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State Management INNOVATIONS

The Performance Institute

APRIL 2006

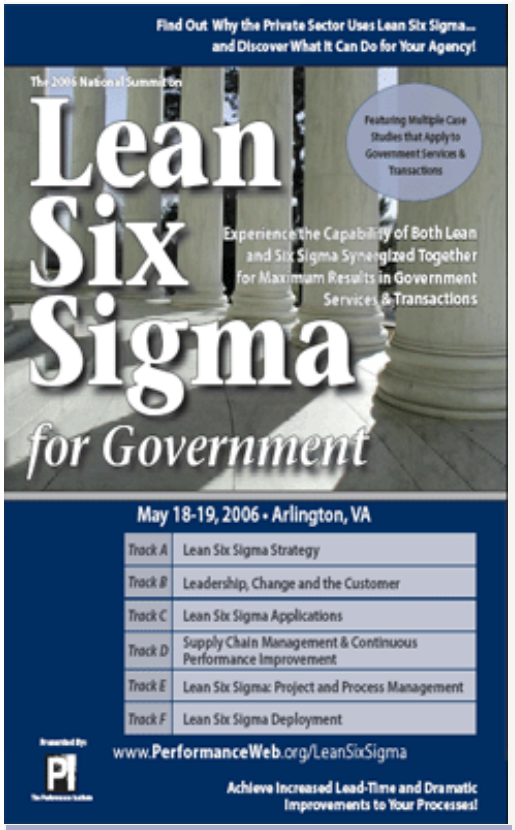
*** If you find this newsletter useful and informative please forward it to your friends and colleagues! ***

UPCOMING EVENTS

Lean Six Sigma
May 18-19, 2006 | Arlington , VA

The 2006 National Summit on Strategic Recruitment and Retention for Government Agencies
June 12-14, 2006 | Arlington , VA

Strategic Planning for Government
June 26-27, 2006 | Arlington , VA



WEBINARS

Employee Performance Management
May 17, 2006

IT Project Management for State and Local Government
July 26, 2006 | 2:00 pm EST

To see more webinar events please click here
www.PerformanceWeb.org/Webcast

How Does your Organization Measure Up?

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Performance Management: Washington State's Performance Planning and Assessment Tool

The Department of Personnel in Washington State gives a great outline of performance management as they see it on both an individual and organizational level. They have developed a performance planning and assessment tool called the Performance and Development Plan (PDP). The PDP is a critical part of the individual performance management process in Washington State . Read more at http://www.dop.wa.gov/Managers/PerformanceManagement/

Strategic Planning in Government

Strategic Planning will focus on developing a performance-based strategic plan by applying the Strategic Management Framework methodology as a template for developing a results-oriented strategic plan for your government programs. This framework is derived from best practices at all levels of government and is compliant with the GPRA strategic planning criteria and OMB guidance. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P531/P531.htm

Strategies Define 'Vision'

A strategic plan for Northern Kentucky was recently launched titled “Vision 2015”. The plan outlines more than three dozen strategies for improving Northern Kentucky by the year 2015. Some of the areas they focused on were competitive economy, educational excellence, livable communities, urban renaissance, effective governance and regional stewardship. Read more at

http://news.enquirer.com/apps/pbcs.dll/article?AID=/20060331/NEWS0103/60331007/1077

State Government Doing A Bit Better, Daniels' Report Says

The Performance Institute is helping government manage for RESULTS! See how well your organization measures up. Take our free Performance Measurement Assessment: www.PerformanceWeb.org/Survey

Partner Information

Performance-based Budgeting for Government
Can you look at agency or department goals with a complete understanding of the resources and costs involved with each project, while continually monitoring outcomes and realigning recourses to initiatives that deliver real results? **We Can** . Click here to learn more.

Recently Gov. Mitch Daniels of Indiana issued a report card that said Indiana state government made progress last year in meeting his administration's goals for saving money, improving services and finding efficiencies. However the report did note that during the period from July through December many of his expectations were not met. The report included three levels of progress that were identified by color. Green indicated "superior performance," yellow indicated "still needs improvement" and red stood for "unsatisfactory." This type of “stop light” measurement system is very familiar to the federal government as well because that is how they are measured on the President's Management Agenda scorecard. Read more at http://www.courier-journal.com/apps/pbcs.dll/article?AID=/20060401/NEWS02/604010405

Lean Six Sigma

Lean Six Sigma is a process improvement methodology that allows you to achieve dramatic results through decreased cycle time and increased quality. It does this by identifying and eliminating non-value added steps in your process and reducing the number of errors that could occur per every opportunity. Lean Six Sigma can reduce processes that normally take weeks to a matter of days or hours, and it can be applied to any government service or transaction. For firsthand insight into the most powerful process improvement methodology available, we invite you to a part of the **2006 Lean Six Sigma for Government Conference** on May 18-19, 2006 in Arlington , VA. It promises to be the most comprehensive Lean Six Sigma conference to date that is specifically designed for government. To learn more visit: http://www.performanceweb.org/CENTERS/GPM/Events/P596/P596.htm

Poll Shows Unhappiness with State Government

According to a recent poll conducted by a business-financed research and advocacy group, many Rhode Islanders believe that their taxes are too high, and many of them are disappointed with the performance of the state government in areas such as money management. The Rhode Island Public Expenditure Council commissioned the survey, which mostly focused on the public's opinion of taxes. When the people involved in the poll were asked whether they thought their state government was headed in the right direction, about 50% said it was, and 50% said it wasn't. Read more at . http://www.thewesterlysun.com/articles/2006/03/13/news/news7.txt

Report: States Need Better Guidance On Improper Payments

Government auditors stated in a report last week that both state and federal agencies would benefit from better guidance to reduce improper payments in federally funded, state-administered programs. The GAO (Government Accountability Office) reported that few agencies used incentives or penalties to encourage state cooperation to meet the reporting obligations set forth by the 2002 Improper Payments Information Act. This act requires federal agencies to estimate the amount of improper payments in programs with a high risk of under or overpayment. Read more at http://www.govexec.com/story_page.cfm?articleid=33857&dcn=e_tma

On-Time Budget Is Still A Myth

In this op-ed, the author talks about another late budget in the State of New York noting that this has been the case for 22 years and running. He also noted that last year, while a vague outline of a complete state budget was “passed” by April 1, the “real meat-and-potatoes” negotiations on the budget didn't really start until about 10 days after. He continues by saying “ Now why is any of this on-time stuff important? It's about credibility and transparency.” Read more at http://timesunion.com/AspStories/story.asp?storyID=472088&category=LEBRUN&BCCode=&newsdate=4/17/2006

State's Report Card Mediocre

Indianan Chamber of Commerce's Economic Vision 2010 Report Card was released, and the results were less than stellar. The reporting system consists of 101 measurements that compares Indiana with the rest of the 49 states in overall economic performance. To read more about this reporting system and how Indiana plans to use the results to attain a better grade read the full story at: www.fortwayne.com/mld/nessentinel/business/14222983.htm?source=rss&channel=newssentinel_business

CalPERS rejects plan for regular state audit

A Southern California lawmaker and the California Public Employees' Retirement System square off today over a proposal to submit the giant fund to a regular state audit. The face-off will emerge when the Assembly Public Employees, Retirement and Social Security Committee considers AB 1961 by Assemblyman Keith Richman, R-Northridge, a vocal critic of Cal-PERS, the nation's largest public fund with $207.1 billion in assets.
http://www.sacbee.com/content/business/story/14245050p-15063342c.html
http://www.sandiegobudget.org/

Workforce: Strategic Management of Human Capital

Strategic Recruitment and Retention for Government Agencies

It is clear that the recruitment and retention of employees is one of our biggest concerns. Taking into consideration the wave of staff eligible for retirement now and within the next few years, government recruiters need more practical and measurable recruitment strategies. These more effective strategies are imperative to governments' ability to serve the public and fulfill their missions. We invite you to be a part of The 2006 National Summit on Strategic Recruitment and Retention for Government Agencies on June 12-14, 2006 at The Performance Institute. Attendees of this event will learn how to employ HR flexibilities to recruit and retain the top talent for their organizations. Additionally, you will attract more qualified applicants into their talent pools and successfully decipher the “perfect hire” for your organization. To learn more, go to http://www.performanceweb.org/CENTERS/HC/Events/P588/P588.htm

New Strategy Guide Offers the Public Sector Research and Benefits of “Working Remotely”

The Center for Digital Government and Intel teamed up to produce a new strategy guide to help state and local government officials implement successful telework programs. The guide promises to not only help provide a more flexible work place for government employees, but also produce an environment conducive to economic development opportunities for everyone involved. To read more about this new strategy guide visit: www.biz.yahoo.com/iw/060330/0115368.html

Shoemyer Fights for Fair State Employee Raises

Wes Shoemyer, a Democratic state representative for Missouri , proposed an amendment that would have provided all state workers with a flat raise of $1,300 per year. Shoemyer's failed bill was an alternative to the 4% across the board pay raise that would give more benefit to already high-paid appointed government workers, than to the lower paid workers who need the raise the most. Missouri is ranked last nationally in employee pay and Shoemyer believes that it is not because department directors are underpaid, but because the “front-line workers who serve the public are poorly compensated.” To read more on this story visit: http://www.moberlymonitor.com/articles/2006/03/16/news7.tx

Strategic Human Capital Management in Government: Lessons Learned after 5 Years

This webinar introduced the State of Affairs of Human Capital Initiatives. From that foundation, this webinar is designed to share insight into the best practices which are transforming the HR function to become a strategic player in the decision making process. People are the power behind mission success and Human Resources professionals invest in people everyday.

Discussion Points:
-Aligning your Human Capital toward Strategic Goals
-Developing a Leadership Program that Increases Loyalty and Morale
-Defining the Skill Sets that Align with your Agencies Culture

-What comes after green?: The next phase of transforming the HR Function.

To view the webinar please visit: https://performanceweb.webex.com/performanceweb/onstage/tool/record/archives.php?Rnd=1803984859

Technology: E-Government & Information Technology

Intelligence Fusion Centers Catching On

Fusion centers bring together state, local and federal personnel and IT networks into once facility to develop joint intelligence. 28 states and U.S. territories have made construction of fusion centers a top priority. To read more about fusion centers and the pooling of informational resources visit: http://www.gcn.com/online/vol11_no1/40347-1.html?topic=state-local

Nevada Unveils Info-Sharing System

The Nevada Shared Information Technologies Services project is a first-of-its-kind model that would allow state governments to participate in shared-use facilities. Government agencies would be capable of sharing critical information as well as assuring that information is not lost. To read more on Nevada 's efforts to increase information sharing visit: http://fcw.com/article92829-04-04-06-Web

Mike Huckabee: One of Government Technology's 25 Doers Dreamers & Drivers

The Performance Institute is always looking to support new and innovative thinkers in government. In this article Arkansas Gov. Mike Huckabee is recognized as an outside the box thinker who supports e-government programs and technology to advance the work of Arkansas Government. To read more, go to http://www.govtech.net/magazine/channel_story.php/98710

5 States get Grants to Improve Info Sharing

Connecticut , Iowa , Minnesota , New York , and North Carolina have all been awarded grants to aid in the improvement of their justice information-sharing systems. While the states maybe using the money to fund different programs, they all following the Global Justice Extension Markup Language Data Model of exchanging information in a timely manner. To read more on these states efforts to streamline information sharing read: http://www.fcw.com/article92780-03-29-06-Web

E-Rulemaking: Information Technology and the Regulatory Process

E-government focuses on the ability for citizens to connect with government services through the internet. However, a peripheral benefit is the ability for agency policy makers to “streamline and improve regulatory management, such as by helping agency staff retrieve and analyze vast quantities of information from diverse sources.” To read more, go to http://www.innovations.harvard.edu/showdoc.html?id=2541

Building State Government Digital Preservation Partnerships: A Capability Assessment and Planning Toolkit, Version 1.0

States vary greatly in the work already undertaken on behalf of digital preservation, as well as in the resources available for the task. The degree and focus of leadership for digital preservation varies from state to state, as do the specific priorities for immediate preservation attention. This variation comes in part because there is currently no consensus view about how states (or other organizations) should go about doing digital preservation. The challenge is both so new and so large that everyone is still trying to determine the best methods. To read more, go to http://www.ctg.albany.edu/publications/guides/digital_preservation_partnerships

Four Key Elements of E-Government

E-government is a growing trend in this country and all over the world. The Performance Institute, in years past, has proactively promoted the use of technology as a tool to enhance customer service and help government become quicker, better, cheaper. This article provides a high-level breakdown of each separate process, to include the definition and the usage, and how to come together to create a unified e-government. To read more, go to http://www.b-eye-network.com/view/2638?jsessionid=ae3cb064720d39518c707c38903c6160

A Set of 10 FY2007 State Government Technology Investment Forecasts

Expenditures on e-government show that there is a disconnect between the success and the implementation of these technology systems. The breakdown is truly staggering when held relative to other government initiatives. The federal government spends $65 billion and local governments spend somewhere in the area of $2.5 – 5 billion, while state government our primed to exceed $25 billion by the end of this year. This article outlines investment forecasts for some of the top spenders in government technology. To read more, go to http://www.researchandmarkets.com/reports/c35308/

Acquisition & Sourcing

State cancels part of contract to trim contracts

Wisconsin officials cancel part of a controversial procurement contract over concerns that the bulk-buying deal might not save as much money as promised and the refusal of two agencies to participate. To read more, go to http://www.jsonline.com/story/index.aspx?id=414291

Bill calls for limits on state contracts

In the wake of reports that a private subcontractor released the personnel records of thousands of state employees to unauthorized individuals overseas, a Senate committee is taking another stab at limiting and having the legislature oversee the contracts that state government agencies can make with private vendors. To read more, go to http://www.palmbeachpost.com/politics/content/state/epaper/2006/03/23/a10a_xgr_contract_0323.html

Starting over: Outsourcing needs fresh approach

Government has always had responsibilities that the private sector doesn't, wouldn't or shouldn't have - big things like the general health, welfare and protection of citizens, and road-building beyond your driveway. The Performance Institute has pushed government to more performance-based and transparent in their procurement activities. This article focuses on the need to refresh the approach government takes to contracting and acquisition. To read more, go to http://www.tallahassee.com/apps/pbcs.dll/article?AID=/20060326/OPINION01/603260310/1021

Rell vetoes contracting reform bill for third time

Gov. M. Jodi Rell on Thursday vetoed a reform bill for the third time that would set standards for awarding state contracts for goods and services.
To read more, go to http://www.stamfordadvocate.com/news/local/state/hc-16174054.apds.m0574.bc-ct-xgr--mar16,0,2788056.story?coll=hc-headlines-local-wire

State Government Spotlight: Pennsylvania

Harvard's Kennedy School Recognizes Three PA Programs Among Nation's Most Innovative

E-government may not provide everything that was speculated but it does have its benefits. Pennsylvania Governor Edward G. Rendell today hailed the decision by Harvard University 's Kennedy School of Government to name three Pennsylvania programs as among the most innovative in the nation. Governor Rendell said these pioneering programs are providing needed resources and support to disadvantaged citizens and communities across the commonwealth. http://www.innovations.harvard.edu/news/11634.html

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Newsletter Editor: Cynthia Craig

The State Management Innovations Newsletter is provided as a free informational newsletter to all state employees about the latest news from the state government and independent news media on performance management.

The Performance Institute is a private think tank that serves as the nation's leading authority and repository on performance-based management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government program s at federal, state and local levels. Through its national conferences on pressing issues, interactive executive training program s, and best practice research projects, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance government performance.

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