

DELIVERING RESULTS



A LETTER FROM THE CHAIR

State government today touches innumerable aspects of citizens' lives, delivering an array of services from building and operating new highways to social services supported by social impact bonds. Governors are poised to make those operations work in the most efficient, cost-effective way possible. That is why I've chosen to focus my 2014-2015 National Governors Association Chair's Initiative on *Delivering Results*.

As the stewards of revenues collected by states, as well as those that flow from the federal government to states, governors today oversee operations significantly larger in both scope and scale than their predecessors. This expansion makes it even more important for governors to harness human talent, innovative management practices, new and emerging technologies and sophisticated analytics to increase performance and deliver results.

Some of my fellow governors already are taking advantage of the innovations used by businesses, universities and others to address the fundamental issue of how to deliver better results. And there are some truly cutting-edge ways they are doing this, including recruiting the best and the brightest to work in their administrations, employing modern management practices to keep government lean, and last, but not least, using data to drive results and track progress.

By showcasing the aforementioned successes in various states and providing an opportunity to share best practices with each other, I know we can work together over the next year to streamline state government, improving the lives of our citizens and the nation.

Sincerely,



National Governors Association Chair, 2014-2015



THIS INITIATIVE WILL...

- Showcase the success of governors leading changes in governance and provide opportunities for sharing best practices;
- Hold an experts meeting in Washington, D.C.;
- Hold a *Delivering Results* Summit in Denver, Colorado; and
- Produce a governor's guide, *The Who, How and What of Delivering Results*, as well as webinars, webcasts and issue briefs to broadly disseminate the results of the initiative.

THE CHALLENGE

The scope and scale of state government today is far wider and larger than it was in the past. Governors preside over enterprises that deliver an array of services to their citizens and regulate important aspects of citizens' personal and commercial lives. Governors also are stewards of the revenues states collect and those that flow from the federal government to the states.

The challenge governors face is to bring human talent, innovative management practices, new technologies and sophisticated analytics together in such a way that streamlines operations and improves performance.

THE OPPORTUNITY

Governors are taking advantage of innovations in policy, management, technology, analysis and personnel practices that businesses, universities and other major social actors have applied. Some of those strategies include: first, ensuring the people who run state government and carry out its business on a day-to-day basis are the best and the brightest; second, leading efforts to deliver ever greater value to taxpayers by making the how of government leaner through modern management practices and new technologies; and third, making decisions about what works by taking advantage of hard evidence to rapidly and continuously improve programs and policies and determine which programs produce results.

The initiative seizes the opportunity to:

- **Change the who** of state government by recruiting and retaining the employees necessary to provide the best future government services; engaging nonprofit organizations and the private sector to deliver government services in innovative public-private partnerships that both finance and deliver public services; addressing an impending wave of retirements by taking steps to redefine work in state government; and harnessing employees from the private sector to assume roles in state government.
- **Change the how** of delivering services to citizens by adopting lean processes and using new technologies. The initiative will pull states together to examine innovative best practices many have adopted and the next steps to improve the delivery of services by empowering employees and focusing on customer service. Often, regulation intended to protect the public is unnecessarily rigid and impedes job creation in the private sector. Cutting those regulations is a natural consequence of lean government and will be showcased. Digital government offers the prospect of better delivery of current services as well as brand new ones; therefore, it will be a major force in changing the way state government will do business in the future. But changing the how is not limited to digital services—it includes a variety of other technologies, notably geographic information systems to improve land use planning and disaster response.
- **Change the what** of policies and programs by better using the growing volume of research to inform policymakers about what works. The evidence provided by gold-standard research (for example, randomized controlled trials) and other techniques can be used both to guide new initiatives and to eliminate unsuccessful programs. Novel approaches to low-cost and rapid evaluation can improve performance management and ensure peak performance from programs as they run. Basing policy and programs on the best available evidence offers the potential of delivering improved results in many areas, including education, health care, corrections policy, energy, workforce training and prescription drug abuse.



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Core Principles

Introduction

The 2014-2015 National Governors Association (NGA) chair's initiative, *Delivering Results*, focused on helping governors identify strategies to improve the efficiency and effectiveness of state government. In order to deliver results to individuals and businesses in the state, governors can use any number of specific strategies, including recruiting and hiring effective state government leaders, streamlining regulations, implementing lean process improvement, and using data and evidence to inform budgeting. A set of issue briefs summarize findings from throughout the *Delivering Results* initiative and have three key areas of focus: recruiting and hiring strong state leaders, developing effective regulations and regulatory processes, and using data and evidence to drive results. The briefs discuss the strategies available to states to improve government effectiveness within each area and describe current and recent efforts states have undertaken to implement those strategies.

Throughout the course of the *Delivering Results* initiative, several key themes that address core principles of a results-oriented state government arose repeatedly across all three areas of focus. Those core principles are:

- Set a vision and focus on outcomes;
- Foster a culture of continuous improvement; and
- Communicate results internally and externally.

The ideas and examples shared throughout this issue brief are drawn from three *Delivering Results* experts

roundtables held in the fall of 2014; a *Delivering Results* summit held in April 2015, at which 28 state teams attended; and conversations with national and state experts.

Set a Vision and Focus on Outcomes


Throughout all conversations about delivering results, the most commonly mentioned core principle was that the governor's engagement is essential in creating a system to deliver results. Governors can use the bully pulpit to articulate their vision, garner support, and spur action like no one else in the state. Conversations with experts identified three ways a governor can engage in identifying and delivering results: establishing a vision, goals, and outcomes; bringing together all relevant parties who can play a role in reaching those goals; and engaging the public and the private sector in the work.

Establish a vision, goals, and outcomes

In an effort to deliver results for the residents of a state, the most important role for the governor is to establish a vision and set of overarching and measurable goals for the state. In the words of former **Minnesota** Governor Tim Pawlenty, "Leaders inspire us to believe we can do *anything*, but make sure we don't try *everything*."¹ Setting priorities allows the governor and his or her senior team to focus on what they want to achieve during their time in office and helps staff allocate their time in pursuit of those major goals. *Data-Driven Approaches to Delivering Better Outcomes* provides more explanation of how the

¹ Bob Schroeder, "Recruiting and Hiring Senior-Level State Executives" (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).





governors of **Oklahoma** and **Washington** established a vision and set statewide goals, translated those goals into measurable outcomes that cut across state agencies, and are using those outcomes to manage their state.

Bring together all relevant parties who can contribute to those goals

As the governor sets priorities for the state, it is likely that those priorities will be cross-cutting in nature. Most of the biggest challenges facing states—education, health, economic development, and transportation—are not confined to just one agency or department, so no single organization can address that challenge on its own. Governors are in a unique position of being able to bring together the many different state agencies and departments with a stake in any given outcome. Convening all leaders who can help solve a problem increases the likelihood of interagency collaboration and project success. *Data-Driven Approaches to Delivering Better Outcomes* provides examples of how states such as **Indiana** are using a cross-agency goal to coordinate policy and data across state agencies.

Engage the public and the private sector in the work

Delivering results means improving the efficiency and the effectiveness of state government, to improve outcomes for the state and its residents. Throughout the initiative, experts counseled that stakeholder engagement is central to achieving successful outcomes. Governors and state leaders should engage individuals, organizations, and businesses in the identification of issues that should be addressed, as they are in a good position to identify potential improvements. The *Delivering Results* toolkit discusses how states are engaging residents and implementing tools and strategies to improve outcomes. For example, in **Colorado**, regulatory reform grew out of a stakeholder engagement effort called “Pits and Peeves,” in which residents were asked to identify the biggest challenges they faced with government red tape. As a result of Pits and Peeves, Colorado has focused on regulatory reform and lean process improvement. Similarly,

Michigan created an online suggestion box that asks the public for thoughts about regulations that could be changed or eliminated. For more in-depth discussions of those and other state efforts, please refer to *Creating and Refining Results-Oriented Regulations*.

Foster a Culture of Continuous Improvement

As governors and senior state leaders work to deliver results in their states, it is critical for those leaders to establish a culture in state government of excellence and continuous improvement. Throughout the *Delivering Results* initiative, national and state experts emphasized that culture shift is one of the most important components of creating a results-oriented state government, but it also can be one of the most challenging components to implement successfully. Governors and their senior leadership teams can create an organizational culture that supports results and continuous improvement by keeping staff at all levels focused on achieving goals and outcomes and setting a tone of constructive problem solving rather than punishment.

Keep staff focused on achieving goals and outcomes

State government can more successfully deliver results to residents when staff at all levels are focused on the state’s highest-priority goals and know how their daily work supports the achievement of those goals. The governor and agency leaders will face unforeseen challenges on a daily basis, which can easily distract from progress toward the governor’s priorities. To stay focused on delivering results, governors and state leaders should communicate priorities to staff and regularly monitor progress toward those priorities, creating an atmosphere where continuous improvement toward priority goals is the norm. Staying focused on the state’s priority goals will help leaders take a proactive approach in their daily work, rather than reacting to the latest crisis. *Finding and Building Effective State Leaders* describes in further detail how governors in states such as **Tennessee** are aligning the work of their senior leaders in

support of the statewide vision and goals. *Data-Driven Approaches to Delivering Better Outcomes* discusses how governors in states such as **Maryland** are establishing systems to manage performance and progress toward goals and how agency staff can stay engaged in those ongoing efforts.

Set a tone of constructive problem solving

Gubernatorial leadership in creating an organizational culture that supports constructive problem solving is a critical element of focusing state government results. That culture should be emphasized both in how the governor’s team interfaces with agencies and how agency leaders interface with their staff. A performance management approach can be effective in improving outcomes, but if agency officials feel they will be punished if performance declines, it can lead to bad data and poor outcomes. As one expert in the *Delivering Results* roundtables noted, governors should be careful to avoid “hitting the target but missing the point.” That is, performance systems in which employees do not feel safe to identify performance challenges and propose solutions might provide agency staff an incentive to game the system to meet performance targets without necessarily improving their work. Moreover, workers might not as quickly identify issues to leadership if they fear reprisal. *Data-Driven Approaches to Delivering Better Outcomes* describes how states such as **Washington** are creating performance management systems and working with agencies to foster constructive problem solving.

Communicate Results Internally and Externally

The final foundational element of creating a results-oriented state government is for governors to communicate both internally and externally the results that have been achieved. Governors should celebrate successes with state government staff because sharing results helps staff see how their work supported the

achievement of an outcome and recognizes their contributions. Sharing results with the general public will give the governor and the state increased credibility and can help combat the negative perceptions people sometimes have about state government.² Throughout the *Delivering Results* initiative, national and state experts highlighted several recommendations for how governors talk about results, including making results personal and human and by using visuals.

Make results personal and human

Beyond serving as the chief executive officer of the state, the governor also serves as its chief communications officer. A governor can help communicate state government’s work to residents and make state government exist on a human scale. When governors and agency leaders talk about the results they have achieved, they should “put a face on it” and relate the effect on real people’s lives. As one expert said, results do not exist until people experience them.³ Governors can describe a result by telling a story about an individual or family’s experiences, which allows listeners to put themselves in that person’s shoes. In addition, governors should strive to speak plainly when they communicate results, using language and concepts that will be easily understood by the vast majority of the public. Those strategies can help make state government accessible to residents, helping them understand how state government initiatives can improve their daily lives.

Communicate results by using visuals

Another strategy governors can use to communicate results in a way the public can easily understand is through use of visuals. A visual representation of data such as a chart or graph can showcase a trend or distribution of resources. Even if the audience does not know the issue well, a good visual makes it easier to understand. One important source of data to create visuals is geographic data, which helps integrate data from various sources to tell a cohesive story. Using

² Ibid.

³ Ibid.

data connected to a specific location makes it easier to understand results because geography is a context most people understand. Geographic data can be especially helpful in communicating results to people because they can see how their community has been affected. *Data-Driven Approaches to Delivering Better Outcomes* provides more examples of how governors in states such as **Arizona** are using geographic data to analyze performance and communicate results to the general public.

Governors should be thoughtful about how they frame the same concept to an external versus an internal audience. For example, framing a performance initiative around cutting budgets may be appealing to the general public but could also make it difficult to build a culture of continuous improvement inside state government, especially if agencies worry that acknowledging performance challenges will lead to budget cuts. Therefore, governors should tailor

the content and style of their communications to fit the audience and be aware of how communications externally can affect internal success and vice versa.

Conclusion

Although governors have many tools and strategies available to create and implement a results-oriented state government, governors should remain focused on three core principles regardless of the specific strategies they choose for their state. Governors should establish a vision, goals, and a set of outcomes to guide their states' activities, bringing together all relevant stakeholders to develop those goals and staying focused on designing solutions to achieve those outcomes. Governors should strive to create a culture in which continuous improvement and constructive problem solving are the norm. Finally, governors should communicate successful achievements with state employees and the public in a way that is easy for all constituents to relate to and understand.

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Creating and Refining Results-Oriented Regulations

Introduction

The 2014-2015 National Governors Association (NGA) chair's initiative, *Delivering Results*, focused on helping governors identify strategies to improve the efficiency and effectiveness of state government. Many states have launched efforts to streamline regulatory processes to help residents and businesses have better and easier experiences with state government and to promote economic growth. The ideas and examples shared throughout this brief are drawn from three *Delivering Results* experts roundtables held in the fall of 2014; a *Delivering Results* summit held in April 2015, at which 28 state teams attended; and conversations with national and state experts. Highlights from those discussions on why governors should consider regulatory reform initiatives and strategies to enact those initiatives include:

- Establishing processes for evaluating, improving, and streamlining regulations;
- Engaging stakeholders to identify regulatory problems and potential solutions; and
- Using data and technology to make regulatory processes faster and enforcement more efficient.

Setting the Context: Striking a Balance Between Regulatory Necessity and Regulatory Burden

A regulatory regime should protect the public while not being overly burdensome to residents and businesses. Regulations are rules imposed by government to

modify the behaviors of individuals and firms in pursuit of desired outcomes.¹ Most regulations aim to protect public health, safety, security, and common interests. For example, business permitting and professional licensing aim to ensure the health and safety of the public and protect against fraud. Environmental regulations aim to maintain the health and safety of the environment where the public lives and works. The challenge for governors is to find a balance between promoting the positive outcomes regulations aim to achieve without frustrating residents, stunting economic growth, or making compliance overly difficult.

Many states have processes in place to assess the costs and benefits of individual regulations to ensure the rules are worth the burden they put on individuals and businesses. Yet it is not always clear what the effect of a planned regulation will be or even whether it will achieve its intended purpose. Although a rule's direct costs can be reasonably estimated, a rule might result in unintended or unfavorable consequences. For example, businesses might find it difficult to navigate regulatory processes because of conflicting rules and a lack of clarity about the steps they should take to comply with the rules.² The desire to provide good customer service and create an atmosphere where businesses can flourish might be reasons for states to assess regulatory necessity.

The challenge of striking a balance between the need for government regulations and concerns about their

¹ Organisation for Economic Co-operation and Development, "Glossary of Statistical Terms," Organisation for Economic Co-operation and Development, <https://stats.oecd.org/glossary/detail.asp?ID=3295> (accessed June 17, 2015).

² Barbara J. Kelley, "Systems for Reviewing State Regulations and Processes" (presented at *Delivering Results* experts roundtable, Washington, DC, December 4, 2014).



accumulation and effectiveness has led many governors to launch initiatives to improve their state's regulatory environment. The lessons from those efforts include establishing a process for evaluating, improving, and streamlining regulations; engaging stakeholders to identify regulatory problems and potential solutions; and using data and technology to speed regulatory processes and make both enforcement and compliance more efficient.

Establishing a Process for Evaluating, Improving, and Streamlining Regulations

Many governors have launched initiatives to review existing regulations and then evaluate whether they are necessary, improving those deemed valuable and eliminating those that are unnecessary or obsolete. Several states have established systems for improving proposed regulations to ensure they are fully justified. The aim of those efforts is to streamline the regulatory process for businesses and the public with the twin goals of improving residents' experience of government and promoting economic growth. Through the *Delivering Results* experts roundtables and other research, it is clear no single model of regulatory reform is better than all others in all states. Governors have taken several different approaches to regulatory reform, including issuing an executive order, launching a task force or commission, and tasking a state agency with oversight of regulatory review.

In general, the first step in developing a review of regulations is to establish a process through which state agencies analyze existing regulations to determine whether each is necessary for, and efficient in, achieving its purpose. All too often, there is no process in place for reviewing rules, which means they can exist for decades without review. In some

instances, reviews will identify regulations that are outdated or inconsistent with revised statutes, which creates as much confusion within state agencies as among the public. Often in conjunction with a review of existing rules, governors have initiated procedures to streamline the initial rulemaking process.

Colorado Governor John Hickenlooper launched a regulatory review process by executive order in 2012. His order required state agencies to review all existing rules within three to five years and determine whether the regulations were appropriate and cost-effective. The order directed agencies to consider five questions when determining whether a rule was appropriate:

- Is the rule necessary and not duplicative;
- Is the rule written in plain language;
- Has the rule achieved its desired intent with the appropriate amount of regulation;
- Can the rule be amended to reduce regulatory burden; and
- Is the rule being implemented in an efficient and effective manner.³


Governor Hickenlooper let each agency determine its own method for reviewing rules, rather than implementing a standardized process across all agencies.⁴ That allowed agencies to craft the right approach for their organizations, creating a greater sense of ownership over the regulatory review process. He also initiated a sunrise review when a regulation is proposed for a previously unregulated occupation or profession. The sunrise review process determines whether the proposed regulation is necessary to protect the public good or whether that goal can be achieved through existing regulatory and licensure processes.⁵

Around the same time that this process was launched,

³ *Regulatory Efficiency Reviews*, Colorado Executive Order D 2012-002 (2012), <https://www.colorado.gov/pacific/governor/atom/18016> (accessed June 25, 2015).

⁴ Barbara J. Kelley, "Creating and Refining Results-Oriented Regulations" (presented at *Delivering Results* Summit, Denver, April 23, 2015).

⁵ Department of Regulatory Agencies, "Sunrise Reviews," State of Colorado, <http://cdn.colorado.gov/cs/Satellite?c=Page&childpagename=DORA-OPRRR/DORALayout&cid=1251614750683&pagename=CBONWrapper> (accessed June 17, 2015).



Governor Hickenlooper initiated the adoption of lean management principles throughout state government.⁶ “Lean” is an effort that aims to improve customer service and eliminate waste within systems. It encourages continuous improvement of state government services (for example, reducing the time to obtain a permit or license). (For more discussion of lean programs, see *Data-Driven Approaches to Delivering Better Outcomes*). In Colorado, the lean program has been run out of the office of state planning and budgeting and has been an integral part of the program to review regulations and cut red tape.⁷ In an effort to increase overall government effectiveness, several other states have integrated lean principles with regulatory improvement initiatives.

As part of Colorado’s regulatory review process, state executive agencies reviewed almost 16,000 rules between January 2012 and April 2015. Agencies eliminated more than 10,000 individual rules because they were obsolete, overly burdensome, or did not achieve their stated purpose. In addition, agencies modified 5,000 rules to streamline state processes and reduce the regulatory burden on businesses and individuals.⁸

Some examples include:

- The Colorado Department of Local Affairs eliminated 56 of the 103 forms required for the Housing Choice Voucher Program, a federal program that provides rental assistance;⁹

- Three agencies combined application forms to create a new-business online registration tool that allows businesses to register with each agency simultaneously and instantly;¹⁰ and
- The Colorado Department of Natural Resources initiated an e-permitting project for mining and safety. The e-permits have allowed mining companies and state agencies to become more efficient. Customer satisfaction also has improved.¹¹

In **Michigan**, Governor Rick Snyder launched an effort to review regulations and the rulemaking process with the aim of creating a simplified regulatory environment. To do so, he created the Michigan Office of Regulatory Reinvention (ORR) within the department of licensing and regulatory affairs by executive order in 2011. Governor Snyder charged the ORR with reviewing all existing rules and regulations, proposed rules, and the rulemaking process according to health and safety benefits, whether the rule is mandated by constitutional or statutory provision, cost of compliance, whether the rule is duplicative or obsolete, and whether the rule exceeds national or regional compliance requirements.¹² The ORR uses eight advisory rules committees (ARCs) to review rules and make recommendations for changes. The eight ARCs cover the environment, insurance and finance, liquor control, natural resources, occupational licensing, workplace safety, inspections and permitting, and the rulemaking process.¹³ The

⁶ Lean Program Office: The Governor’s Office of State Planning and Budgeting, *State of Colorado Lean Program Office Progress Report: Pursuing Effective, Efficient and Elegant Government Service, December 2013* (Denver, CO: State of Colorado, 2013), i, https://docs.google.com/file/d/0B8926UIVO3_zZDJSbmc2eJCNEk/edit (accessed June 17, 2015).

⁷ Department of Regulatory Agencies, *Pits and Peeves 2.0 – Progress in Motion*, (Denver, CO: State of Colorado, 2014), 6, <https://docs.google.com/file/d/0B8bNvcf083ydRDRiUE5NQIYWHVYZU9ETnU1TWtZRdDiRDRv/edit> (accessed June 17, 2015).

⁸ Barbara J. Kelley, “Systems for Reviewing State Regulations and Processes” (presented at *Delivering Results* experts roundtable, Washington, DC, December 4, 2014).

⁹ Department of Regulatory Agencies, *Pits and Peeves 2.0*, 14.

¹⁰ *Ibid.*, 19.

¹¹ *Ibid.*, 21.

¹² *Executive Office, Department of Licensing and Regulatory Affairs, Office of Regulatory Reinvention: Executive Reorganization*, Michigan Executive Order 2011-5 (2011), http://www.michigan.gov/documents/snyder/2011-5_346312_7.pdf (accessed June 17, 2015).

¹³ Department of Licensing and Regulatory Affairs, “Advisory Rule Committee Members,” State of Michigan, <http://www.michigan.gov/lara/0,4601,7-154-35738-257761--,00.html> (accessed June 17, 2015).

ORR is responsible for submitting findings and recommendations to the governor.¹⁴

Governor Snyder set a goal of a net reduction of 2,000 rules during his administration. To achieve that goal, the ORR has reviewed more than 19,000 formal rules and 35,000 pages of non-rule regulatory guidelines and actions. As of June 2, 2015, the ORR has achieved a net reduction of 1,947 rules since April 25, 2011.¹⁵

Examples of rules that were eliminated include:

- A wastewater report the department of environmental quality did not use in any regulatory function;
- A requirement that insurers provide a rating process booklet, which the department of insurance and financial services found could be more easily accomplished by allowing insurers to provide a brief summary with more details available on request; and
- Rules that required a “seal of quality” for agricultural products, which the department of agriculture and rural development determined was linked to a program that had not been active in more than 30 years.¹⁶

In early 2010, **New Jersey** Governor Chris Christie launched his state’s red-tape review effort, directing state agencies to review all existing regulations within

180 days and outlining a set of “common-sense principles” by which agencies should review rules. Those principles include:

- Requiring that a permit or approval is governed by rules in effect at the time of filing;
- Soliciting feedback from stakeholders before rules are proposed;
- Providing justification when proposed state rules exceed federal requirements; and
- Valuing outcomes and compliance over penalties for technical violations.¹⁷

Also by executive order, Governor Christie created a bipartisan red-tape review group to review all pending and proposed rules and regulations.¹⁸ For example, the New Jersey Division of Consumer Affairs amended regulations for occupational licenses based on stakeholder input. Among the amendments, home inspectors can double the distance-learning units they can take, thereby saving on tuition and transportation costs.¹⁹ In addition, the department of agriculture transferred its paper-based licensure and registration processes to an electronic system and now allows organizations to pay online and print licenses immediately upon completion of the licensure process.²⁰

Washington’s regulatory evaluation process expanded in 2011 under former Governor Chris Gregoire and continues under Governor Jay Inslee, who tracks progress on regulatory reform through his statewide continuous improvement effort, Results Washington.²¹

¹⁴ *Executive Reorganization*, Michigan Executive Order 2011-5.

¹⁵ Department of Licensing and Regulatory Affairs, “Office of Regulatory Reinvention,” State of Michigan, <http://www.michigan.gov/lara/0,4601,7-154-35738---,00.html> (accessed June 17, 2015).

¹⁶ Office of Regulatory Reinvention, “Office of Regulatory Reinvention Eliminates 1,500 Rules, Implements 100 Recommendations Making Regulations More Efficient,” State of Michigan, entry posted November 21, 2013, <http://www.michigan.gov/lara/0,4601,7-154-35738-316912--,00.html> (accessed June 17, 2015).

¹⁷ New Jersey Executive Order 2 (2010), <http://nj.gov/infobank/circular/eocc2.pdf> (accessed June 17, 2015).

¹⁸ New Jersey Executive Order 41 (2010), <http://nj.gov/infobank/circular/eocc41.pdf> (accessed June 17, 2015).

¹⁹ Red Tape Review Commission, *Findings and Recommendations*, (Trenton, NJ: The State of New Jersey, 2014), 9, <http://www.nj.gov/state/pdf/annual-reports/2014-0430-red-tape-commission-report.pdf> (accessed June 17, 2015).

²⁰ Ibid.

²¹ Washington State Auditor’s Office, “Regulatory Reform: Communicating Regulatory Information and Streamlining Business Rules,” Office of Governor Jay Inslee, September 2012, https://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_1_ar1008276.pdf (accessed June 29, 2015).

In Washington, regulatory reform integrates lean management principles in an effort to increase the efficiency and effectiveness of state government processes. Initially, the state auditor's office (SAO) created an inventory of all business regulations administered by the 26 regulatory agencies, and the inventory was published online for public access. The SAO then conducted a series of audits by evaluating three areas: agency communications with businesses and processes for regulations review, timeliness of issuing permits, and agency coordination of regulatory activities.²²

As a result of those performance audits, the SAO made a number of recommendations to the governor's office and to state agencies about regulatory activities, including:

- Creating a one-stop portal for all business transactions with state government;
- Encouraging state regulatory agencies to review and streamline regulations and report progress to the governor;
- Measuring the time it takes to make a permit decision and making that information available to the public; and
- Sharing permit-streamlining best practices with other agencies.²³

Another example of state efforts to streamline regulations comes in the area of occupational licensing. Recent research has documented the rise in jobs that now require a license from less than 5 percent of the workforce in the early 1950s to nearly 29 percent today.²⁴ While professional licensing benefits the public by ensuring health and safety and protecting against fraud, from an economic perspective, excessive

licensing can impede workers' ability to acquire new skills, change jobs, establish businesses, and compete in growth sectors of the economy. Several states are working with the NGA Center for Best Practices (NGA Center) on two efforts to streamline professional licensing. States are examining how easing medical scope-of-practice restrictions could expand access to care while lowering costs. "Scope of practice" generally defines the services a health professional may provide. In addition, several states are testing strategies to expedite licensure for veterans with relevant military training for such occupations as bus and truck driver, police patrol officer, licensed practical nurse, and other in-demand health occupations. For those occupations, experience in the military is a close substitute for the civilian training and experience often required to obtain a license, but existing state regulations typically do not sufficiently recognize the value of such training.

Engaging Stakeholders to Identify Regulatory Problems and Potential Solutions

One important element of a regulatory review process is to involve stakeholders—literally, anyone with an interest in an existing or proposed regulation—in identifying problems and potential solutions. Experience has shown that the problems users of state services experience are often very different from those anticipated by people who work in state government.²⁵ One expert in regulatory reform efforts suggested that government officials start government improvement projects by asking residents and stakeholders to nominate problems, then work together to develop the best solution for those problems.²⁶ That approach not only helps create a better regulatory review process,

²² Washington State Auditor's Office, "Communicating Regulatory Information"; and Washington State Auditor's Office, "Regulatory Reform: Improving Permit Timeliness," Washington State Auditor's Office, December 2013, http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_2_ar1010778.pdf (accessed June 17, 2015).

²³ Ibid.

²⁴ Morris M. Kleiner, *Reforming Occupational Licensing Policies* (Washington, DC: The Hamilton Project, 2015), 1, http://www.brookings.edu/~media/research/files/papers/2015/03/11-hamilton-project-expanding-jobs/thp_kleinerdiscpaper_final.pdf (accessed June 17, 2015).

²⁵ Barbara J. Kelley, "Creating and Refining Results-Oriented Regulations" (presented at *Delivering Results* Summit, Denver, April 23, 2015).

²⁶ Stephen Goldsmith, "Creating and Refining Results-Oriented Regulations" (presented at *Delivering Results* Summit, Denver, April 23, 2015).

but also generates greater civic engagement, which can have ancillary benefits for the state.

In several states, stakeholder engagement is a central component of regulatory reform efforts. In Colorado, regulatory reform efforts grew out of the “Pits and Peeves” stakeholder engagement initiative. In 2011, Governor John Hickenlooper and his cabinet invited business and community organizations to participate in six roundtable meetings throughout the state. He and his cabinet asked participants to identify their biggest challenges with government red tape and to share ideas about how to resolve those challenges. The problems and potential solutions discussed at the roundtables helped the governor, his cabinet, and senior staff target their efforts to improve the efficiency and effectiveness of state government. Burdensome regulations emerged as a top challenge from the roundtables, so streamlining and simplifying regulations became a major effort during Governor Hickenlooper’s administration. The governor and his senior staff continue to engage key stakeholders throughout the state: They held another series of roundtables in 2013 to follow up with participants, report on successes, and further discuss challenges.²⁷

States can provide residents ongoing ways to report red-tape challenges and nominate potential solutions to those problems. Several states have launched websites and email accounts where individuals and businesses can identify red-tape challenges:

- Colorado launched a red-tape reporting system, a website where businesses and individuals can identify red-tape challenges and suggest ways to improve government functions and processes;²⁸

- New Jersey established a website and a dedicated email account where state residents can report red-tape concerns and suggestions;²⁹ and
- Michigan created an online suggestion box that asks for thoughts about regulations that “could be changed or eliminated in order to make Michigan’s regulatory system more simple, fair, efficient, and transparent.”³⁰

States also can engage stakeholders more directly in the rulemaking and rule review process; stakeholders often can offer valuable first-hand experience with the industries and regulations under consideration. When stakeholders are engaged from the beginning of the rulemaking or regulatory review process, it helps state government officials consider a variety of perspectives and ensure that rules achieve the desired outcomes while imposing the least possible burden. For example, Michigan’s ARC members are required to include “a broad spectrum of stakeholders, including members of the regulated industry and the general public.”³¹ New Jersey’s Department of Environmental Protection meets with environmental groups, the regulated community, local governments, relevant departments, and other stakeholders early in its rulemaking process.³²

Using Data and Technology to Make Regulatory Processes Faster and Enforcement More Efficient

Data and technology offer states additional tools for innovation that improve both the efficiency and effectiveness of regulation. State and local governments have more data available to them than ever before, and governments have an opportunity to use data to inform and improve decision making and processes. Many

²⁷ Pits and Peeves, “The Process,” State of Colorado, <https://sites.google.com/a/state.co.us/pits-and-peeves-dev2/home/the-process> (accessed June 17, 2015).

²⁸ State of Colorado, “Report Red Tape Issue,” State of Colorado, <http://www.tfaforms.com/292567> (accessed June 29, 2015).

²⁹ State of New Jersey Department of State, “Red Tape Review Commission,” State of New Jersey Department of State, http://www.nj.gov/state/dos_red_tape.html (accessed June 17, 2015).

³⁰ Department of Licensing and Regulatory Affairs, “The Office of Regulatory Reinvention,” State of Michigan, <http://www.michigan.gov/lara/0,4601,7-154-35738-254962--,00.html> (accessed June 17, 2015).

³¹ *Executive Reorganization*, Michigan Executive Order 2011-5.

³² Red Tape Review Commission, *Findings and Recommendations*.

states have applied information and communications technologies to accomplish simple tasks that make state residents' transactions with the state easier and faster, most notably in the renewal of driver's licenses and automobile registrations.

States can use information and communications technologies to speed up regulatory processes, including agency coordination, and improve customer service. Several states have launched one-stop business websites, where new businesses can register and complete paperwork with numerous agencies at once; in addition to Colorado, **Kentucky, Nebraska, Utah,** and **Virginia** have done this.³³ Other states have launched online permitting efforts. For example, Colorado's Division of Reclamation, Mining and Safety uses e-permitting to process mine-permit applications, and its division of water resources uses online systems to process well permit applications.³⁴ The New Jersey Department of Environmental Protection's online business portal gives businesses access to a number of services online, including application for air and land-use permits, requests for waivers, and payment of invoices.³⁵ The **Oregon** Building Codes Division allows contractors to apply, pay for, and receive building permits through its e-permitting website.³⁶

An emerging area of innovation for states to consider is applying statistical techniques to regulatory

processes, including enforcement. States can compile data collected from a variety of sources and analyze those data to identify which businesses are most likely to be in compliance with regulations. States can then offer fast-track options for businesses consistently in compliance with rules, as well as focus monitoring and inspection efforts on the businesses likely to be noncompliant.³⁷ A fast-track option for compliant or highly rated businesses can result in reduced costs to states and a reduced compliance burden on businesses and residents.³⁸ Data mining and fast-track options can help state government move away from a one-size-fits-all approach to regulation, allowing states to target regulatory efforts in the areas most needed while reducing the regulatory burden on others.

One example of a fast-track option can be found in air-quality permitting, in which several states use a permit-by-rule (PBR) approach to permit specific types of installations that are low-emitting sources of air pollution. Under a PBR approach, technologies known to be low-emitting sources of air pollution are allowed to operate without undergoing the standard state permitting process required under the U.S. Environmental Protection Agency's National Ambient Air Quality Standards.³⁹ The PBR approach allows states to maintain air-quality protection while allowing facilities to avoid the often lengthy state permitting process. New Jersey and Virginia use a PBR approach

³³ Colorado.gov, "Welcome to Colorado Business Express," State of Colorado, <https://www.colorado.gov/apps/jboss/cbe/> (accessed June 17, 2015); Kentucky.gov, "Kentucky One Stop Business Portal," State of Kentucky, <http://onestop.ky.gov/Pages/default.aspx> (accessed June 17, 2015); Nebraska One-Stop Business Registration Information, "Welcome to the Nebraska One-Stop Business Registration Information System," State of Nebraska, <https://www.nebraska.gov/osbr/index.cgi> (accessed June 17, 2015); Utah.gov, "Welcome to the State of Utah's OneStop Business Registration System," State of Utah, https://secure.utah.gov/account/login.html?returnToUrl=https%3A%2F%2Fsecure.utah.gov%2Fosbr-user%2Fuui_authentication (accessed June 17, 2015); and Virginia.gov, "Business One Stop," State of Virginia, <http://businessonestop.virginia.gov/> (accessed June 17, 2015).

³⁴ Department of Regulatory Agencies, *Pits and Peeves 2.0*.

³⁵ New Jersey Department of Environmental Protection, "Welcome to New Jersey Department of Environmental Protection's Online Business Portal," State of New Jersey, <http://www.state.nj.us/dep/online/> (accessed June 17, 2015).

³⁶ BuildingPermits.Oregon.gov, "Home," State of Oregon, Department of Consumer & Business Services, Building Codes Division, <http://www.oregon-epermitting.info/> (accessed June 17, 2015).

³⁷ Regulatory Reform Team, "Predictive Monitoring and Inspection," Harvard Kennedy School Ash Center for Democratic Governance and Innovation, entry posted February 18, 2015, <http://datasmart.ash.harvard.edu/news/article/predictive-monitoring-and-inspection-600> (accessed June 17, 2015).

³⁸ Ibid.

³⁹ EPA Region 7, "Permit by Rule Guidance for Minor Source Preconstruction Permits," U.S. Environmental Protection Agency, http://www.epa.gov/region07/air/policy/permit_by_rule.pdf (accessed June 17, 2015).

for air quality permits, as do **Connecticut, Indiana, and Ohio.**

States might also take advantage of social networks, crowd-sourcing, mobile apps, and other features of modern information technologies that allow individuals to easily communicate their experiences. For example, websites that allow users to rate the goods and services they purchase can be useful to licensing and permitting offices when evaluating an application for renewal of a business license.

Conclusion

As a tool, regulations help governors promote prosperity, safety, public health, and other desired outcomes. Yet many businesses and individuals

report that state regulatory processes are a source of considerable frustration, particularly when regulations accumulate over time and across domains and levels of government. Governors who aim to improve the efficiency and effectiveness of state government often consider initiating an effort to streamline and simplify regulatory processes. Many governors have established a process to review and improve existing regulations and to ensure that regulatory processes for new regulations are effective and minimally burdensome. Stakeholders can play a key role in assisting governors in building appropriate regulations and achieving the governors' vision for the state. Further, new technologies and better data can help governors in their quest to develop the most effective regulations that achieve a public purpose for the least cost.

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Data-Driven Approaches to Delivering Better Outcomes

Introduction

The 2014-2015 National Governors Association (NGA) chair's initiative, *Delivering Results*, focused on helping governors identify strategies to improve the efficiency and effectiveness of state government. One way in which governors are driving results in their states is through enhanced use of data and evidence. The ideas and examples shared throughout this brief are drawn from three *Delivering Results* experts roundtables held in the fall of 2014; a *Delivering Results* summit held in April 2015, at which 28 state teams attended; and conversations with national and state experts. This issue brief highlights lessons learned during the yearlong *Delivering Results* initiative about ways in which governors are building a more data-driven state government. Key lessons learned are:

- Set a clear vision of statewide, cross-cutting goals;
- Establish a strategic budget process; and
- Support a management approach that ensures agency policies and processes achieve the enunciated goals.

Setting the Context

Like CEOs in the private industry, a governor's success depends on setting a clear vision of his or her goals for the state and ensuring that all elements of state government are aligned to achieve those goals. Without a clear direction from the top and a system for setting priorities and managing outcomes, leaders of departments and agencies easily can lose track of the governor's priorities and become distracted by crises and challenges of the moment. By setting goals,

governors can focus on making progress toward those goals and ensuring that agency budgets, policies, and processes are coordinated to achieve them.


This brief describes three interrelated components—vision, budget, and management—of an effective leadership structure in which data and evidence are used to deliver results in the areas of highest priority. Although the strategies and tools are presented individually, they should not be viewed as à la carte. Nor are they necessarily the only components of a comprehensive strategy. To achieve better outcomes at the state level, all three components are necessary; none by itself is sufficient. A clearly defined vision and measurable goals are foundational to determining how to allocate the scarce resources of state budgets and staff time and attention. They also provide direction to state efforts aimed at improving policies, processes, and practices.

Ideally, the three components will work together in a recursive system that allows feedback from each part to inform the others. For instance, setting priority goals drives both the state budget and the development and management of policies and programs. At the same time, a results-oriented management system can shed new light on the validity of chosen performance indicators or the priorities assigned to the goals, which, of course, would in turn have implications for the development of the budget.

Set a Clear Vision of Statewide, Cross-Cutting Goals

The foundation of effective government is the governor's vision for the state's future, complemented by a





set of measurable goals that will help the state move toward that vision. Throughout the *Delivering Results* initiative, national and state experts reiterated that the governor, as the state's chief executive officer, is the only official who can establish a vision for the state as a whole and engage all state agencies and stakeholders in making progress toward that overarching vision.

The governor's vision should be translated into a set of broad goals that cut across state agencies. Cross-cutting goals allow the governor to focus on making progress toward outcomes, rather than achieving narrow improvements in individual state programs. Cross-cutting, outcome-focused goals support greater coordination among state agencies because the agencies can see how their work helps support the governor's vision.¹ For instance, the outcome of improved public safety is not the responsibility of the criminal justice system alone. Crime rates are strongly linked to employment opportunities, which are affected by the education and workforce systems, which themselves can be promoted through economic development activities. By emphasizing the outcome of interest, governors can bring together all leaders whose work contributes to the outcome, thereby developing more systemic solutions to societal problems.

Washington Governor Jay Inslee established a strategic framework for the state that includes an overarching vision, mission, and five key goals. Governor Inslee's vision is "A working Washington built on education and innovation...where all Washingtonians thrive."² To achieve that vision, he developed five cross-cutting goals: world-class education; a prosperous economy; sustainable energy and a clean environment; healthy and safe communities; and efficient, effective, and accountable government. Each goal includes

sub-topics and outcome measures, and progress is measured by quantifiable leading indicators on which state agencies report data regularly. For example, the goal of world-class education is broken into six separate sub-goals that address access to and success of early learning, kindergarten through 12th grade, and higher education. Governor Inslee also created multi-agency goal councils to oversee progress toward each of the five goals, reinforcing the idea that multi-agency and cross-goal collaboration plays a role in achieving progress toward major outcomes.

Similarly, **Oklahoma** Governor Mary Fallin identified a vision and cross-cutting goals. During an annual strategic planning summit in 2013, Governor Fallin worked with her cabinet and others in the state to identify five goals: healthy citizens and strong families, safe citizens and secure communities, educated citizens and exemplary schools, prosperous citizens and thriving economy, and effective services and accountable government.³ As in Washington, the Oklahoma goals serve as an overarching framework for a set of more targeted outcomes across a variety of state programs. For example, the healthy citizens and strong families goal has 11 sub-domains, which range from promoting maternal and infant health to reducing injury and illness and supporting the elderly.


Setting priorities not only allows the governor to focus on the outcomes he or she wants to achieve while in office, those priorities also help staff at all levels to allocate their time in pursuit of those major goals. As described in *Finding and Building Effective State Leaders*, the governor's overall vision helps focus and drive the work of state agencies.

To align agencies' work with the governor's priorities,

¹ Donald P. Moynihan and Alexander Kroll, "Performance Management Routines that Work? An Early Assessment of the GPRA Modernization Act," *La Follette School Working Paper No. 2014-005*, <https://www.lafollette.wisc.edu/images/publications/workingpapers/moynihan2014-005.pdf> (accessed June 29, 2015).

² Results Washington, "A New Strategic Framework," Governor Jay Inslee, <http://www.results.wa.gov/sites/default/files/NewStrategicFramework.pdf> (accessed June 16, 2015).

³ OKStateStat, "OKStateStat," The State of Oklahoma, <http://www.ok.gov/okstatestat/> (accessed June 16, 2015).



the governor should engage agency staff in setting goals. The governor and cabinet leaders can help agency staff see how their own work supports the governor’s priorities. For example, **Vermont** Governor Peter Shumlin led the executive branch in a “top-down and bottom-up” strategic planning process to establish the state’s overarching vision, values, and priority areas.⁴ The governor engaged every state agency and independent department in the strategic planning process to ensure all state organizations could provide input. The process included a retreat and facilitated workshop for the governor’s cabinet, along with workshops within each agency and department. The resulting statewide strategic plan includes high-level, cross-agency goals, and each agency has its own detailed plan that includes its specific strategies and performance measures.

Establish a Strategic Budget Process

Data and evidence can play a critical role in ensuring state resources support the policies and activities most likely achieve a governor’s goals. Resources are always scarce, and governors must make tough decisions about budget priorities. Throughout the *Delivering Results* experts roundtables and summit, national and state experts encouraged governors to use external evaluations and performance data to identify programs that can deliver desired outcomes and allocate funding to those efforts.

At *Delivering Results* meetings about using data and evidence, several state budget experts recommended that policy and strategy should drive the budget process rather than the reverse. Thus, it is critical that governors know which outcomes they are trying to achieve and what will get them those outcomes in order to allocate scarce resources most effectively.⁵

Evidence from performance and management data, together with research on program effectiveness, can identify top-performing programs that can make effective use of additional resources as well as underperforming programs, which may be candidates for elimination, reduced funding, or even increased funding, depending on circumstances.

Some states have shifted to thinking of the budget as a means to purchase outcomes. Several states have implemented efforts explicitly called “Budgeting for Outcomes” or “Budgeting for Results.”⁶ For example, **Nevada** Governor Brian Sandoval’s budget office implemented a performance-based budgeting system called Priorities and Performance Based Budget (PPBB) on top of its traditional line-item budget. Under the PPBB approach, the governor identifies strategic priorities, core functions of state government, objectives, and benchmarks to measure progress toward each objective. Each agency identifies activities tied to statewide objectives, along with performance measures to measure the effectiveness of each activity. The activities of each agency are translated into the budgeting process: Agency activities replace traditional budget accounts, with activities forming the building blocks of each agency’s budget. While the Nevada budget office still prepares a traditional line-item budget for the legislature, the PPBB overlay provides a supplementary analysis that maps proposed expenditures to outcomes.⁷

When faced with the need to sharply reduce spending, John Nixon, former budget director of **Michigan** and **Utah**, advises to carefully analyze expenditures and activities to identify four categories of spending in order of descending importance: constitutional mandates, statutory mandates, spending that is “the right thing

⁴Vermont, *State of Vermont 2012 – 2015 Strategic Plan*, State of Vermont, http://aoa.vermont.gov/sites/aoa/files/S-W%20Strategic%20Plan%20Final%20V5_Dec_17_2012.pdf (accessed June 16, 2015).

⁵Kathryn Vesey White, *Investing in Results: Using Performance Data to Inform State Budgeting* (Washington, DC: National Association of State Budget Officers, 2014), 14, <http://www.nasbo.org/sites/default/files/pdf/NASBO%20Investing%20in%20Results.pdf> (accessed June 16, 2015).

⁶Ibid., 4.

⁷Ibid., 22-24.

to do,” and spending that is unnecessary.⁸ The last category, unnecessary spending, represents programs that are the most likely candidates for budget cuts. By carefully analyzing the reasons behind spending, states can approach budget cuts in a thoughtful way and preserve funding for essential activities.

Throughout the process of analyzing spending, high priority should be given to top-performing programs that will achieve the governor’s stated goals. For example, in **Indiana**, Governor Mike Pence’s goal of reducing infant mortality led to a more targeted use of resources for that outcome. Data revealed that less than 2 percent of all mothers accounted for more than half of infant deaths in the state, suggesting that the identified subpopulations could be used as the basis for targeted interventions. The data also indicated that 10 to 15 prenatal visits help to increase the chance the mother will have a baby with a healthy birth weight. The births of babies with low birth weight (less than 5 pounds, 8 ounces) cost two to three times more in expenses than those with healthy birth weight.⁹ As a result of those findings, Governor Pence requested nearly \$14 million in additional resources to reduce infant mortality, including developing a tool to assess a mother’s risk of poor birth outcomes and connect her with appropriate resources.¹⁰

Oklahoma uses a process it calls performance-informed budgeting to integrate program performance data in the budgeting process. State agencies report metrics and outcomes linked to Governor Fallin’s five

statewide goals to provide transparent information about progress made in addressing those outcomes. That information will be used to inform the investments made in the state budget process.

Some states are using evidence from rigorous research to ensure that state policy is designed to produce benefits. Several states are using the Results First model, which is supported by a collaboration between the Pew Charitable Trusts and the MacArthur Foundation. Through that effort, states are developing cost-benefit analyses and using those analyses to inform statewide budgeting. Results First currently is working with 17 states to develop evidence-based policies.¹¹ The model is based on the Washington State Institute for Public Policy, which conducts cost-benefit analysis for the state legislature to identify whether expenditures are likely to produce savings or avoid future expenditures.¹² For example, **West Virginia** Governor Earl Ray Tomblin and members of the legislature invited Results First to the state to undertake a cost-benefit analysis of the adult criminal justice system. West Virginia will determine which programs are providing the highest return on investment and use those findings to inform budget and policymaking.¹³ The cost-benefit analysis relies on rigorous evaluations of strategies and programs that previously have been deployed, as well as state-specific data on anticipated costs and benefits in the specific state context.

Although the primary purpose of the budget process is to allocate resources across policy areas, performance-

⁸ John Nixon, “Funding What Works: Using Data and Evidence in State Budgeting” (presented at *Delivering Results* Summit, Denver, April 24, 2015).

⁹ Indiana Office of Technology, Indiana State Department of Health, and KSM Consulting, *Reducing Infant Mortality in Indiana* (Indianapolis: State of Indiana, 2014), http://www.in.gov/omb/files/Infant_Mortality_Report.pdf (accessed June 26, 2015).

¹⁰ State of Indiana, “State of Indiana Releases Data Analytics Report on Infant Mortality,” Press Release, February 3, 2015, http://www.in.gov/active-calendar/EventList.aspx?view=EventDetails&eventidn=206911&information_id=210859&type=&syndicate=syndicate (accessed June 26, 2015).

¹¹ Pew-MacArthur Results First Initiative, “Where We Work,” The Pew Charitable Trusts, <http://www.pewtrusts.org/en/projects/pew-macarthur-results-first-initiative/where-we-work> (accessed June 16, 2015).

¹² Pew-MacArthur Results First Initiative, “Overview,” The Pew Charitable Trusts, <http://www.pewtrusts.org/en/projects/pew-macarthur-results-first-initiative> (accessed June 16, 2015).

¹³ Pew-MacArthur Results First Initiative, “The Pew-MacArthur Results First Initiative in West Virginia,” The Pew Charitable Trusts, entry posted August 13, 2014, <http://www.pewtrusts.org/en/research-and-analysis/fact-sheets/2014/08/the-pewmacarthur-results-first-initiative-in-west-virginia> (accessed June 16, 2015).

informed budgeting also encourages state agencies to build more information and management capacity into their systems. That capacity is a valuable component of an effective leadership and management structure. But it can easily be undermined if leaders and staff in state agencies come to view performance data as just another tool for cutting their budgets. State budget directors emphasized that underperforming programs should not automatically have their funding cut; although some may need to be cut, states may determine that others only will achieve their full potential if funding is increased. The perception and practice should be to use evaluations and performance data thoughtfully and with a focus on continuous improvement—in other words, more as a scalpel than a hatchet. *Core Principles* describes strategies governors can use to foster a culture of continuous improvement in their states.

Support a Management Approach that Ensures Agency Policies and Processes Achieve the Enunciated Goals

Another element of a comprehensive approach to delivering results is to create an outcomes-driven management system that keeps senior staff and agency leaders focused on achieving the governor’s priorities. Even the best-constructed policy or budget can only deliver results when implemented effectively. Thus, an effective results-oriented management system should regularly assess policies, programs, and processes to ensure they lead to the prioritized goals and emphasize a process of continuous improvement.

The *Delivering Results* initiative identified several key principles that underlie effective, results-oriented management. One principle is to lay out a clear vision that can be translated into specific and measurable goals, as described earlier in this brief. Another principle is that the prospect of meaningful improvements in state

government increases if senior leadership, including the governor, are actively and regularly engaged with state agencies in reviewing performance measures with an eye toward course corrections. Striving for continuous improvement is particularly important when the stakes are high and the danger of managing to the measure is present.¹⁴ For instance, under the federal Jobs Training Partnership Act, contracted providers were rewarded based on the percentage of clients who found jobs. Under this performance-based contracting system, contracted organizations kept individuals who were harder to employ in the programs longer and used other strategies that helped them meet performance targets without actually improving their programs.¹⁵

All of this closely relates to a final principle. Because the outcomes state governments help to create are truly “high stakes”—people’s education, health, income, and quality of life, to name a few—it is essential to carefully and effectively communicate to employees and external stakeholders about performance efforts and results. How a governor talks about state efforts to improve results can affect how those efforts are received internally as well as the public trust and support for any resulting policy changes.

Once laid, the foundation for a productive, results-oriented management system provides a platform on which states can add tools that can help drive improvements in policies, programs, and processes. The brief describes examples of several of the strategies that governors are using to enhance and improve the work of their state agencies.

Using data to improve agency processes

A key factor in effective state government is ensuring that the inner workings of government—the processes it uses to get its work done—are as effective and efficient as possible. Many states are taking a closer

¹⁴Carolyn J. Heinrich, “False or Fitting Recognition? The Use of High Performance Bonuses in Motivating Organizational Achievements.” *Journal of Policy Analysis and Management* 26, no. 2 (2007): 281-304, <http://onlinelibrary.wiley.com/doi/10.1002/pam.20244/epdf> (accessed June 16, 2015).

¹⁵Pierre Koning and Carolyn J. Heinrich, “Cream-Skimming, Parking and Other Intended and Unintended Effects of Performance-Based Contracting in Social Welfare Services,” *IZA Discussion Paper No. 4801*, <http://ftp.iza.org/dp4801.pdf> (accessed June 16, 2015).

look at the bureaucratic processes that can affect both the efficiency and quality with which states operate. Lean management is a tool many states are using to improve policy implementation and state processes. Lean originated in the manufacturing industry and emphasizes building work processes that maximize value to customers and minimize waste. Core elements of lean approaches are the use of data to establish facts, a focus on continuous improvement, and the engagement and empowerment of staff and stakeholder to make necessary improvements.¹⁶

States that have implemented process improvement efforts shared several lessons from their efforts. First, the implementation of such an effort should not itself be the ultimate goal. Rather, it should be a tool to achieve a larger goal (for example, improving outcomes by increasing efficiency and capacity). Second, those efforts should begin by understanding the problem to be solved and the needs of customers to ensure that any proposed solution addresses goals for efficiency and quality, while also addressing the issues of greatest concern to customers. Finally, culture change is a critical component of system improvement. Organizational change is more likely to stick if underlying mind-sets are addressed and changed.¹⁷

Lean is a core component of **Colorado** Governor John Hickenlooper's approach to improving outcomes for the state. In 2011, Governor Hickenlooper established a lean program office within the office of state planning

and budgeting with the aim of creating a centralized resource to help state agencies streamline and improve processes. Colorado's lean effort is closely integrated with its red-tape review effort, described in *Creating and Refining Results-Oriented Regulations*. As of August 2014, the lean office had directly supported more than 90 projects throughout 19 executive branch departments.¹⁸ Colorado's lean effort has resulted in successes such as reductions in tax-form processing time from more than a month to less than two days, saving the state \$2 million annually. The department of regulatory affairs improved the efficiency of its call center; the first customer service representative who answers a call now resolves more than 98 percent of calls, up from 57 percent before the revised process.¹⁹ In addition to a centralized lean office, more than 3,000 Colorado agency employees were trained to implement lean efforts. Those employees identified potential lean projects in their agencies and implemented lean principles independently to address those challenges. As a result, Colorado agencies have implemented an additional 100 lean projects.²⁰ According to Henry Sobanet, director of the Colorado Office of State Planning and Budgeting, a central element of securing agency buy-in for lean efforts was that the budget office did not dictate the process or the projects.²¹

In Utah, Governor Gary Herbert's Office of Management and Budget uses process improvement as a central element in its effort to improve performance.²² The governor challenged agencies to improve efficiency

¹⁶ Harry Kenworthy, "Using Lean Process Improvement Systems" (presented at *Delivering Results* experts roundtable, Washington, DC, December 4, 2014).

¹⁷ Becca O'Brien, "Using Lean Process Improvement Systems" (presented at *Delivering Results* experts roundtable, Washington, DC, December 4, 2014).

¹⁸ Department of Regulatory Agencies, *Pits and Peeves 2.0 – Progress in Motion*, (Denver, CO: State of Colorado, 2014), 6, <https://docs.google.com/file/d/0B8bNvcf083ydRDRiUE5NQIYWHVYZU9ETnU1TWtZRDdiRDRv/edit> (accessed June 16, 2015).

¹⁹ Lean Program Office: The Governor's Office of State Planning and Budgeting, *State of Colorado Lean Progress Report: Pursuing Effective, Efficient and Elegant Government Services* (Denver, CO: State of Colorado, 2013), https://docs.google.com/file/d/0B8926UIVO3_zZDJSbmc2eJJC-NEk/edit?pli=1 (accessed June 16, 2015).

²⁰ Department of Regulatory Agencies, *Pits and Peeves 2.0*, 6.

²¹ Henry Sobanet, "Using Evidence and Data in Agency Operations" (presented at *Delivering Results* experts roundtable, Washington, DC, December 11, 2014).

²² Governor's Office of Management & Budget, "Success Framework Introduction," State of Utah, <http://gomb.utah.gov/operational-excellence/success-framework-introduction/> (accessed June 16, 2015).

by 25 percent over his four-year term. Through Utah's SUCCESS Framework, agencies identify systems that are critical to achieving their mission, map the process by which work flows through those systems, and identify areas for improvement.²³ Agencies measure the volume and quality of their work as a function of the operating expense to produce that work, and they use that measure as the baseline for improvement. Utah embedded its performance management approach in its budget office to ensure the state is operating at the greatest efficiency with existing funding, rather than assuming additional funds are needed to improve outcomes.

Performance measurement and performance management

To deliver better results, governors can complement strategic goal-setting and process improvement efforts with a performance management system to monitor progress and make course corrections based on data. Improvements in information processing and communications technology present the opportunity to use performance data to guide policies and programming. Those data can inform budgeting, as described earlier, and they also can be used in a management system to keep agency leaders focused on the outcomes of greatest concern to the governor.

An important distinction here is between performance *measurement*, which is the process of setting indicators and then identifying metrics and reporting progress, and performance *management*, which is the use of performance information to drive decisions and manage state agencies. Historically, public sector performance efforts have focused on the measurement of data, with limited emphasis on the role of management and leadership in using the data to manage programs. In fact, performance expert Bob Behn even avoids the term “performance management,” instead emphasizing

that producing real results requires leadership—performance leadership. As he explained at a *Delivering Results* experts roundtable, measurement is a technical task that is necessary but not sufficient.²⁴ Delivering real results also requires public managers to set targets, monitor progress, motivate individuals and teams, and help their organization learn from changes in the data.

Perhaps the most well-known approach to performance management is the “stat” approach, which is a leadership and management strategy characterized by ongoing analysis of data and making data-informed decisions to drive continuous improvement.²⁵ Stat systems involve regular and frequent meetings between the senior leadership team and agency leaders that are focused on problem solving.²⁶ At those meetings, participants analyze data to understand performance, discuss progress toward established goals, identify challenges and performance-deficit problems, and determine strategies to correct course to improve future performance.²⁷ As such, a stat system allows states to manage performance rather than just measure it.

Although the stat approach initially was embraced by city departments and mayors, governors are beginning to adopt the stat model to manage performance at the state level. For example, **Maryland** Governor Larry Hogan is using the stat process to improve the implementation of government services and best practices. In the Maryland stat process, agency leaders consistently meet with the governor, lieutenant governor, and senior staff to monitor performance goals. Meetings are designed to be collaborative: all parties engage in open dialogue to identify the best solutions to challenges. What is noteworthy about the Maryland stat system is that the process is iterative and ongoing, enabling both the governor and agency leaders to correct course when a performance issue is

²³ SUCCESS stands for : Set measurable goals and targets; Use thinking tools and principles; Create your strategy; Create your organization; Engage staff at all levels; Synchronize policy and projects; Stay focused.

²⁴ Robert D. Behn, “Leading for Results” (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).

²⁵ Ibid.

²⁶ Ibid.

²⁷ Ibid.

detected. The performance systems in Oklahoma and Washington also involve regular meetings between the governor and senior leaders to assess progress and make improvements. Washington also invites state residents to those meetings so they can share their perspective on the programs and services being discussed.

Another strategy governors are using to track and manage performance is a data dashboard, which provides transparency to the public about government

performance. Data dashboards identify key goals and performance metrics and make data on progress toward those goals available on a website accessible to state agencies and the public. Michigan Governor Rick Snyder launched a series of dashboards in 2011 to allow for a quick assessment of the state's performance in key areas such as education, health and wellness, infrastructure, public safety, energy and environment, and financial health. Each dashboard lists key outcomes and metrics, and each metric includes a thumbs-up or a

Geographic Information Systems

Geographic information systems (GIS) can aid governors in managing performance. GIS can provide a coordinating link that allows disparate data to be integrated, analyzed, and displayed through the lens of place to better understand how populations, resources, and outcomes are distributed across communities. Thus, GIS aids governors in understanding performance data and facilitates better decision making that can improve results. For example, GIS can be used to map all bridges, rank those bridges in order of structural soundness, and overlay traffic volume data to strategically identify those most in need of repair, allowing limited maintenance funding to be spent in the most beneficial way.²⁸

GIS also can help governors communicate about performance in a way that resonates more strongly with the public than charts or numbers. Constituents live in communities, and GIS allows states to present information tailored to a particular community. By connecting disparate data sources across agencies, GIS allows governors to talk about performance in a holistic and comprehensive way, rather than being artificially partitioned by government program. For example, the **Arizona** Department of Health Services created a dashboard with maps of key public health indicators for 126 communities around the state. Those maps allow state residents and legislators to learn how their communities are faring on key indicators over time.²⁹ Esri, an organization that specializes in GIS data, has created many state “story maps” illustrating how states have used GIS data to better understand and target performance issues.³⁰

²⁸ Esri, “Governor O’Malley Calls for Results-Driven Government,” *ArcNews*, Winter 2013/2014, <https://shar.es/1s2hEb> (accessed June 16, 2015).

²⁹ Arizona Department of Health Services, “Arizona Cancer Rates by Community Health Analysis Area,” Arizona Department of Health Services, <http://www.azdhs.gov/phs/azchaa/> (accessed June 16, 2015).

³⁰ Esri, “Success Stories in State Government,” Esri, <http://arcg.is/1V8ijQe> (accessed June 26, 2015).

thumbs-down icon to indicate the data trend since the last reporting period.³¹ Governor Pence launched the Indiana Management and Performance Hub (MPH) in 2014 to increase the effectiveness, efficiency, and transparency of the state's government. The MPH tackles big problems such as infant mortality with advanced analytics and machine learning, provides more information to the public through its portal, and provides business intelligence to executives and managers through near-real time dashboards. The new MPH portal posts state data, including financial health, executive agencies' key performance indicators, and progress toward the governor's six priority goals, all in an easy-to-understand format in one location.³² The MPH has launched several internal management dashboards to aid in faster, more accurate decision making. The MPH automated cabinet-level key performance indicators to give near-real time insight to agency and governor's office executives. Having the data available not only informs the public about agency progress, but also allows agency heads to view progress toward key goals in a timelier manner. This changes the discussion from reporting on the result to understanding the "why" of the problem. Since agencies do not need to request performance data from others within the organization, the time lag in identifying problems and making adjustments is reduced and the focus can shift to understanding the problem.³³

The cutting edge: Data analytics and rigorous evaluation

The growing movement of data analytics is helping states improve operations by better evaluating and targeting where state dollars are invested. By combining GIS data with other data, states can more

precisely understand performance problems and target investments to address those challenges. For instance, state Medicaid agencies are using Medicaid claims data to identify patterns among their most frequent users of costly health care services, such as emergency rooms (ER). Many states use "hotspotting" techniques to determine the geographical distribution of those individuals in the state, which allows those agencies to better target services to that population. For example, **Kentucky** conducted a review of its Medicaid claims data and found that individuals falling in the top one percent for ER utilization accounted for 10 percent of the ER costs. Using information gleaned from analysis of the characteristics of those individuals, the state designed and launched "ER Smart," a program that supports the coordination and targeting of community-based services to those individuals in order to minimize unnecessary use of ER or inpatient care and increase quality of life.³⁴

Florida's Department of Children and Families recently commissioned a set of predictive models to enhance its ability to identify children at greatest risk of a fatality who were referred to the state's child abuse and neglect hotline.³⁵ Those predictive models can help the agency focus its services on the most at-risk children. Predictive models offer a more systematic way for states to identify and prevent problems and carefully target scarce resources, rather than solely reacting to a crisis once it already has happened.

Another mechanism for using data to improve programs is fielding rapid-cycle and low-cost experiments. Data from experiments provide more reliable information than other forms of evaluation because they can more

³¹ Mi Dashboard, "Measuring Michigan's Performance," State of Michigan, <https://midashboard.michigan.gov/> (accessed June 16, 2015).

³² Jessica Hughes, "Indiana Management and Performance Hub Takes Transparency to the Next Level," *Government Technology*, September 11, 2014, <http://www.govtech.com/data/Indiana-Management-and-Performance-Hub-Takes-Transparency-to-the-Next-Level.html> (accessed June 16, 2015).

³³ Ibid.

³⁴ Kentucky Health Information Exchange, "Kentucky ER *SMART*: Emergency Room Super Utilization Initiative," Kentucky Health Information Exchange, <http://khie.ky.gov/nr/Documents/KHIE%20Guide%20for%20KY%20ER%20SMART.pdf> (accessed June 26, 2015).

³⁵ Florida Department of Children and Families, *Child Fatality Trend Analysis: January 1, 2007 through June 30, 2013*, (Tallahassee, FL: Florida Department of Children and Families), http://www.dcf.state.fl.us/newsroom/pressreleases/docs/20140106_pressrelease_attachments.pdf (accessed

accurately isolate the effect of a policy change. That can help state leaders avoid debates over whether a program is effective. Historically, well-controlled evaluations such as randomized control trials have been nearly cost-prohibitive for states and often have taken several years for completion. As a result, formal evaluations are the exception rather than the norm within most government agencies. Some states, however, are beginning to use administrative data they already collect to more rigorously examine new policies or implementation techniques for existing policies.

Illinois used its data on foster care placements to test a new approach to working with substance-abusing parents in the child welfare system.³⁶ The study used existing administrative data, so the cost to the state was just \$100,000 over a nine-year period.³⁷ The study demonstrated that the new approach to working with families increased family reunification and decreased repeated involvement with the child welfare system, saving the state \$6.7 million, or \$2,400 per family.³⁸ Without the study, the state might have had difficulty gauging the effectiveness of the new approach, since the intervention was implemented while foster placements were declining in Illinois and across the nation.

Experimentation also can be used to rapidly and iteratively test small changes to policy design and implementation. The private sector has begun using that approach, with some corporations fielding hundreds of tests per year to optimize their business.³⁹ State

government also can use rapid-cycle experimentation to test and refine policies as they are rolled out. For example, states could use experiments to identify the best way to notify the public of available services, tailor programs to specific populations, or train public employees to deliver services more effectively.⁴⁰

Michigan's Office of Child Support Enforcement is using rapid-cycle evaluation to test new procedures for establishing paternity and child support orders. In close collaboration with Genesee County, the state is engaging with a birth clinic to inquire whether unmarried parents are interested in establishing a child support order prior to birth. Under traditional procedures, that process would not begin until the child was born, leading to months of delays as the orders are developed, paternity is established, and the process is finalized. By engaging with families during pregnancy, the state hopes to reduce those delays and increase the total child support available over a child's lifetime. The state is using data collected during normal child support procedures, thereby reducing study cost and increasing the findings' timeliness. Should the initial experiment demonstrate effectiveness, the state may consider making further refinements to the process.⁴¹

Rapid-cycle evaluation offers a different paradigm of evaluation and experimentation from the past, making experimentation part of ongoing management, rather than a tool to test the effectiveness of a fully designed

³⁶ Joseph P. Ryan and Hui Huang, *Illinois AODA IV-E Waiver Demonstration Final Evaluation Report* (Urbana, IL: Children and Family Research Center, University of Illinois School of Social Work, 2012), http://cfrc.illinois.edu/pubs/rp_20120701_IllinoisAODAIV-EWaiverDemonstrationFinalEvaluationReport.pdf (accessed June 29, 2015).


³⁷ Coalition for Evidence-Based Policy, *Rigorous Program Evaluations on a Budget: How Low-Cost Randomized Controlled Trials Are Possible in Many Areas of Social Policy* (Washington, DC: Coalition for Evidence-Based Policy, March 2012), 5, <http://coalition4evidence.org/wp-content/uploads/2012/03/Rigorous-Program-Evaluations-on-a-Budget-March-2012.pdf> (accessed June 29, 2015).

³⁸ Ibid.

³⁹ Jim Manzi, *Uncontrolled* (New York: Basic Books, 2012).

⁴⁰ Scott Cody and Andrew Asher, *Smarter, Better, Faster: The Potential for Predictive and Rapid-Cycle Evaluation to Improve Program Development and Outcomes* (Washington, DC: The Hamilton Project, June 19, 2014), <http://www.brookings.edu/research/papers/2014/06/19-predictive-analytics-rapid-cycle-evaluation-improve-program-cody-asher> (accessed June 16, 2015); and Mike Fishman, Thomas Gais, and Michael Wiseman, *Trialing for the Public Good: Building Effective Programs from the Ground Up*, (Albany, NY: Rockefeller Institute of Government, February 16, 2015), http://www.rockinst.org/pdf/government_reform/trialing_for_public_good_2015_03_12.pdf (accessed June 16, 2015).

⁴¹ Ron Haskins, email message to author, June 8, 2015.



program or policy. Rather than waiting until a program or policy is fully developed to understand whether it is working, states can design and test improvements on an iterative basis to identify ways to achieve better results or the same results for less cost.

Conclusion

Governors are using a variety of strategies to harness data and evidence to deliver results. Those efforts start with identifying a vision for the state and a set of measurable goals that cut across agency and programmatic silos. Measurable goals then inform the budgeting process,

where resources are targeted to the strategies and programs that offer the potential to be most effective in generating progress toward them. Finally, the system is rounded out by an active management approach that incorporates data and evidence to examine whether policies and processes are delivering their intended outcomes. Those three components are part of an interconnected whole in which leaders actively engage in reviewing progress toward goals, support a culture of continuous improvement, and strategically communicate their vision and their progress to both internal and external stakeholders.

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Finding and Building Effective State Leaders

Introduction

The 2014-2015 National Governors Association (NGA) chair's initiative, *Delivering Results*, focused on helping governors identify strategies to improve the efficiency and effectiveness of state government. One critical aspect of improving the performance of state government is to find and develop top-level state leaders who are focused on achieving results and who can cultivate an organizational culture supportive of that goal. This issue brief highlights lessons learned throughout the yearlong *Delivering Results* initiative about how governors can hire the best and brightest senior leaders and support them through their tenure in state government. Key lessons learned are:

- Start with a clear understanding of the governor's vision for each agency;
- Identify candidates with the right balance of skills, knowledge, and abilities;
- Onboard and support leaders after hiring; and
- Never stop recruiting.

The ideas and examples shared throughout this issue brief are drawn from three *Delivering Results* experts roundtables held in the fall of 2014; a *Delivering Results* summit held in April 2015, at which 28 state teams attended; and conversations with national and state experts. Additional examples and recommendations are drawn from several publications produced by NGA's Office of Management Consulting and Training, which are based on lessons learned and recommendations from veteran governors.

Setting the Context: The Importance of Leadership

Effective state government begins with effective leadership. A governor's success in implementing his or her agenda depends in large part on how effective agency leaders and senior staff members are in their roles.¹ Thus, governors face the challenge of recruiting and hiring a strong team of leaders who share their vision for the state and can set agencies on a course to put that vision in place. A team of effective senior leaders can create a culture that is focused on delivering results and supports learning and continuous improvement. Accordingly, decisions about hiring cabinet secretaries and senior staff can be some of the most important decisions a governor makes.

Especially in public service, it can be difficult to find the right people to fill those senior leadership roles. Governors seek to hire candidates with the right knowledge, skills, and abilities who also are willing to follow the governor's lead, usually at a reduced salary. This issue brief discusses recommendations for governors about finding the right candidates to fill top positions in the governor's administration and strategies to help those leaders be the most effective in their roles.

Start with a Clear Understanding of the Governor's Vision for Each Agency

At the *Delivering Results* experts roundtable on recruiting and hiring effective state government leaders, participants explained that the process of hiring a senior government leader should start with the governor's

¹National Governors Association, *Critical Lessons for Governors-Elect* (Washington, DC: National Governors Association Office of Management Training and Consulting, 2010), 23, <http://nga.org/files/live/sites/NGA/files/pdf/10LESSONSGOVELECT.PDF> (accessed June 29, 2015).



vision. All top-level hires in state government begin with two major decision points for the governor: where the governor wants the agency to go in the future and what the agency needs in its leader.²

The first step is for the governor to define his or her vision for the agency, including high-level goals for the agency's achievements. Those agency goals should connect to and advance the governor's overall priorities for the state, as discussed in *Data-Driven Approaches to Delivering Better Outcomes*. Once the governor envisions the future for an agency, he or she should evaluate how much change is needed to affect the direction of the agency to achieve those goals. A new leader's role will typically fall into one of three categories: maintaining the organization's current direction, taking the organization in a different direction, or making major changes to the design or operations of the organization.³ It is critical for a governor to be clear about expectations for the new hire in leading the agency or department and use those expectations to assemble a pool of candidates for the position.

For agency leaders to be effective, it is critical for them to understand how their agency's work helps advance the governor's agenda. *Data-Driven Approaches to Delivering Better Outcomes* discusses in greater detail how the governor's agenda translates to priorities and goals for each agency. A publication by Fels Research and Consulting analyzed the core competencies of effective state cabinet secretaries. One key recommendation to incoming agency leaders

is to gain a clear understanding of the governor's vision and expectations and be certain that they can help with achieving that vision.⁴ As the report explains, "Keeping an eye on how their particular agencies fit into the governor's larger agenda will help cabinet secretaries strategize ways to gain support for their own initiatives over the long term."⁵

The next step in recruiting and hiring top leaders is to undertake a thoughtful evaluation of the needs of the agency or department in question.⁶ To do so, governors must understand each agency's or department's history of operations and its strengths and challenges. Only then can a governor and his or her senior team develop a list of qualities for an ideal leader and launch a candidate search to find the best match for that agency. Next, Ted Ford Webb, founder of executive search firm Ford Webb Associates, Inc., recommended that recruiters speak one-on-one with agency employees and members of relevant stakeholder groups to learn more background about the organization.⁷ The recruiter can then use those conversations to build hypotheses about the skills and characteristics a candidate would need to successfully lead that agency.

The executive search process also provides an opportunity to test different strategies to address the agency or department's challenges. As a recruiter, Webb identifies a small group of top candidates who bring different perspectives to the challenges and represent different approaches to the agency's future.⁸ Throughout the recruiting process, Webb recommends

² Bob Schroeder, "Finding and Building Strong State Leaders" (presented at *Delivering Results* Summit, Denver, April 23, 2015), <http://nga.org/files/live/sites/NGA/files/pdf/2015/1504DeliveringResultsSummitStateLeaders.pdf> (accessed June 29, 2015).

³ Peter Hutchinson, "Recruiting and Hiring Senior-Level State Executives" (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).


⁴ Tess Mullen, *What It Takes to Lead State Agencies: Promising Practices for State Cabinet Secretaries* (Philadelphia: Fels Research and Consulting, 2012), 11, <http://www.fels.upenn.edu/webform/cabinet-secretaries> (accessed June 29, 2015).

⁵ *Ibid.*, 10.

⁶ National Governors Association, *Transition and the New Governor: A Planning Guide* (Washington, DC: National Governors Association Office of Management Training and Consulting, 2014), 22, <http://nga.org/files/live/sites/NGA/files/pdf/OMCTTRANSITIONGUIDE.PDF> (accessed June 29, 2015).

⁷ Ted Ford Webb, *Finding the Perfect Match: A Governor's Guide to Finding, Interviewing and Hiring the Best Cabinet* (Washington, DC: National Governors Association Office of Management Training and Consulting, 2014), 3, <http://nga.org/files/live/sites/NGA/files/pdf/OMCTRECRUIT-CABINET.PDF> (accessed June 29, 2015).

⁸ *Ibid.*, 7.



openly discussing organizational challenges with candidates and learning about how each one would lead the agency through those challenges. The governor will then have a variety of expert opinions, each of which presents “a set of governance and policy choices that reflect the character of the person you choose and acknowledge the complexities of the relationships within the organization.”⁹ Thus the governor can choose not only among different individuals but also different leadership approaches.

Identify Candidates with the Right Balance of Skills, Knowledge, and Abilities

In building a pool of potential candidates, a governor should identify candidates who have the correct knowledge, skills, and abilities to meet identified needs. In addition, state leaders in government today require a wider range of attributes beyond subject-matter or managerial capabilities to be successful. National and state experts on effective government leadership suggested that governors seek out leadership candidates based on competency, character, and teamwork orientation. Those three competencies are of equal importance, and all three should be considered when evaluating candidates.

Competency

It is critical for a governor to assemble a cabinet and senior staff with the right knowledge, skills, and abilities to lead their agencies or departments. Governors should look for candidates with previous work experience relevant to the position for which they are being considered, which will likely include subject-matter expertise and management experience. Though not essential, it is helpful for state government leaders to possess knowledge of and the ability to navigate

the operations and processes of state government, particularly the budget process and interaction with the state legislature.¹⁰

Successful leaders must be strong communicators who can effectively engage with internal and external audiences.¹¹ A key role of an agency leader is to serve as the public face of that agency and by extension, as a representative of the governor. One former cabinet secretary described the role he and his fellow agency heads play as “advocate in chief.”¹² The agency leader also serves as the communicator- and motivator-in-chief with his or her staff.

Effective senior leaders also possess a strong capacity for analyzing and resolving problems. Challenges that arise in state government often are nuanced and complex. A successful state government leader must be able to diagnose a problem, consider various perspectives on how to resolve it, and make tough decisions in situations where information might be imperfect or incomplete. One former cabinet secretary described his problem-solving approach as “playing chess with issues.”¹³ When addressing a problem, he would start by identifying stakeholders, available tools, and potential outcomes, followed by compiling data, analyzing historical trends, and attempting to forecast the future.¹⁴ Leadership advisor and author Geoff Smart highlights analyzing and allocating as two critical skills for effective leaders. Smart explains that great leaders analyze problems to understand them better. The analysis process includes conducting research, talking with constituents, reviewing data, asking questions, and testing hypotheses.¹⁵ Leaders then must make decisions to allocate finite resources based on that analysis. In Smart’s experience, when leaders allocate they infuse judgment, instincts, and

⁹ Ibid., 7.

¹⁰ National Governors Association, *Critical Lessons*, 19, 23-25.

¹¹ Schroeder, “Strong State Leaders”; and Mullen, 35.

¹² Mullen, 35.

¹³ Ibid., 33.

¹⁴ Ibid., 33.

¹⁵ Geoff Smart, *Leadocracy* (Austin: Greenleaf Book Group, 2012), 42-43.

creativity into the data and information collected through analysis.¹⁶ *Data-Driven Approaches to Delivering Better Outcomes* describes how state agencies and departments are using data and evidence to deliver better results, offering additional insight into the analytical skills needed by agency leaders.

A leader also must know when to make a decision on his or her own and when to take a challenge to the governor for the final decision. Time is one of the governor's most precious resources, and decisions that come to the governor's desk should be ones only the governor can make. An agency leader or senior staff member should make the clear-cut decisions, reserving the governor's attention only for the toughest decisions and closest calls.¹⁷

One reminder experienced governors have given at the NGA Seminars for New Governors is that campaign staff might not make the best governing staff because campaigning requires a different skill set than government administration and operation. The individuals who lead agencies and serve on the governor's senior leadership team must manage complicated bureaucratic systems and offer advice on difficult policy issues.¹⁸ A governor's success in implementing his or her agenda is largely dependent on the ability of agency leaders and senior staff to be effective in their roles.¹⁹ Accordingly, governors should make it a priority to hire leaders with the right skills and knowledge to lead agencies through complex policy and programmatic challenges.

Character

Governors can avoid potential problems in the future by hiring leaders who possess the following traits: strong ethics, political sensitivity, good judgment,

and trust.²⁰ A person of poor character can cause harm to both the agency that he or she oversees and to the public perception of the effectiveness of the state government. Moreover, an ethics or conflict of interest scandal can become a major distraction and even derail a governor's agenda.

Former **Minnesota** chief of staff Bob Schroeder always included consideration of each candidate's character in the hiring process. In the process of screening candidates for leadership roles, he would ask the top candidates, "Is there anything in your background we should know about now that might become a distraction to the governor later?"²¹ The response is a test of the candidate's character. Along with surfacing possible issues of concern, a further background check might reveal additional information that could result in disqualification. Just as the process of hiring a senior government leader offers several decision points for the governor, the candidate has several important decision points as well. At each stage in the hiring process, the candidate should consider whether the state government leadership position is a good fit, including how the job will fit with his or her personal, professional, and political plans for the future.²²

Participants in the *Delivering Results* experts roundtables emphasized that loyalty and willingness to follow the governor's leadership are other key character traits of top government leaders. The governor is the top leader of the executive branch, and his or her department and agency heads need to demonstrate loyalty and support implementation of the governor's agenda. According to a publication by Fels Research & Consulting on the core competencies of agency secretaries, "The first rule of being a cabinet secretary is to remember that the governor is the boss,

¹⁶ Ibid., 47-48.

¹⁷ Schroeder, "Strong State Leaders."

¹⁸ National Governors Association, *Critical Lessons*, 34.

¹⁹ Ibid.

²⁰ National Governors Association, *Transition and the New Governor*, 22-23.

²¹ Schroeder, "Strong State Leaders."

²² Ibid.

and cabinet secretaries are there to help enact his vision for the state, not their own.”²³ A cabinet secretary may have previously run a large organization, but now he or she must execute the governor’s agenda and priorities.

Successful agency leaders also should know when and how to challenge the governor’s thinking. Although loyalty to the governor is necessary, governors can benefit from a leadership team with diverse perspectives and the ability to honestly share those ideas.²⁴ **Michigan** Governor Rick Snyder encourages his leadership team to embrace conflicting points of view. He invites his senior staff to share different ideas and to challenge both his thinking and each other’s thinking. Governor Snyder believes that robust dialogue and an honest exchange of ideas allow him and his team to evaluate all options and find the best solution.²⁵ **Delaware** Governor Jack Markell takes a similar approach, encouraging his staff to be honest with him when analyzing and problem solving. He explains, “I tolerate a lot of pushback when I’m figuring out what the right solution is, what other questions we should be asking, why I might be looking at this the wrong way. I’m not at all looking for ‘yes’ people.”²⁶

Teamwork Orientation

Leaders who work at top levels in state government must be able to balance managing their own agency while keeping in mind the governor’s vision. They should be able to see the big picture and work collaboratively with their peers in other agencies to advance the broader mission and goals for the state. Many of the challenges facing states today are broad and cut across the traditional partitions of

state government structure. Achieving goals such as safe and secure communities, a prosperous economy, and a well-educated population cannot be addressed by any one agency acting alone, but rather require a collaborative effort among leaders from multiple agencies.²⁷ As the Fels Research & Consulting report on core competencies of cabinet secretaries explains, “Regardless of which agency they run, all cabinet secretaries can ultimately increase their effectiveness by forming good relationships with their colleagues.”²⁸

Many successful governors have taken a team approach to hiring staff and department and agency heads. For those governors, the fact that all team members understood their roles and the roles of others on the team enabled them to work together to achieve the governor’s goals and priorities.²⁹ Former **Wyoming** Governor Jim Geringer sought out leaders with that teamwork orientation. They understood how to help their agency meet its needs and achieve its goals, but they also knew how their agency aligned with the rest of state government, the governor’s priorities, and the state’s needs.³⁰

In **Tennessee**, Gov. Bill Haslam runs the state as one enterprise, which allows for department efforts to align and integrate to achieve cross-cutting goals. Tennessee’s chief operating officer (COO) oversees all state operations using the enterprise approach. The COO and his team meet each month with the state’s 23 executive-level commissioners to discuss common goals, successes and challenges, shared services, and best-practice approaches.³¹ Hiring commissioners who already possess that teamwork orientation allows Governor Haslam to run the state as an enterprise.

²³ Mullen, 10.

²⁴ Ibid., 12.

²⁵ Rich Baird, “Finding and Building Strong State Leaders” (presented at *Delivering Results* Summit, Denver, April 23, 2015), <http://nga.org/files/live/sites/NGA/files/pdf/2015/1504DeliveringResultsSummitStateLeaders.pdf> (accessed June 29, 2015).

²⁶ Smart, 43.

²⁷ Mullen, 25.

²⁸ Ibid., 25.

²⁹ National Governors Association, *Critical Lessons*, 23.

³⁰ Jim Geringer, “Recruiting and Hiring Senior-Level State Executives” (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).

³¹ Greg Adams, “Efficient and Effective: Managing State Government Toward Better Outcomes & Improved Service Delivery” (presented at APHSA CEO Retreat, Nashville, May 3, 2015).

The ability to collaborate is another critical competency for effective state government leaders. A report from Deloitte Consulting's GovLab identifies that skill as "agile integration," while Smart describes it as aligning.³² The most successful government leaders are skilled at building support for a shared mission among diverse stakeholders and galvanizing those groups to take action together.³³ The information and resources required to address today's complex and cross-cutting challenges are widely distributed across the public, private, and nonprofit sectors, often residing in organizations that are not under one leader's direct control. Leaders who are skilled in coordinating and aligning efforts can articulate a shared big-picture goal, identify the role various stakeholders play in supporting that goal, and influence stakeholders to align their efforts in pursuit of a shared outcome.³⁴

A relationship between the Tennessee Department of Human Services and United Way of Metropolitan Nashville illustrates the value of collaborating with organizations outside of state government to address state priorities. Leaders from the department and the United Way meet regularly to discuss major challenges facing residents of Nashville and the surrounding counties, and the organizations develop collaborative solutions to address those challenges. When major flooding in 2010 closed Nashville schools for more than a week, many low-income students were unable to receive free and reduced-price meals. A jointly developed solution involved the United Way serving meals at community centers throughout the city, ensuring children received food even when schools were closed.³⁵ The governor's senior leadership team understood that collaborating with an organization

that had close ties with local communities was critical to successfully addressing a major challenge.

Onboard and Support Leaders After Hiring

Whether individual leaders join state government from another public sector position or from the private sector, many do not have experience responding to the specific crises and risks they will face as a senior state government leader. Governors can encourage new cabinet officials and senior staff to gain early knowledge about potential agency operational challenges and continue the learning process on the job.

One way for new cabinet officials and senior staff to quickly learn the ins and outs of the agency they are leading is to reach out to their predecessors and to current agency staff. Many state agencies or departments create transition documents or briefing books that provide an overview of the department and offer a historical perspective to incoming officials. Those documents can be a valuable resource for a new leader to review but typically only tell part of the story.³⁶ New leaders can gain important information through informal, private discussions with their predecessors, which can help them learn the nuances of a particular agency and the story behind the history described in a transition document. Further, new leaders also can benefit from talking with civil servants who have served the organization for a long period of time. Veteran staff offer valuable history and continuity since many of them have been part of their organization through past gubernatorial and agency leadership transitions.³⁷

New public sector leaders also may benefit from

³²Katherine Ryan and Abed Ali, *The New Government Leader: Mobilizing Agile Public Leadership in Disruptive Times* (Westlake, TX: Deloitte University Press, 2013), 5-8, <http://dupress.com/articles/the-new-government-leader-mobilizing-agile-public-leadership-in-disruptive-times/> (accessed June 29, 2015); Smart, 50-52.


³³Ibid.

³⁴Ibid.

³⁵Eric Dewey, "Leading for Transformation Through Partnerships" (presented at APHSA CEO Retreat, Nashville, May 3, 2015).

³⁶Webb, 3.

³⁷Bob Schroeder, "Recruiting and Hiring Senior-Level State Executives" (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014); and Jerry Friedman, "Recruiting and Hiring Senior-Level State Executives" (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).



opportunities to engage in dialogue and peer learning with their fellow cabinet members or agency leaders. Some governors have hosted a retreat for new secretaries, cabinet members, or agency leaders.³⁸ A retreat allows those new leaders to build a network among their peers and helps foster a sense of teamwork among the state's top leaders. A retreat also allows new leaders to learn from their peers, who may have relevant experience from other positions. Another way to help senior staff gain perspective and experience is to establish a mentoring program.³⁹ Each new agency leader or department head would be paired up with an experienced staff member, who can provide advice and guidance about leadership and management in the state government environment.

Governors also can take advantage of resources outside the state. For example, many new state leaders have participated in a CXO Transition Lab experience hosted by Deloitte Consulting. The transition lab is a facilitated process that brings together experienced public sector and private sector leaders along with subject-matter experts. Through the transition lab, incoming public sector leaders learn how to manage the complexities of their new roles, tackle their organization's most pressing challenges, and adapt to trends and shifts in their industry and in state government as a whole. Further, the transition lab allows new leaders to engage in thought-provoking discussions with their peers. New government executives leave the transition lab with a better sense of what they want to achieve, how they will implement those efforts, who they need on their team, and how to build strong relationships to achieve their desired goals.⁴⁰

Never Stop Recruiting

Experienced public sector leaders note that governors should be engaged in constant recruiting to be

ready for planned and unplanned transition periods. Governors always will experience planned transition periods characterized by active recruiting and hiring; those planned transitions take place when a newly elected governor is preparing to take office for the first time, as well as when a governor is re-elected to a second term. Governors also should remember that unexpected transitions among senior staff can occur at any point in the governor's administration.

One key strategy of constant recruiting is to maintain contact with the pool of final candidates for top leadership positions, even though they did not get the job. Not only is it good relationship building, but maintaining contact with those top candidates can shorten a later search time by starting with a small pool of strong candidates. That strategy can be an asset in both planned and unplanned recruiting situations.

As Schroeder explained, every governor's administration has a natural life cycle with different goals and priorities between the first and second terms. As goals and priorities shift, a governor's requirements for hiring executive leaders also can shift.⁴¹ Maintaining contact with previous top candidates can particularly help in second-term hiring, because a candidate who was not the right fit for a top position several years ago might be the perfect fit to lead an agency or department within a different environment at a later time.

Geringer shared that a governor's preparation for making mid-term hiring adjustments might be more important than the hiring decisions made when the governor first enters office.⁴² A mid-term departure of a senior leader might result from a poor fit between the individual leader and the agency's needs, so the governor's ability to correct course and hire a better


³⁸ Libby Bacon, "Recruiting and Hiring Senior-Level State Executives" (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).

³⁹ Ibid.

⁴⁰ Debbie Sills, "Finding and Building Strong State Leaders" (presented at *Delivering Results* Summit, Denver, April 23, 2015), <http://nga.org/files/live/sites/NGA/files/pdf/2015/1504DeliveringResultsSummitStateLeaders.pdf> (accessed June 29, 2015).

⁴¹ Schroeder, "Recruiting and Hiring."

⁴² Jim Geringer, "Recruiting and Hiring Senior-Level State Executives" (presented at *Delivering Results* experts roundtable, Washington, DC, October 30, 2014).



match is a critical opportunity to demonstrate his or her successful leadership skills. Likewise, mid-term shifts that come out of a crisis or scandal can make the selection of a new leader particularly important.

Conclusion

To make certain government operations meet the needs of the public and to achieve results in state government, it is critical for a team of effective leaders to serve in the governor's administration. As governors work to build their teams of top leaders, they can start by identifying the needs of each agency

or department and search for a leader who has the right mix of skills to lead that organization through its current and future challenges. Effective state government leaders should possess a variety of skills, including competency, character, and a teamwork orientation. Once the governor's full team of leaders is committed, he or she can make certain those leaders have opportunities to learn and practice their skills through formal and informal onboarding activities. Finally, governors can be engaged in constant recruiting of leaders to be prepared for planned and unplanned staffing transitions.

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Tools and Resources

Throughout the *Delivering Results* initiative, national and state experts identified a number of tools and resources that might be useful for governors interested in delivering better results to residents and businesses. The below list of resources is not intended to be an exhaustive list of resources on the topics, rather a list of resources identified by experts.

Finding and Building Strong State Leaders

NGA Resources

The NGA Office of Management Consulting and Training (OMCT) provides services, resources and training regarding the leadership and management of state government and the organization and operation of the governor's office to governors and their staff members.

- *Critical Lessons for Governors-Elect*
<http://nga.org/files/live/sites/NGA/files/pdf/10LESSONSGOVELECT.PDF>
- *Governor's Office Guide: Appointments*
<http://nga.org/files/live/sites/NGA/files/pdf/GOVOFFICEGUIDEAPPOINTMENTS.PDF>
- *Overseeing State Government Operations*
<http://nga.org/files/live/sites/NGA/files/pdf/OMCTOVERSEESTATEOPS.PDF>
- *Transition and the New Governor: A Planning Guide*
<http://nga.org/files/live/sites/NGA/files/pdf/OMCTTRANSITIONGUIDE.PDF>
- *Finding the Perfect Match: A Governor's Guide to Finding, Interviewing and Hiring the Best Cabinet*
<http://nga.org/files/live/sites/NGA/files/pdf/OMCTRECRUITCABINET.PDF>

Other Resources

- *What it Takes to Lead State Agencies: Promising Practices for State Cabinet Secretaries* (Fels Research and Consulting, University of Pennsylvania, 2012)
<http://www.fels.upenn.edu/webform/cabinet-secretaries>
- *The New Government Leader: Mobilizing Agile Public Leadership in Disruptive Times* (Deloitte University Press)
<http://dupress.com/articles/the-new-government-leader-mobilizing-agile-public-leadership-in-disruptive-times/>
- Geoff Smart, *Leadocracy* (Austin: Greenleaf Book Group, 2012)
- Geoff Smart, *Who* (Ballantine Books, 2008)



Creating and Refining Results-Oriented Regulations

Regulatory Improvement Commission: A Politically-Viable Approach to U.S. Regulatory Reform (Progressive Policy Institute, 2013)

http://www.progressivepolicy.org/wp-content/uploads/2013/05/05.2013-Mandel-Carew_Regulatory-Improvement-Commission_A-Politically-Viable-Approach-to-US-Regulatory-Reform.pdf

Harvard Data-Smart City Solutions

Data-Smart City Solutions seeks to catalyze adoption of data projects on the local government level. The websites below include core principles, local best practices, resources, white papers, and case studies.

- “Origination of a Regulation”
<http://datasmart.ash.harvard.edu/news/article/origination-of-a-regulation-598>
- “Streamlined Permitting and Licensing”
<http://datasmart.ash.harvard.edu/news/article/streamlined-permitting-licensing-599>
- “Predictive Analytics and Inspection”
<http://datasmart.ash.harvard.edu/news/article/predictive-monitoring-and-inspection-600>

State Resources

Colorado

- *Cutting Red Tape in Colorado State Government: Pits and Peeves 2.0* (2014)
<https://docs.google.com/file/d/0B8bNvcf083ydRDRiUE5NQIYWHVYZU9ETnU1TWtZRdDiRDRv/edit?pli=1>
- *Lean Program Office Progress Report* (2013)
https://docs.google.com/file/d/0B8926UIVO3_zZDJSbmc2e1JCNEk/edit?pli=1

New Jersey

- *Red Tape Review Commission Findings and Recommendations* (2014)
<http://www.nj.gov/state/pdf/annual-reports/2014-0430-red-tape-commission-report.pdf>
- *Red Tape Review Commission Findings and Recommendations* (2012)
<http://www.nj.gov/state/pdf/2012-0208-red-tape-review-report.pdf>

Washington

- *Regulatory Reform: Improving Permit Timeliness* (2013)
http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_2_ar1010778.pdf
- *Regulatory Reform: Communicating Regulatory Information and Streamlining Business Rules* (2012)
http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_1_ar1008276.pdf

Data-Driven Approaches to Delivering Better Outcomes

General Resources About Using Data and Evidence

- *From Data to Decisions II: Building an Analytics Culture* (IBM Center on the Business of Government and the Partnership for Public Service, 2012)
<http://businessofgovernment.org/sites/default/files/From%20Data%20to%20Decisions%20II.pdf>

- *Evidence-Based Policymaking: A Guide for Effective Government* (Pew-MacArthur Results First Initiative, 2014)
<http://www.pewtrusts.org/~media/Assets/2014/11/EvidenceBasedPolicymakingAGuideforEffectiveGovernment.pdf>
- Actionable Intelligence for Social Policy: AISP works with the public sector to improve policies and practices through the use of integrated data systems. AISP’s website includes best practice examples and a variety of resources for the public sector.
<http://www.aisp.upenn.edu/>

Budgeting

- *Investing in Results: Using Performance Data to Inform State Budgeting* (National Association of State Budget Officers, 2014)
<http://www.nasbo.org/sites/default/files/pdf/NASBO%20Investing%20in%20Results.pdf>
- *Four Actions to Integrate Performance Information with Budgeting* (IBM Center on the Business of Government, 2014)
<http://www.businessofgovernment.org/report/four-actions-integrate-performance-information-budget-formulation>

Evidence-Based Policy

- Ron Haskins and Greg Margolis, *Show Me the Evidence: Obama’s Fight for Rigor and Results in Social Policy* (Brookings University Press, 2014)
- Kelly Ayotte et al., *Moneyball for Government* (Disruption Books, 2014)
- Coalition for Evidence-Based Policy: The Coalition is a nonprofit, nonpartisan organization that strives to increase government effectiveness through the use of rigorous evidence about “what works.” Website includes policy papers about increasing the use of evidence-based policy.
<http://coalition4evidence.org/468-2/publications/>
- Virginia Department of Criminal Justice Services: “Evidence Based Policy Resources”
<http://www.dcjs.virginia.gov/corrections/ebp/>

Evidence Clearinghouses/Databases

- Top Tier Evidence: A resource for identifying research-proven social programs.
<http://toptierevidence.org/>
- Pew Results First Clearinghouse Database
<http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2014/09/results-first-clearinghouse-database>

Lean Process Improvement

- Lean Government Center: Resource center for use of lean principles in government.
<http://leangovcenter.com/>
- Lean Government Websites: List of state and local governments applying lean principles, with links to those efforts’ websites.
<http://leangovcenter.com/govweb.htm>
- *Lean in Government Starter Kit* (U.S. Environmental Protection Agency, 2011)
<http://www.epa.gov/lean/government/starterkit/resources/Lean-Starter-Kit.pdf>

- *Lean Government Methods Guide* (U.S. Environmental Protection Agency, 2013)
<http://www.epa.gov/lean/government/pdf/lean-methods-guide.pdf>
- Charles Kenney, *Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience* (New York: Productivity Press, 2011)
- Ken Miller, *We Don't Make Widgets* (Washington, DC: Governing Books, 2010)
- Mike Rother, *Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results* (McGraw-Hill Education, 2009)
- James P. Womack and Daniel T. Jones, *Lean Thinking: Banish Waste and Create Wealth in Your Corporation* (New York: Free Press, 2003)

Geographic Information Systems

- How GIS Works (Esri)
<http://www.esri.com/what-is-gis/howgisworks>
- ArcGIS Open Data: A GIS data clearinghouse where people can access open data sources across governments and geography
<http://www.opendata.arcgis.com/about>
- Success Stories in State Governments (Esri)
<http://arcg.is/1V8ijQe>
- State Successes by Business Area (Esri)
<http://arcg.is/1OhRDHU>
- Identifying Landslide Prone Areas (Esri)
<https://shar.es/1s2hlg>

State Examples

- Pennsylvania Wave Tool: WAVE is the GIS based website for information relating to water and water-related resources within the Commonwealth of Pennsylvania.
<http://www.depgis.state.pa.us/wave/>
- Pennsylvania eMapPA: Displays environmentally relevant data to contractors and the public
<http://www.emappa.dep.state.pa.us/emappa/viewer.htm>
- New York GIS Clearinghouse: Centralizes all public GIS data for the state
<https://gis.ny.gov/>

Performance Management and Measurement

- *Transforming Performance Measurement for the 21st Century* (Urban Institute, 2014)
<http://www.urban.org/sites/default/files/alfresco/publication-pdfs/413197-Transforming-Performance-Measurement-for-the-st-Century.PDF>
- Bob Behn's Performance Leadership Report: One-page resources on key elements of performance management.
<http://www.hks.harvard.edu/thebehnreport/>
- Robert D. Behn, *The PerformanceStat Potential: A Leadership Strategy for Producing Results* (Brookings Institution Press, 2014)
- *Data Visualization in Government* (IBM Center on the Business of Government, 2013)
<http://businessofgovernment.org/sites/default/files/The%20Use%20of%20Visualization%20in%20Government.pdf>

State Examples

- Maryland StateStat
<http://www.statestat.maryland.gov/>
- New Jersey's Manage By Data Program: Changing Culture and Capacity to Improve Outcomes (IBM Center on the Business of Government, 2015)
<http://www.businessofgovernment.org/report/new-jerseys-manage-data-program-changing-culture-and-capacity-improve-outcomes>
- OKStateStat
<http://www.ok.gov/okstatestat/>
- Results Washington
<http://www.results.wa.gov/>

Evaluation

- *The Program Manager's Guide to Evaluation* (Office of Planning, Research and Evaluation; Administration for Children and Families; U.S. Department of Health and Human Services, 2010)
http://www.acf.hhs.gov/sites/default/files/opre/program_managers_guide_to_eval2010.pdf
- *W.K. Kellogg Foundation Evaluation Handbook* (W.K. Kellogg Foundation, 2010)
<http://www.wkkf.org/resource-directory/resource/2010/w-k-kellogg-foundation-evaluation-handbook>
- *Rigorous Program Evaluations on a Budget: How Low-Cost Randomized Controlled Trials are Possible In Many Areas of Social Policy* (Coalition for Evidence-Based Policy, 2012)
<http://coalition4evidence.org/wp-content/uploads/uploads-dupes-safety/Rigorous-Program-Evaluations-on-a-Budget-March-2012.pdf>
- Abdul Latif Jameel Poverty Action Lab (J-PAL): Network of researchers who can help states answer policy questions using research and evaluation resources.
<http://www.povertyactionlab.org/>
- *Smarter, Better, Faster: The Potential for Predictive Analytics and Rapid-Cycle Evaluation to Improve Program Development and Outcomes* (The Hamilton Project, Brookings Institution, 2014)
http://www.brookings.edu/~media/research/files/papers/2014/06/19_hamilton_policies_addressing_poverty/predictive_analytics_rapid_cycle_evaluation_cody_asher.pdf