



THE
PEW
CENTER ON THE STATES

Government
Performance
Project

GRADING THE STATES 2008



THE GEORGE WASHINGTON UNIVERSITY

THE TRACHTENBERG SCHOOL OF
PUBLIC POLICY^{AND} PUBLIC ADMINISTRATION

Pew's Government Performance Project

Overview

Philip G. Joyce

Professor of Public Policy and Public Administration

The George Washington University



Pew's Government Performance Project—Our Mission

- The Pew Charitable Trusts applies the power of knowledge to solve today's most challenging problems.
- The Pew Center on the States identifies and advances effective policy approaches to critical issues facing states.
- The Government Performance Project, an initiative of The Pew Center on the States, focuses on improving service to the public by strengthening government policy and performance.

www.pewcenteronthestates.org

Grading the States 2008—A Roadmap for States to Improve

- Pew's *Grading the States 2008* is the fourth in a series, the most recent issued in 2005.
- Pew's Government Performance Project, *Governing* magazine, and academic and state government experts conducted a thorough and rigorous review to paint a clear and complete picture of states' performance. State-level managers and opinion leaders provided more than 12,000 pieces of data.
- States were evaluated on how well they were advancing—or backsliding—in key areas:
 - **People**—recruiting and retaining highly qualified, productive public employees
 - **Information**—using technology to measure performance and communicate more effectively with the public
 - **Money**—managing fiscal resources from budgeting to procurement
 - **Infrastructure**—planning for, maintaining and improving roads, bridges and buildings

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A Little History of the GPP

- The First GPP—State/Local/Federal (Maxwell School/George Washington University/Governing)
 - 1996--Shotgun wedding between Academics and Journalists
 - 1997—Planning and Piloting
 - 1998/1999--First State Issue/Federal Agencies I
 - 2000—Cities/Federal Agencies II
 - 2001—States Version 2.0/Federal Agencies III (federal moves to GWU)
 - 2002—Counties/Federal Agencies IV
- The Second GPP (State Only)
 - 2003/2004—Special Reports—Taxes and Health
 - 2005—States Version 3.0
 - 2006—GPP becomes part of Pew Center on the States
 - 2008—States Version 4.0

Criticisms/Threats Raised in 1996/1997

- This can't be done
- The states will not cooperate
- Academics cannot work with journalists
- “Spanking governments”—results will only be used to criticize
- Grades are simple-minded—“Government is not high school”
- This will be done once and then go away
- A lot of work/limited return for states
- This will not lead to any change

Evolution of the Information Category

- First GPP (1997-2002) had separate categories for Information Technology and Managing for Results
- Problems with this approach
 - Technology tended to be viewed as end in and of itself
 - Encouraged stovepiped thinking
- Second GPP—Combines these two into single “Information” category
- Focus is on the use of information systems to deliver results



Criteria for Information--2008

- Strategic planning—states should have clear idea of what they are trying to accomplish, in total, across programs, and using technology
- Performance budgeting—states should have performance information, and use performance data to inform resource allocation
- Performance management—agencies should use information for management decisions
- Performance auditing—states should evaluate programs in terms of their objectives
- E-government—states should use technology to provide services to and communicate with the public



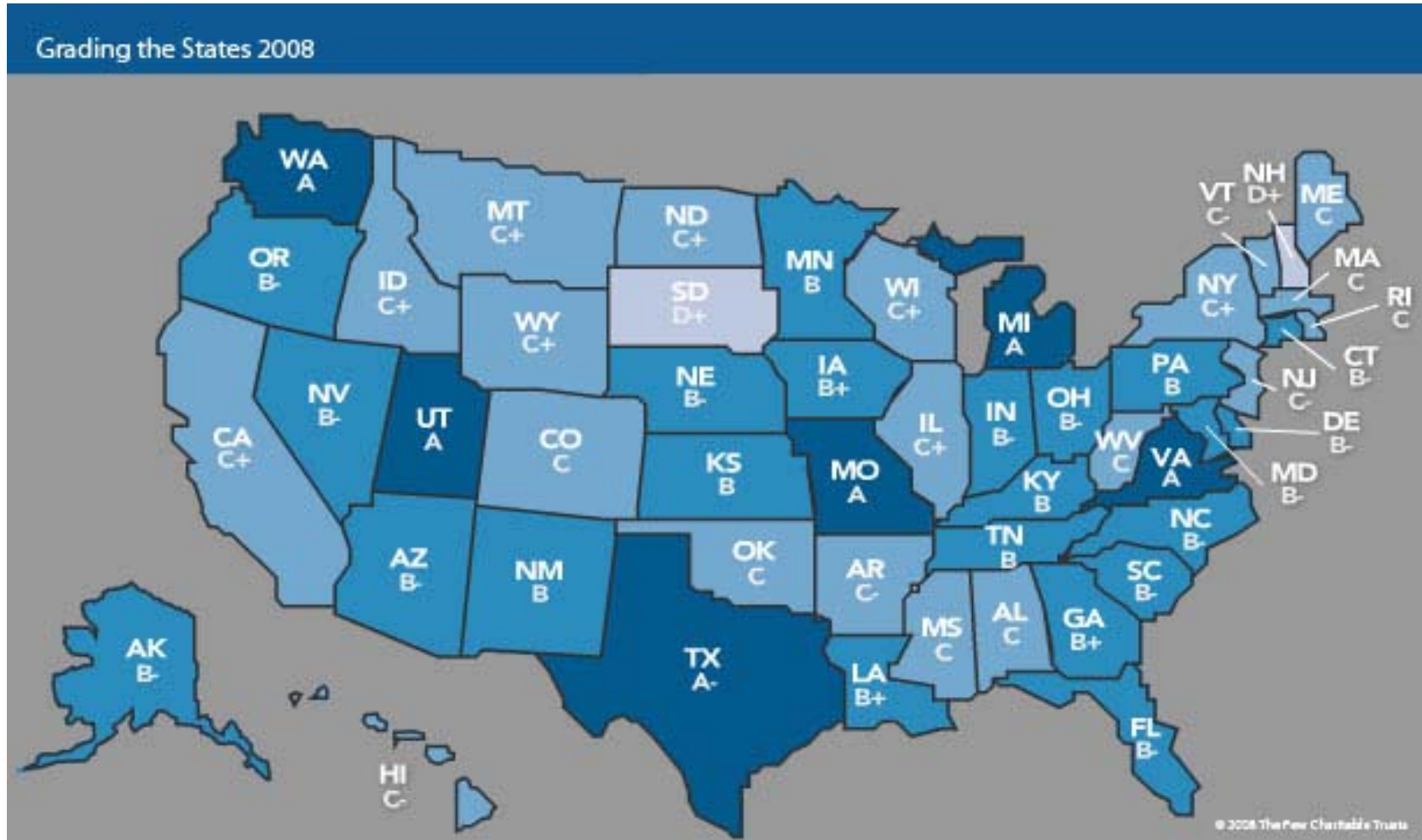
Methodology

- Survey results from all but a few states
- Public documents: Budgets, strategic and IT plans, performance audits, performance reports
- ~1,400 interviews: Legislators and their staff; controllers, treasurers, budget officers and auditors; CIOs; agency and department representatives; civic organizations



The Government Performance Project— Information Category

Distribution of Grades--Information





Getting an A for Information

- Excellent statewide/agency planning processes
- Leadership in the use of performance auditing
- Outcome data for almost all functions
- Performance information used by executive and legislative branches
- Ability to access key services online
- Results shared with citizens online



Information Trends

- Improvements in online transactions/services
- Focus on transparency
- Many states collecting information, but frequently not used across branches
- Sharing data still hampered by outdated and/or disaggregated systems
- Increased use of performance auditing

Grading the States 2008—Moving Forward

- Pew will work with states in the coming months to help them apply this new research and improve performance by:
 - Drawing on best practices
 - Identifying areas for improvement
 - Implementing state-specific recommendations to achieve results
 - Exploring additional partnerships with policymakers and private sector leaders to pursue problem-solving strategies

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What Can We Do Better?—Criteria

- Do we have the right criteria?
- What are the cutting edge developments in state government?
- Some specific questions:
 - How should we evaluate IT security?
 - What are “best practices” in E-government?
 - How are the leading states engaging legislators/citizens in a conversation about results?
 - Others?



What Can We Do Better?--Process

- Survey questions
- Document review
- Interviews
- Communication



Outreach--How can the GPP best leverage change in state government?