

2005 NASCIO Recognition Awards Nomination Program

Title of Nomination: Washington State Governor Chris Gregoire's Government Management Accountability and Performance Program

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NASCIO AWARD APPLICATION

Washington State Governor Chris Gregoire's Government Management Accountability and Performance Program

Executive Summary

When Washington State Governor Chris Gregoire gave her inaugural address on January 12, 2005 she spoke about building a legacy of accomplishments. She called upon the leaders of Washington state agencies to embrace change, lead boldly, create hope and opportunity, and make decisions that make a positive difference in the lives of Washington citizens. She has set a course for her administration to deliver on three major priorities: to invest in kids and communities, to make sure children have health care, and to move Washington forward on a path of economic success.

To ensure government agencies deliver on these priorities, Governor Gregoire issued Executive Order 02-05 which created the Government Management Accountability and Performance (GMAP) Program to provide citizens a clear, concise view of how government programs are working for them and consistently measure government performance against those goals.

The hallmark of the Governor's GMAP approach is its success in creating interagency collaboration – *intensive* collaboration that supports Washington's governance structure with an enterprise-based and integrated model for the delivery of public services.

GMAP sessions bring together key executives and operational managers from the Governor's Cabinet agencies to review performance information and discuss techniques to identify critical business issues, recognize and apply "best practice" solutions, and achieve results for Washington citizens. Governor Gregoire personally presides over GMAP sessions.

Washington's approach is modeled on "CitiStat," from Baltimore and "Compstat," from New York City. During GMAP sessions, managers share program performance information. Together, they discuss operational issues and goals, consider strategies to achieve the goals, and identify items for follow-up and tracking at future GMAP sessions.

While the concepts behind GMAP are not new to government, Governor Gregoire is the first Governor to apply them to state government. She is also the first GMAP pioneer to appoint the state CIO and Director of the Washington Department of Information Services (DIS) to serve on the GMAP leadership team. DIS shares joint responsibility with Cabinet members for project accountability and success, and provides leadership and coordination in pursuit of enterprise initiatives that will move Washington to the next level in information technology.

A. Concise Description of business problem and solution, including length of time in operation

The Governor's GMAP is designed to enable government to achieve broad collaboration and integration across agency structures and programs.

Shortly after taking office on January 12, 2005, the Governor formed her interagency panel that includes the Governor's chief and deputy chief of staff, her legislative and policy leads, and agency directors from the Department of Information Services, the Office of Financial Management, and the Department of Personnel.

GMAP's interagency sessions to date have been held twice a month to achieve results in:

- the health of Washington citizens
- the security of Washington's vulnerable children and adults
- the economic vitality of business and individuals
- statewide mobility of people, goods, information and energy
- the safety of people and property
- government's ability to achieve its results efficiently and effectively

Information technology supports GMAP's enterprise approach by providing the data that state government's leaders and managers use in the GMAP sessions to assess service delivery and take immediate actions to improve performance.

B. Significance to the improvement of government operation

GMAP ensures strong leadership from the top by setting and reinforcing clear expectations for state agencies and staff:

- visibly and personally take responsibility for delivering results
- base decisions on accurate, up-to-date data

- respond quickly to emerging situations
- allocate resources according to the most important priorities
- use strategies that are proven to work
- persist and follow up until they achieve the desired results

GMAP is bringing about a “culture shift” in state government. State agencies and state employees are expected to work together more efficiently and effectively to introduce and manage change within individual departments as well interdepartmentally. The workforce understands that change must meet citizens’ needs and client requirements. GMAP also requires its workforce to practice continuous improvement of work processes based on a discerning assessment of information and its strategic significance.

Additionally, as part of GMAP DIS has introduced criteria called “Project Critical Success Factors” into the development of the state’s information technology projects.

The Project Critical Success Factors are:

- User Involvement
- Executive Management Support
- Experienced Project Manager
- Clear Business Objectives
- Minimized Scope
- Agile Business Requirements
- Standard Infrastructure
- Formal Methodology
- Reliable Estimates
- Skilled Staff
- Contract Negotiation and Management
- Implementation

All but the last two of the critical success factors are drawn from the Standish Group’s study of successful and unsuccessful projects. The factors Contract Negotiation & Management and Implementation are from lessons learned from Washington State information technology projects. The success factors are now in use to accurately depict the status of a current project at a specific point in time.

The success factors are being used to guide several major information technology projects that are reviewed by Governor Gregoire her leadership team at GMAP sessions. These projects include:

- HRMS - The Human Resource Management System (HRMS) replaces the Department of Personnel's legacy personnel system. HRMS is designed to support civil service reform and meet the human resource management needs of more than 65,000 state employees.
- OMNI - The Offender Management Network Information (OMNI) project will replace and improve the legacy systems and applications that the Department of Corrections currently uses to monitor and track convicted offenders in institutions and the community.
- ProviderOne – ProviderOne will replace the Department of Social and Health Services existing Medicaid and legacy payment systems. ProviderOne is comprised of more than 1,400 programs, and processes in excess of 24 million claims annually.

C. Benefits realized by service recipients, taxpayers, agency, or state.

Agencies use data from state information systems to manage their organizations, and arrive at strategies that result in good governance, effective policy, and efficient delivery of services. Below are highlights of successes since GMAP was first implemented less than two years ago:

- Department of Social and Health Services: Child Protective Service workers are getting to the children at highest risk of abuse within 24 hours 88% of the time, up from 77% in March when the target was set.
- Health Care Authority (HCA): The Basic Health Plan program's average customer call response time went from 5 minutes to 60 seconds due to an emphasis on management and accountability. HCA's productivity in document handling and account adjustments increased from 75% to 97% between July and September.
- Department of Transportation: GMAP helped uncover hidden trends on the state's highways. While overall highway fatalities have declined significantly since 1996, motorcycle related fatalities have been on the rise over that same period. The data showed the contributing factors to be increasing motorcycle popularity, older riders returning to the sport, inadequate training, rusty riding skills, speed, and alcohol. As a result, the Washington State Patrol, the Department of Licensing, and the Washington Transportation and Safety Commission are collaborating on strategies to reverse this trend.

D. Realized return on investment, short-term/long-term payback.

Governor Gregoire's GMAP is finding collaborative solutions that are achieving savings for the taxpayers of Washington State.

- SmartBuying Partnership: The SmartBuying goal is to save the state \$22.5 million during the 2005-07 Biennium. DIS has estimated a potential contribution of \$8.6 million toward the biennium goal by leveraging existing relationships with vendors to offer quantity

discounts to all state agencies in three purchase categories: personal computer (desktop, laptop and servers), desktop software, and telecommunication equipment. As of December 2005, the DIS SmartBuying program has saved agencies \$2.2 million – exceeding the agency target by \$499 thousand – and personal computer purchases account for 93 percent of the total savings.

- *Doing Business in Washington* is a time-saving tool intended to help businesses succeed. *Doing Business in Washington* is a secure, online gateway to most everything businesses need to know about starting, sustaining, and growing a business in Washington State, including simplified licensing, permitting, and regulatory transaction capabilities. Ultimately, with just a mouse click or two, *Doing Business in Washington* website will provide businesses with a seamless “one stop” gateway to a variety of government services. <http://www.access.wa.gov/business>
- Department of Revenue (DOR): DOR’s data showed that use tax is the most significant area of noncompliance. DOR consulted business groups, surveyed other agencies, and determined where to target their efforts for maximum return. DOR applied “Plain Talk” principles and response rates tripled. DOR brought in more than \$2.5 million over the previous year’s collections, using an additional investment of only \$136,000.