've been named in the top five Best Managed States in America and we've received the Digital State award for the last three years. Recently we were named the number one state government in the country by the National Policy Research Council. Governing magazine gave Washington state one of only 3 "A" grades awarded to the 50 states for management and administration.

In addition to these overall awards, many individual agencies and programs have won national awards for excellence. Many agencies have adopted best practices in using performance measures to make decisions and drive results. We are considered leaders in performance management, and many jurisdictions seek our counsel in that field.

But several key elements of a complete management system are not yet institutionalized. A few agencies have evolved a stronger performance orientation, but in many agencies, the

momentum needed for enduring culture change has not been reached. A new administration presents unique opportunities to advance performance and restore trust in government.

#### IV. Where are the greatest opportunities to improve performance?

In the 2004 edition of POG, an 11<sup>th</sup> results team was created, with the charge to “Strengthen the ability of agencies to achieve the results efficiently and effectively.” As illustrated in Figure 1, the team identified six strategies essential to improving agency ability to deliver results:

- 1. Engage citizens in a meaningful way in government priority setting and decision-making.**
- 2. Maximize the financial resources available for achieving the priorities of government**
- 3. Develop the staff and managerial capacity and skills needed to deliver the desired results.**
- 4. Build and maintain the data, analysis and communication systems needed for timely and informed policy development, decision-making and reporting.**
- 5. Provide the administrative support and infrastructure necessary to deliver the results**
- 6. Provide leadership that sets and communicates clear directions and holds agencies accountable for implementation.**

Based on recommendations of the POG Guidance Team, the POG 11 team identified leadership as the foundation for achieving results. Leaders make the resource allocations that determine organizational capacity in their purchases of staffing, support systems and decision-making systems. Leadership also provides the focal point for engaging citizens in priority setting and reporting to them on the results achieved.

Leadership, as represented in this model, is more than ‘charisma’ – it entails specific actions:

- Articulating the results to be achieved, as well as the guiding values and behaviors
- Allocating resources and providing sponsorship in support of the desired results
- Relentlessly and visibly reviewing performance against targets
- Supporting the development of a culture in which innovation and learning can happen.
- Representing government to citizens and reporting to them on results achieved.

Under the Locke administration, we found that the extent to which a Governor exerts leadership - and requires the same of agency directors – determines the extent to which the administration’s policies are operationalized.

This section presents an overview of current STRENGTHS and CHALLENGES wide and overview how each of the other five managerial strategies currently impact agency performance, and how a governor can use the authority of the office to drive improvement in each area.

## 1. Engage citizens in a meaningful way in government priority setting/ decision-making.

### STRENGTHS:

- Several agencies have adopted a more customer-oriented approach to service delivery, regularly surveying their clients and using that feedback in service design.
- Most agencies and programs have advisory groups with whom they consult in developing policy, regulations or implementation plans.
- The Office of Regulatory Assistance provides information about permitting and regulatory requirements for issues that cross agency lines.
- See WSDOT's "Grey Notebook" and DSHS for examples of agencies with effective strategies for reporting to citizens on agency activities; DOR and DOH have also worked effectively with their customer base to develop effective communication strategies.

### CHALLENGES:

- The media's focus on scandal over good news ('if it bleeds, it leads') makes it difficult to get the full picture in front of citizens and constituents. As trust in government continues to erode, and tax-cutting initiatives succeed, government's ability to deliver core services is in jeopardy. We lack an effective vehicle for engaging citizens in the business of government, and reporting to them on the results obtained.
- Although boards and commissions are intended to be the mechanism for engaging citizens, they have not generally been used effectively to that end. There is no formal mechanism in place for orienting new members to the extent and limits of their authority, or their responsibilities as citizen representatives.
- Reconciling regulatory responsibilities with the concept of customer service' has been challenging for many agencies.

### OPPORTUNITIES for a GOVERNOR to ENGAGE CITIZENS in GOVERNMENT DECISIONS

- Work assertively with cabinet to develop appropriate tools for engaging with and informing the public, so that citizens have the information that they need about the work of government and their role as citizens. Public service announcements, progress reports, and other approaches would serve to educate, inform and engage citizens.
- Continue to engage citizens in the POG process.
- Clarify the lines of accountability for boards and commissions and institute orientation and support services to ensure that board members are aligned with statutory intent.'
- Invite other separately elected offices to participate in the above efforts to make government as a whole more seamless to citizens

## 2. Maximize the financial resources available for achieving the priorities of government

### STRENGTHS:

- The new POG process established a conceptual framework for allocating resources based on the extent to which activities support the desired results.
- Competitive contracting provides new tools for managers to analyze activity costs.
- Agencies are much better at using strategic plans to guide resource decisions and align employees with the goals of the agency and the administration.
- Revenue generating agencies, such as DOR, LOT and LCB have adopted entrepreneurial approaches and benchmarked their processes against industry standards to improve revenue generation.

#### CHALLENGES:

- POG is a long way from becoming institutionalized as the way we work, and will require continued support and careful attention to develop its potential. Budget development has historically been conducted separately from any performance reviews. We need to develop agreed on measures of progress toward the priorities, and the means to track and report on them in a comprehensive way, so that managers and citizens can make informed decisions about policy and budget issues.
- Agency managers, for the most part, have little experience in calculating the full cost of the activities that they conduct. (See POG transition document)
- Continuing budget pressures threaten agencies' ability to fund the analysis and the tools that could improve productivity. If new efficiencies cannot be found, the resultant cuts to service delivery will be to program activities, and may accelerate the vicious circle of citizen mistrust of government.
- Short-term thinking and the 'cost of mistrust' divert funds from the strategies that are most effective in the long haul.

#### OPPORTUNITIES for a GOVERNOR to ALIGN RESOURCES with DESIRED RESULTS:

- Continue the POG budgeting approach, and evaluate its impact to ensure that the structure and implementation are driving the behaviors desired.
- Integrate the regulatory reform, sustainability and continuous process improvement efforts so that proven process improvement methods and tools can be applied to strategically significant issues such as regulatory reform and waste reduction.
- As budgets tighten, many worthwhile activities end up below the line. The only way to fund them is to find ways to do the activities that ARE funded in a more cost-effective way. A new governor can challenge agency directors to find more cost-effective ways of conducting funded activities. Some possible new approaches are outlined in the Tools for Results Teams identified in POG – many of those tools will require strong support from the chief executive to overcome organizational inertia and resistance. (See also the POG transition document.)

### 3. Develop the Staff and Managerial Skills Needed to Deliver the Desired Results

Any organization needs staff with skills and knowledge needed to do the work, and managers who have the support and the experience to manage for results.

#### STRENGTHS:

- New civil service system and collective bargaining contracts have laid the foundation for a performance-driven culture. All past practices are now erased and we have a unique opportunity to start fresh.
- Under this administration, cabinet has developed a collegial approach to sharing best practices and learning from the successes of others.
- New tools created to support competitive contracting can help managers analyze their processes in a more consistent way.
- In the current cabinet and in some agencies, forums for sharing 'best' and 'smart practices,' have emerged, encouraging a collegial approach to learning together.
- Since 1998, the Office of Quality and Performance has administered an organizational self-assessment tool. Some agencies have used the tool effectively to identify the opportunities for improving agency management systems.
- We have a growing cadre of performance consultants with increasing capacity in the methods and tools of performance improvement. See the Practitioners' forum at <http://www.governor.wa.gov/improve/quality/practitioners/practitioners.htm>.

- Many agencies, such as DOC, DOL, DSHS and ESD have developed their own management and leadership development curricula. DIS's Digital Academy is also an effective forum for growing best practices in-house.

#### CHALLENGES:

- As a state, we have no standardized management curriculum – current managers must develop their own training plans, and funding is often a barrier. Although DOP is in the process of defining management competencies and developing a leadership curriculum, managers will need more training and support in order to make the best use of the new rules and tools. To address this gap, some agencies and administrations have developed their own in-house leadership development curriculum.
- Recent studies indicate that expected retirements of 'baby-boomers' and "PERS 1 employees' will leave a significant gap in the institutional memory of the state sector. Without a strategy for succession planning and management development, the brain drain can leave the state with a significant shortage of professional managers.
- In many agencies, there is little or no formal orientation provided for new employees to establish expectations related to public service. Required training is limited to those issues that have generated directly attributable liability costs, such as sexual harassment, ethics, and diversity.
- There is no formal orientation for new members of boards and commissions, with the result that appointees are unclear about their roles, the limit and extent of their authorities, and any applicable administration and ethical regulations or restrictions.
- Years of budget cuts have reduced or eliminated funding for training and development. Our investment in training is far below industry benchmarks, with the result that staff and managers lack the technical and managerial training and exposure to stay current with generally accepted standards of technical and managerial practice.
- Tort liability is on the rise. When the issue is analyzed, a root cause is often managerial or administrative in origin. DOP developed a Help academy to provide training for managers in avoiding liability costs, but a more effective approach would be to train managers in more effective proactive management tools and principles.
- Low employee morale is reported in many agencies, and turnover is high in many agencies. While this may be partly attributable to years without COLA adjustments, another factor is the disparaging media portrayal of state employees. Employee surveys also indicate a lack of information about progress made toward agency goals, a strong contributor to staff disaffection.

#### OPPORTUNITIES for a GOVERNOR to BUILD STAFF and MANAGERIAL CAPACITY:

- Develop a consistent management curriculum and require managers to show ability in all necessary areas of competence.
- Develop a standardized new state employee orientation that would outline the values and behaviors expected of public servants. Such an orientation could also include training in diversity, sexual harassment and ethics, reducing the need for each agency to develop and stage their own (as they do now). Adopting a standard and required orientation would get new state employees off 'on the right foot,' reducing risk to the state and establishing performance expectations from the outset.
- Support the move toward a performance based culture that establishes clear expectations of employees and provides employees with meaningful feedback about the results of their efforts.

#### 4. Build and maintain the Data, Analysis and Communication systems needed for timely and informed policy development, decision-making and reporting.

An organization needs timely and accurate data to manage the performance of staff and assess the effectiveness of its strategies. It also needs information and communication systems to interact effectively with constituents, both in collecting feedback and in reporting progress to them.

##### STRENGTHS:

- Washington State is very computer-literate, and agencies have made great investments in technology, including providing web access 24/7 to myriad government services.
- Agencies who have tapped into the potential of shared data systems, and who have begun sharing information across divisions or with other agencies, have realized great improvements in results.
- The deputies group has worked successfully as a collaborative on two major projects: Y2K and Civil Service Reform.
- A few agencies have well developed performance measurement systems and use them effectively to guide decisions.
- See WSP's Strategic Advancement Forum, DOC's DOC-Watch, DOL's Licensing Business Reviews, Ecology's quarterly management reviews and L&I's performance review process for examples of data-driven management systems of management.

##### CHALLENGES:

- Many agencies and programs still rely on stand-alone or program-specific data and measurement legacy systems are incapable of sharing information with others. This results in duplicate data entry and difficulty accessing information. Aligning systems is challenging for many reasons, including:
  - Insufficient resources to invest in more efficient data systems;
  - A belief that program needs are 'unique' and therefore not relevant to others
  - Lack of knowledge about other data architectures or approaches that may be more compatible with data sharing.
- Communication systems (both technical and organizational) are not always used in an effective way to give staff and managers the feedback they need to improve performance. In the absence of information, staff and stakeholders tend to assume the worst, resulting in worsening morale and eroding public trust.
- We have no effective mechanism for consistently measuring and reporting progress toward the priorities important to citizens in terms that are relevant and engaging,
- Most agencies still need additional training for staff and managers to understand how to use measures and data effectively to drive performance and accountability into all levels.

##### OPPORTUNITIES for a GOVERNOR to USE DATA, ANALYSIS to DRIVE PERFORMANCE:

- Continue to push for an enterprise-wide approach to information system development. This would result in economies of scale, better access to information for managers, and a more seamless face of government to internal and external customers. Sharing information across divisions and agencies – where it has happened – has generated significant returns. Data warehousing and data cross matching has helped agencies improve revenue collection and make service delivery more seamless to citizens.
- Integrate the data systems, performance management systems and communication systems to provide relevant progress reports to staff, managers and citizens. Progress reports should be tailored to the audience and designed to:
  - **Motivate and recognize staff performance,**

- Inform managerial decision-making and strategy evaluation; and
- Inform and engage stakeholders and citizens.

## 5. Provide the Administrative Support and Infrastructure necessary to deliver the results

Although most agencies are created to meet policy objectives, they all need effective support systems and administrative infrastructure, such as facilities, contracting and purchasing functions.

### STRENGTHS:

- Our central administrative agencies (DOP, DIS and GA) have come together in partnership to support recent emergent issues, such as Y2K, the earthquake and Washington Works. In doing that, they have forged excellent working relationships, and discovered a commonality of purpose that is very supportive to their clients (other agencies). Under management teams determined to change the historical reputations of central services, all three agencies are adopting a more entrepreneurial approach to service delivery.
- Administrative functions are more easily benchmarked, and managers in some agencies and programs are using data and best practices from outside state government to drive improvements in administrative functions.
- Agencies are required to adopt Sustainability plans, which provide a framework for waste reductions that could be applied to administrative 'waste' as well.
- Lottery, Retirement Systems, Parks and Recreation and the Liquor Control Board have all developed strong entrepreneurial cultures, leading the way in understanding how to determine the cost of doing business.

### CHALLENGES

- We are in the early stages of learning how to capture the true and complete costs of administrative and support functions. Without that kind of information, it is difficult to make strong cases for adopting alternative approaches.
- Washington State has historically taken a decentralized approach to managing support and administrative services. Past experience with centralized admin services that were not responsive to unique agency needs have made some managers gun-shy about relying on other agencies for needed support. In addition, the history of state government is replete with examples of mergers that were poorly executed, resulting in more confusion and no cost savings.

### OPPORTUNITIES for a GOVERNOR to IMPROVE ADMINISTRATIVE and SUPPORT SERVICE DELIVERY

- Budget crises force organizations to adopt approaches they might have resisted before. The prospect of additional cuts to program activities may make centralized administration more palatable to managers, especially if they are involved in the implementation. POG 11 is researching some promising options, such as entrepreneurial 'franchise' models, strategic sourcing, and supply chain management, which will require support from the Governor's office and OFM. The success of such efforts will be determined by how effectively agencies are enlisted in them.

## V. How could a Governor leverage those opportunities?

Although 'good government' does not generate headlines, this administration has found that improving agency management systems generates payoffs in program results. Much work remains to be done, though. Although the culture of government is becoming more 'results-oriented,' the changes have not been institutionalized on a large scale. Change of administration can result in some aspects of performance management losing momentum. It will require affirmation leadership on the part of the Chief Executive to keep the momentum.

As we evolve toward a more results-oriented approach to management, the opportunities for an administration to exert leadership will also shift. We believe that the incoming administration will find that a strong foundation has been laid, on which a new governor can build with security. We also believe that our progress was possible because we worked hard to keep the various elements working as a system. "Process improvement" is more effective when linked to a strategic framework such as POG. POG cannot really be implemented if Civil Service rules don't support a results-focus. We found that managers were more effective if the Governor's office helped them to 'connect the dots.'

In summary we would suggest that the major opportunities for a Governor to drive performance management in agencies are:

- Use the bully pulpit to engage citizens in the work of government. Invite other separately electeds to collaborate with the administration in developing regular, relevant and engaging reports to the citizenry. Engage citizens in the POG approach to budgeting.
- Articulate a clear agenda for the administration, and engage cabinet in aligning agency and program strategies and resource decisions with that agenda. Create a forum in cabinet for sharing best practices and collaborating on cross-agency issues.
- Support the implementation of Civil Service Reform and the development of a performance-based culture in state government.
- Engage cabinet and the separately electeds in adopting common data architectures and integrating data systems across the enterprise to make government more seamless to citizens and reduce redundancy of data entry.
- Support an entrepreneurial and strategically designed approach to delivering common administrative or support functions, using best management practices from other sectors as appropriate.
- Recognize the accomplishments of agency managers and others when they deliver on expectations of citizens or the administration.

For additional information, contact:

Mary Campbell

Office of Quality and Performance,

360-902-0586

<mailto:mary.campbell@gov.wa.gov>

Figure 1: Strategy map for improving agency performance

