

State Government Performance and Accountability

Performance Excellence in State Government
WSQA Symposium
May
2007

“Holding government accountable for results is just common sense. It is not enough to just set priorities and talk about what we want to do. We must measure government performance to make sure Washingtonians are getting the best possible return on their tax dollars.”

*Chris Gregoire, Governor
State of Washington*

Multiple directives for accountability and performance improvement –

- Legislature
 - HB 1970 (RCW 43.17.380-390) – quality performance systems (enacted 2005)
 - HB 1242 (RCW 43.88) – citizen focused performance measures (2005)
 - HB 1064 (RCW 43.09.430-460) – performance audits (2005)
 - State budgeting statutes (RCW 43.88.090) - addresses strategic plans, goals and performance assessment)
- Governor
 - Priorities of Government (POG)
 - Executive orders -- Government Management Accountability and Performance (GMAP), Plain Talk, Regulatory Improvement and others
- Citizens
 - Initiative 900 (RCW 43.09.470-475) – Performance Audits

Gregoire Administration Response

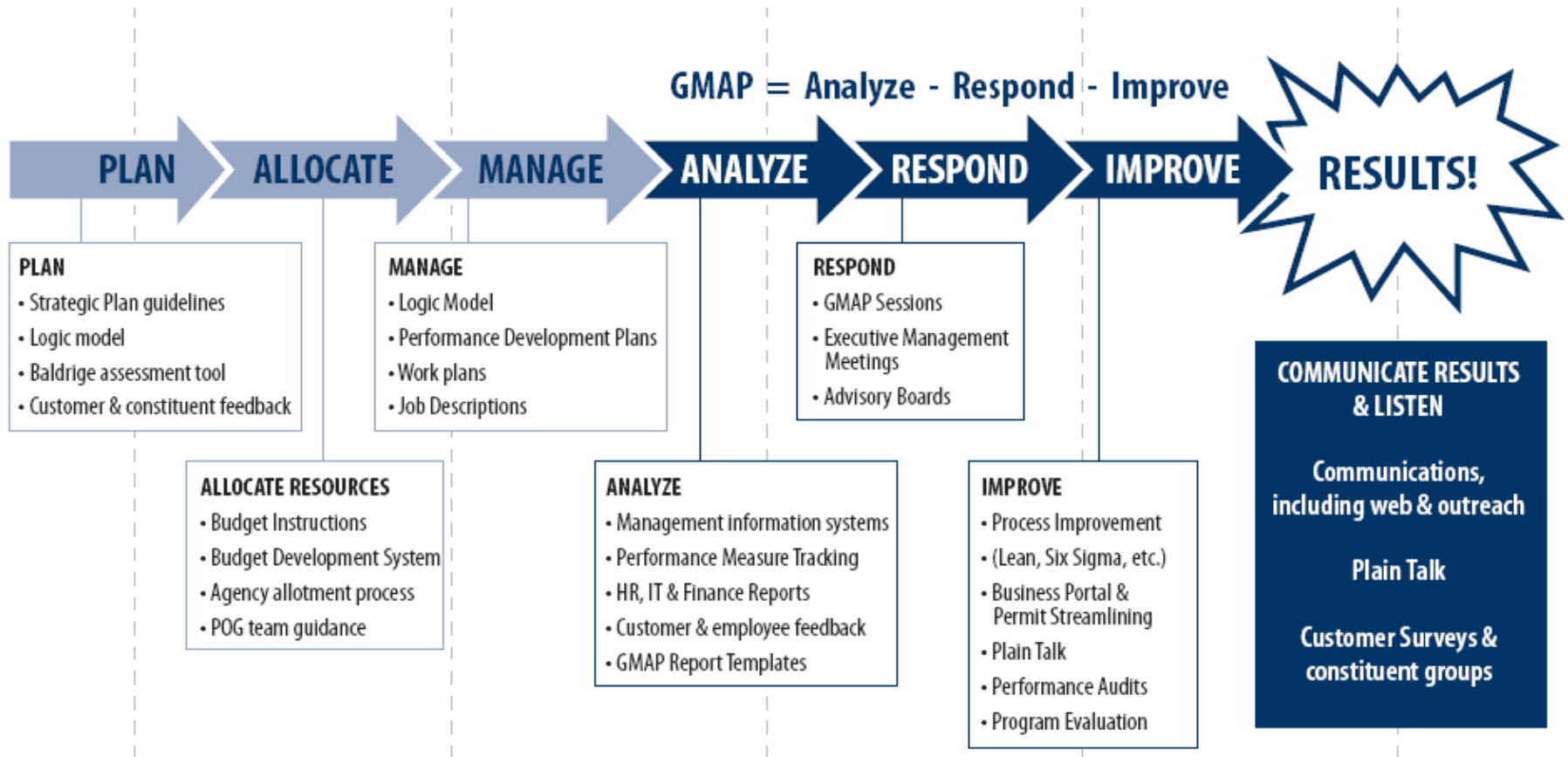
The Management Framework

helps simplify and integrate the multiple performance mandates



- Strategic planning by all agencies
- POG process used to help set budget priorities
- Management training and employee performance expectations
- Agency self-assessments and assistance with WSQA assessment applications
- GMAP program to monitor and improve agency performance
- “Plain Talk” approach to improve customer service
- I-900 protocols developed to support performance audits
- Communication with citizens, including town hall meetings, Report to Citizens, and Citizens Advisory Board

Gregoire's Management Framework



Do we measure outputs or outcomes?

Department of Social and Health Services

Goal: Ensuring vulnerable children are safe

Ultimate Outcome

Children are safe.
% of children not re-abused within 6 months

Effective safety plans are created and followed...
case file reviews

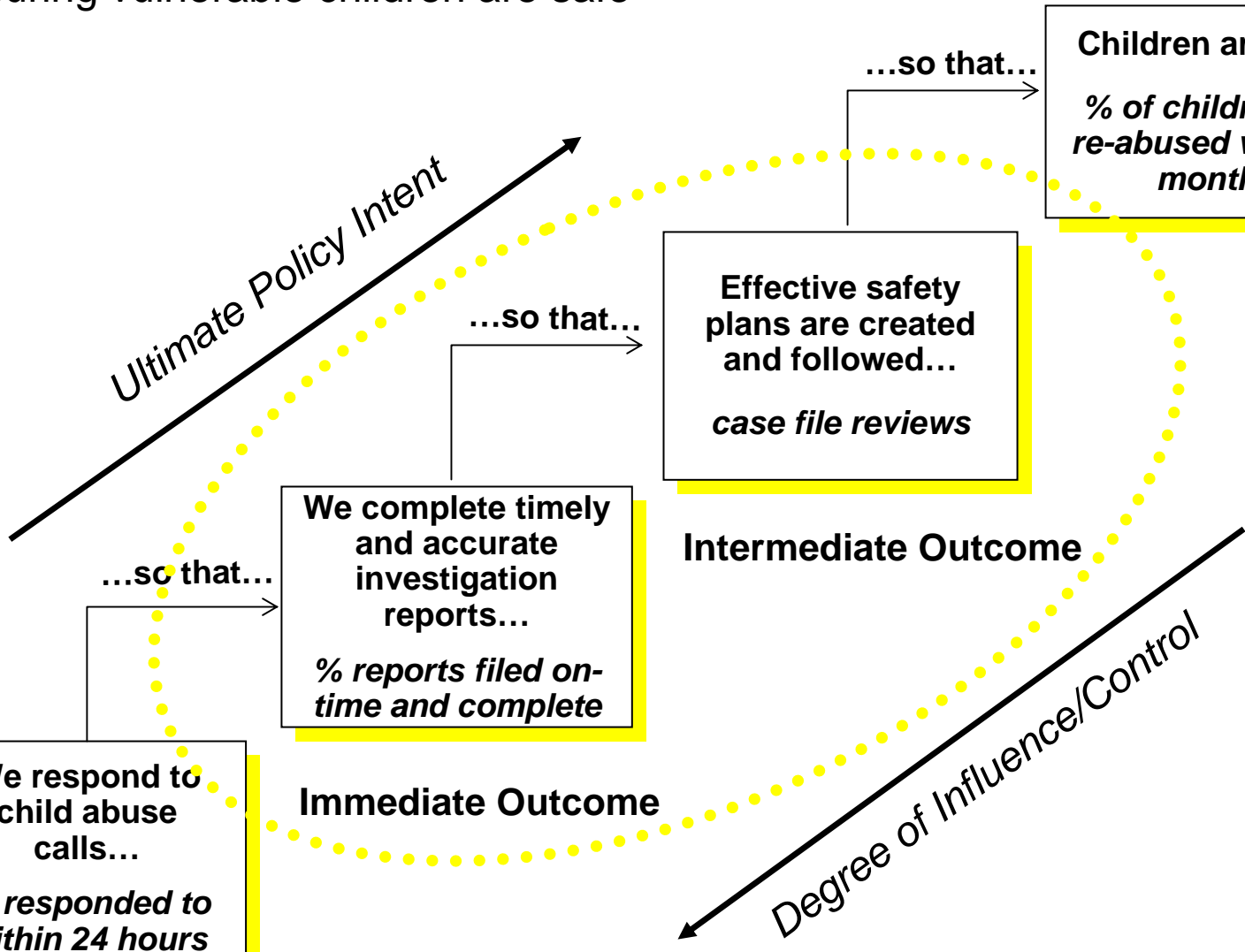
Intermediate Outcome

We complete timely and accurate investigation reports...
% reports filed on-time and complete

Immediate Outcome

We respond to child abuse calls...
% responded to within 24 hours

Activity / Output



Source: Washington State Department of Social and Health Services, Children's Administration

Agency Self-Assessments: Status Report for 2006



Completed Agency Assessments as of November 30, 2006:		
<i>Agencies by Category</i>	<i>Possible</i>	<i>Completed</i>
Executive Cabinet	29	25 (86%)
Small Cabinet	36	16 (44%)
Elected	9	2 (22%)
Higher Ed	6	1 (16%)
Colleges and Trades	33	0 (0%)
Which areas need improvement?	Lowest Score	Priority
Improve Processes to get better results	19	1
Communicate Results and Listen to Customers	19	1
Manage Our People	14	2
Analyze data	14	2
Allocate Resources	11	3
Respond: make decisions and take action	10	4
Create a Strategic Plan	3	5

Summary:

- 86% of the largest agencies completed the self-assessment.
- Agencies were very candid in identifying which areas need work.

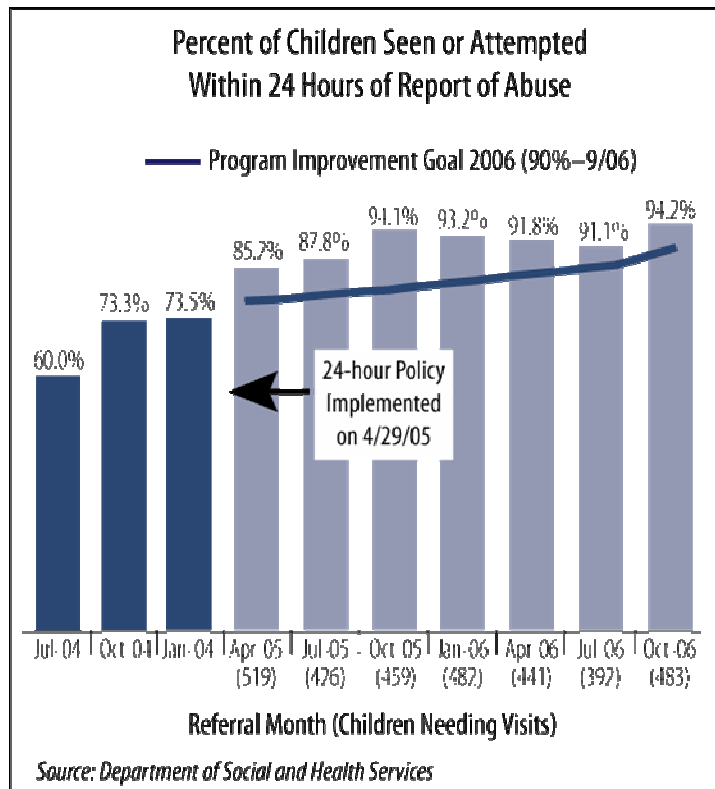
Next Steps:

- ⇒ Follow up with the agencies who have not completed the assessment.
- ⇒ Focus training and assistance in the top 2 priority areas (process improvement and communicating with customers)
- ⇒ Each agency has an action plan to improve the 3 areas where they scored lowest.

What is GMAP?

- Governor Gregoire's Commitment to Accountability – “GMAP”
- Using Data to Get Results in Washington State
- Agencies are held accountable for results.
- Governor and her senior staff personally review performance data with agency directors.
- Remove bureaucratic barriers.
- Make decisions based on data.
- Discussions are frank, direct, and open to the public.
- Agencies report quarterly and are expected to **follow-up** on their action plans.
- Agencies also conduct internal GMAP sessions to review their programs.

How can we prevent child abuse?



Situation:

- State social workers stretched to the max of their capacity.
- Statutory mandate: respond to reports within 10 business days.
- Governor's directive: respond to highest risk reports in 24 hours.

Challenge:

- How can we get there faster?
- How do we know if it will make children safer?

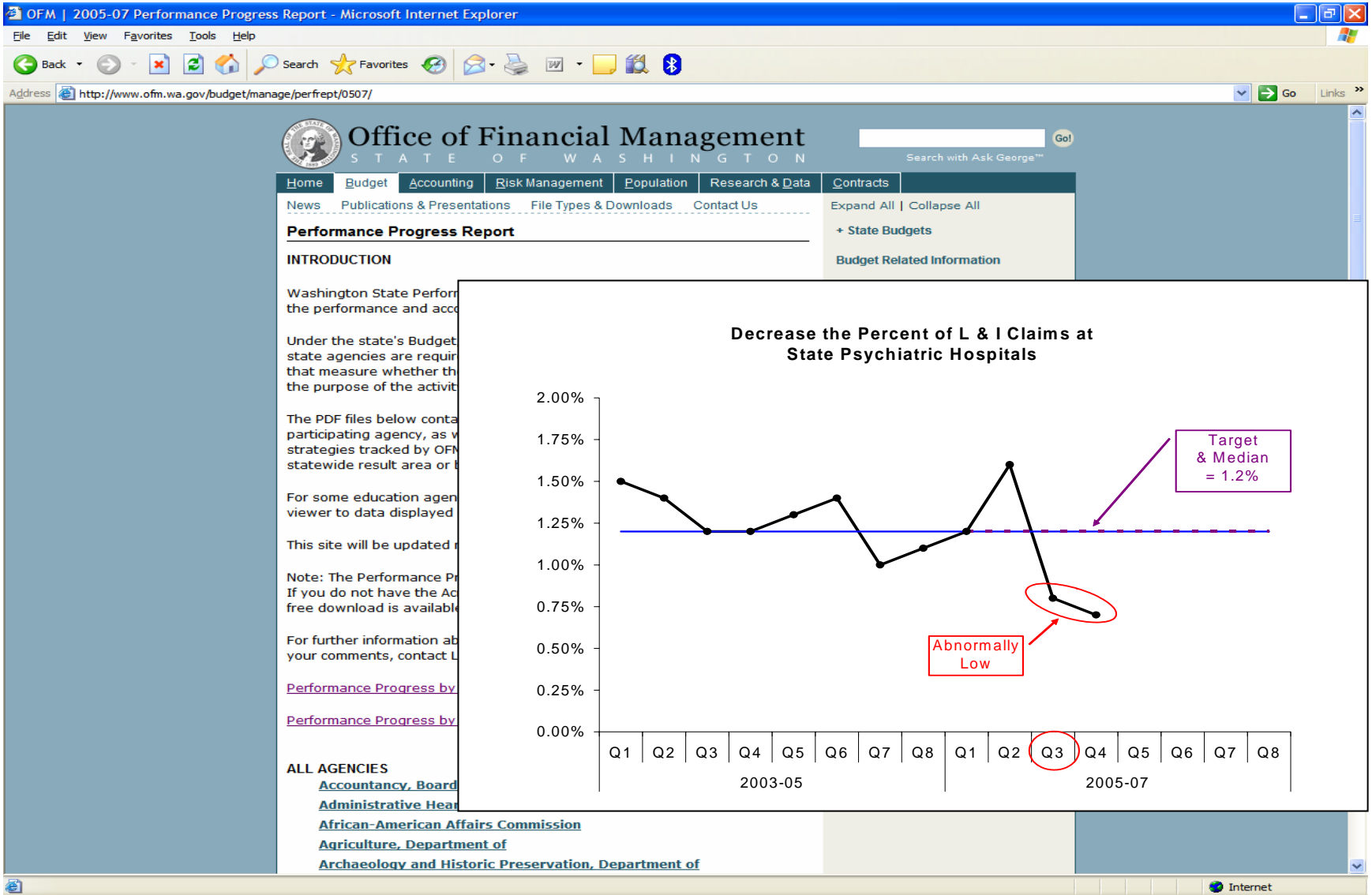
GMAP Forums & Schedule

- Transportation – May 23
- Government Efficiency – June 13
- Public Safety – June 27
- Health Care – July 11
- Vulnerable Children & Adults – July 18
- Puget Sound -- September
- WorkFirst – October 24
- Education – *coming soon*

Progress report – as of May 2007

- ☑ More than 25 GMAP forums led by Governor Gregoire and her leadership team reviewing agency performance
- ☑ Many agencies have developed “internal” GMAP programs
- ☑ Agency Self-Assessment tool distributed and results collected. Agencies beginning the WSQA journey.
- ☑ More than 100 agencies have scheduled their quality assessment application
- ☑ Performance improvement and accountability training provided to agencies and staff
- ☑ I-900 protocols developed with State Auditor’s office
- ☑ Governor’s “citizen engagement” tour during summer and plans underway for fall 2007
- ☑ Governor’s 2006 Report to Citizens
- ☑ Improved transparency – revised websites includes all agency performance reports

Agency Performance Progress Reports available on-line at
<http://www.ofm.wa.gov/budget/manage/perfrept/0507/>



GMAP Schedule and Reports Available at <http://www.governor.wa.gov/gmap/default.asp>

GMAP | Report to Citizens - Microsoft Internet Explorer

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Address <http://www.governor.wa.gov/gmap/citizenreport/default.asp> Go Links

GMAP

Governor Gregoire's
GOVERNMENT MANAGEMENT ACCOUNTABILITY & PERFORMANCE

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- + GMAP Reports
- Citizen Involvement
 - Citizen Advisory Board
 - Citizen Engagement Results
 - Report to Citizens
- + Agency Resources
- Management Framework

Report to Citizens

Governor Chris Gregoire wants Washingtonians to know what state government is doing with their tax dollars. She knows citizens care about accountability, results, and performance – not finger-pointing or excuses.

In her first Report to Citizens, Governor Gregoire highlights the progress state government has made in measuring results. Using data-driven examples, the report illustrates what's working, what's not, and the challenges ahead.

The report is available [here](#).

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Internet

Gregoire Management Framework

Courses, Consulting Services & Tools Supporting the Framework

GMAP = Analyze – Respond – Improve



Note: Course offerings will be updated in May 2007. Please visit DOP's website at <http://www.dop.wa.gov/Employees/TrainingAndDevelopment/> for more information.

What's next?

- GMAP is being expanded to cover additional issues and agencies in 2007-08
- First performance audits are completed
- Increased technical assistance to agencies to help with self-assessment and performance improvement
- Agencies have begun applying for external assessments (Washington State Quality Award) and now reviewing their feedback reports
- Governor will issue her second Report to Citizens in October 2007

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