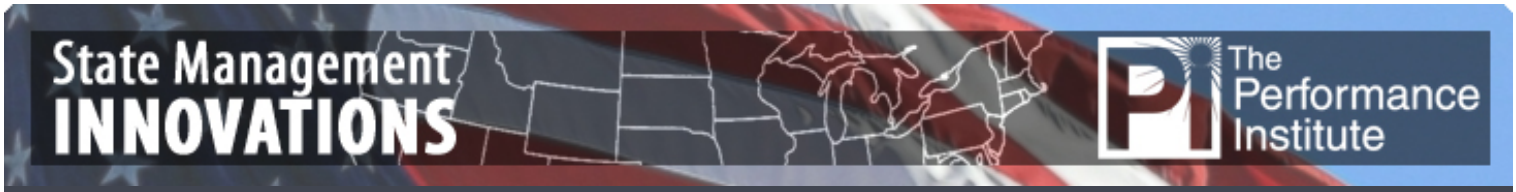
This month's spotlight is on Iowa, check out what Iowa's Governor and Lt. Governor created to improve accountability and service to Iowa citizens. Implementing management reforms in your state? Send me an email with the details and my research staff will share your successes and lessons learned with your colleagues in other state capitols.

Enjoy,

Carl



JUNE 2006

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

UPCOMING EVENTS

Internal Controls for State and Local Government
July 26-27, 2006 | Arlington, VA

The 2006 National Summit on Measuring and Reporting Performance Information in Government
July 24-27, 2006 | Arlington, VA

The 2006 Citizen-Centered Service for Government Conference
August 7-8, 2006 | Arlington, VA

Project Management for Government
August 7-11, 2006 | Arlington, VA

IT Budget Justifications
August 24-25, 2006 | Arlington, VA

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Contracting and Acquisition: Competitive Sourcing

State Government Spotlight: Iowa

Managing for Results: Performance Measurement, State Finances & Budgeting

North Carolina Senate Moves to Create Performance Audits

Recently in North Carolina, state legislators signed off on amendments to a Budget Bill that would require the state's first government performance audit in fifteen years. Senator Robert Pittenger, R-Mecklenburg, said the "state needs to look to the future at ways to find efficiencies and possibly reorganize government." The legislature hopes that by establishing a performance audit, government will become more accountable and transparent to the taxpayer. To read more, go to http://www.fayettevillenc.com/local/article_ap?id=85826

Measuring and Reporting Performance Information in Government

As we move closer and closer to a performance-based government, agencies are scrambling to establish measures and create performance reports for the myriad of programs under their supervision. The increased focus on performance goes hand-in-hand with an important increase in government transparency. Legendary management analyst Peter Drucker once said, "What gets measured, gets done." Trumpeted by executive officials across the country, from mayors to governors and even the President, the use of performance measures in government programs has proven to be a highly effective tool for program budgeting and resource allocation. **The 2006 National Summit on Measuring and Reporting Performance Information in Government** on July 24-27 is your "one-stop shop" for understanding how to manage performance in your agency. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P559/P559.htm



WEBINARS

Drive Performance with HR Dashboards and Scorecards
July 20, 2006 | 2:00 pm- 3:30 pm EST

IT Project Management for State and Local Government
July 26, 2006

Performance Management Systems: Best Practices for Managing Organization Performance
July 26, 2006

Introduction to Earned Value Management
August 16, 2006

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

How Does your Organization Measure Up?

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

Texas Department of Information Resources Provides Instructions for Implementing Performance Plans

The Texas Department of Information Resources has provided its agency with instructions for implementing a performance management plan. The instructions include a general overview of performance management and definitions of common tools and terms. The report then details the methods for defining performance objectives and collecting accurate data. This DIR report might be helpful in creating a performance management plan for your agency. To read more, go to
http://www.dir.state.tx.us/pubs/framework/gate2/performplan/index.htm

Citizen-Centered Service for Government

As pressure mounts on government agencies to be more customer-focused or citizen-centered, agency managers are struggling to find the right methods to respond to the challenge. Unfortunately, traditional private sector approaches to customer satisfaction rarely succeed when adopted by government. Whether they be overly simplistic customer service programs, empty slogans (the customer is always right?) or industrial-age concepts based on building quality, defect-free widgets; they fail to address the real challenges government managers face. These challenges include identifying the customer and competing interests, overcoming the notion that you cannot measure what you do, driving incentives to improve customer satisfaction and truly understanding the customers' needs. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P540/P540.htm

Finance: State Finances and Budgeting

California Pursues Plans to Implement Performance-Based Budgeting

In a report by the California Performance Review, the state government was criticized for not collecting accurate performance data to improve accountability. The state's current strategic planning system does not yield the results necessary for lawmakers to make adjustments in funding to poor performing departments. The Performance Review suggests that the Governor issue an executive order mandating performance-based budgeting in all agencies and departments to remedy the situation. To read more, go to

http://cpr.ca.gov/report/cprrpt/issrec/stops/pbr/so33.htm

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.

Virginia's Successful Financial Performance

The following site demonstrates the financial management initiatives for Virginia. It outlines broad goals for improvement and details the strategy the state plans on taking to achieve their mission. The site describes the state's budget reform and six-year financial plan. Through diligent reform and planning, Virginia has become one of the best managed states in the US. To read more, go to http://www.vaexcels.governor.virginia.gov/accomplishments/accomplishments-FMBR.cfm

Internal Controls for State and Local Government

State and local governments around the country are developing internal control systems to safeguard against the misappropriation and waste of valuable assets. At the federal level, Revised Circular A-123 enforces regulations that govern management's responsibility over the establishment of an internal control framework and guidelines over setting up internal controls over financial reporting. In order to learn the latest tools and strategies for setting up an internal control system and communicating key financial and performance information to top-level decision makers at the state and local level, we invite you to attend The 2006 National Conference on Internal Controls for State and Local Government on July 26-27, 2006 in Arlington, VA. To learn more, go to http://www.performanceweb.org/CENTERS/FM/Events/P537/P537.htm

New Financial Reporting System for Utah Government

The state of Utah is bracing for the implementation of their new financial management framework, FINET. The new version of FINET will affect all aspects of financial management for the state. The new system will affect the location of reported data and the underlying file structures that manage the data. The new FINET was created to streamline the financial management process in Utah to make the reporting process easier for state employees. To read more, go to http://www.finance.utah.gov/pdf/finjune06.pdf

Government Budget Week

Budgeting for results is a phrase that should be on every government executive's mind, from linking performance information to the budget to measuring and achieving cost efficiencies. However, many federal, state and local government managers are still unaware of how to link performance information to the budget, how to measure cost efficiencies, how to calculate the full cost per unit service and how the budget process actually operates. Without this key information, you will not be able to understand the true essence of performance management and how it is tied to the budget process. To learn more, go to http://www.performanceweb.org/CENTERS/FM/Events/P548/P548.htm

New Audit Recovery System for Texas

The 79th Texas Legislature's Senate Bills (SB) 1569 and 1863 both mandate that the state Comptroller of Public Accounts hire one or more contractors to perform recovery audits for state agencies and institutions of higher education with biennial expenditures exceeding $100 million. The plan is for the recovery audits to cut down on wasted funding by detecting and collecting overpayments that result from human error or fraud. Once the audit is complete, the state Comptroller will review the reports and make suggestions to agencies for improvement of their financial processes. To read more, go to http://www.window.state.tx.us/fm/statewise/06/04/message.html

Program Evaluation and Performance Auditing

Government program managers are constantly being held accountable for demonstrating program performance, so it is increasingly important that these managers effectively communicate program goals, outputs and measures as indicators for success. Effective performance management not only relies on the clarity of performance goals and measures, but also on the quality of the supporting information. When developing effective performance measures, a system must be in place to assess the validity and reliability of your performance information. To gain insight into the latest trends, innovations and implementation strategies, we invite you to join us at The 2006 National Summit on Program Evaluation and Performance Auditing on September 12-15, 2006 in Arlington, VA. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P535/P535.htm

Workforce: Strategic Management of Human Capital

Telework Cheaper Than Expected, but Agencies Still Not on Board

Installing systems for employees to telework has proved to be less costly that originally expected, and the financial savings far outweigh the expenditures. Despite this, many agencies have not made this a viable option for employees, as they have not fully invested in the systems needed to make teleworking a productive and efficient model. Read the full article at http://www.gcn.com/online/vol1_no1/41039-1.html?topic=workforce

Government HR Innovations

Recruiting and fostering talent is one of the most vital roles that human resources professionals assume. Getting the right people, in the right job and rewarding them in the right way is imperative. Individual employee success plays a major role in agency effectiveness. Rather than relying on salary alone to motivate workers, managers must implement new and interesting ways to reward employees, whether through training, employee development, leadership opportunities or increased workplace flexibilities. Effective rewards are not limited to bonuses and pay increases. HR Innovations 2006 will provide you with the opportunity to brainstorm and discuss new ways of fostering and rewarding dedicated employees and maintaining the government's status as an "Employer of Choice." HR Innovations 2006 offers you and your team the opportunity to master new approaches to federal, state and local human resources management and to deliver improved and tangible results. Ensure your agency is well represented at this timely event by registering your team today! Call 703-894-0481 or visit us online at www.HRInnovations.org.

The Retirement Age

Across all industries, the face of the workforce is changing, as baby boomers retire and younger workers come in to take their places. Though this could hurt some industries that are not as attractive to younger workers, for many industries and sectors, this shift could be very beneficial. Particularly in the government sector, retirement of older workers, who are most costly, could prove financially beneficial. Read the full article at http://www.cfo.com/article.cfm/5491083/c_5514415?f=magazine_alsoinside

Arlington County, Va., Upgrades IT System

The local government of Arlington County, VA just completed the first phase of an upgrade of its IT systems, an upgrade which will allow for better management of human resources, payroll and benefits, among others. Read the full article at http://www.govtech.net/magazine/channel_story.php/99933

Human Capital Management

Many government HR managers are now opting to receive a formal government human capital management certification. To address this need, the Institute offers a certificate in human capital management. Completing the certification program is easy, just attend the **2006 Government Human Capital Management Week** and complete a demonstration project. After the week is complete and your project is evaluated you are then a certified government human capital manager. From the Working for America Act to the Senior Executive Performance Appraisal

Regulations the need for certification grows stronger every day. In order to overcome the oft en daunting compliance challenges for mandates at local, state and federal levels in government, we invite you to attend the **2006 Government Human Capital Management Week**, being hosted in Arlington, VA on July 10-14, 2006. To learn more, visit http://www.performanceweb.org/CENTERS/HC/Events/P564/P564.htm

Technology: E-Government & Information Technology

Broadband Options Questionable Across Nebraska

High-speed Internet access is at the center of the debate of whether government entities, such as public power district, should be allowed to get into broadband access.
To read more, go to http://ap.theindependent.com/pstories/state/ne/20060619/4036338.shtml

Keeping the Trust While Under Attack: What State CIOs Need to Know about Evolving IT Threats

Dr. Eugene Spafford, executive director of Purdue University's Center for Education and Research in Information Assurance and Security (CERIAS), keynoted a NASCIO teleconference yesterday on information security. To read more, go to http://www.govtech.net/news/news.php?id=99943

PA Transportation Department Awards Real ID Deal

The Real ID Act of 2005 calls for states to increase security measures around select identity documents, both for verification and storage, as well as providing a means for interstate verification of an applicant's identity. The National Conference of State Legislatures has estimated the cost to implement Real ID nationally in the billions of dollars. States must comply with Real ID by May 2008. To read more, go to http://www.gcn.com/online/vol1_no1/41050-1.html?topic=state-local

Hurricane Watch: Markle Pushes For E-Health Records

The Markle Foundation urged the government and private-sector organizations to prepare for the 2006 hurricane season by putting systems and technologies in place to ensure that medical records and drug histories are accessible during a disaster like Hurricane Katrina, which displaced millions of people last year. To read more, go to http://govhealthit.com/article94880-06-13-06-Web

Roadblocks Hamper Emergency Response System Coordination

When terrorists crashed an airplane into the Pentagon in 2001, they exposed a fundamental flaw in the District of Columbia's capacity for dealing with disaster: Police officers and firefighters were unable to talk to one another via radio. To read more, go to http://www.fcw.com/article94886-06-19-06-Print

IT Budget Justifications

Budget justifications aren't easy. And with OMB updating the Exhibit 300 portion of the A-11 circular your work isn't going to get any easier. Projects don't justify themselves, that's why written budget justifications are needed. An effective justification is a concise "decision package" that tells decision-makers what they need to know to make informed budget decisions. To learn more, go to http://www.performanceweb.org/CENTERS/IT/Events/T216/T216.htm

Charlotte, N.C., Selects New Enterprise E-Government Solution

Charlotte, N.C., selected Accela Automation to be implemented as the new enterprise permit and land management solution, according to a release from the company. The solution will be utilized by the land development department, which provides services that protect the welfare of the public and the environment, and support smart growth. To read more, go to http://www.govtech.net/localgovt/story.php?id=99655

E-Government and Information Quality

Good quality information can be defined as information that meets or exceeds the expectations of all processes or information consumers who use that information. The expectation may be that the information conforms to a certain format, that all relevant information is complete, that the information is consistent (i.e., John Smith isn't flagged as female), that the information is accurate or that the information is not duplicated. To read more, go to http://www.b-eye-network.com/view/2795?jsessionid=201cfd07fced51885f0f36daf3b2465a

Acquisition & Sourcing

Sourcing Momentum Fuels Overnight Shipping

From administrative personnel to senior buyers, strategic sourcing catches on in Rhode Island. In 2003, Rhode Island Governor Donald L. Carcieri took office determined to cut government spending and manage government more efficiently. To read more, go to http://www.govpro.com/ASP/viewArticle.asp?strArticleId=107805&st=4

Illinois Transforms Procurement and Saves

As part of an effort to improve the effectiveness of state government, the State of Illinois has streamlined operations and services. Cost reductions, increased transparency of services and results, and improved accountability have led the effort to transform the state into a coordinated enterprise-wide organization. To read more, go to http://www.govpro.com/ASP/viewArticle.asp?strArticleId=107782&st=4

Audit Blames DOT for $807 Million Shortfall

Cost overruns, big increases in the use of consultants and poor communication between lawmakers and the state Department of Transportation are responsible for an $807 million budget shortfall, an outside audit found. The audit also blames rising costs and projects expanding beyond their initial scope for a backlog of untouched projects. To read more, go to http://www.delawareonline.com/apps/pbcs.dll/article?AID=/20060620/NEWS02/606200357/1006/NEWS

Project Portfolio Management Summit

Organizations trying to align projects with their overarching strategic goals are primed for success when they have the proper tools in place to implement and manage their Portfolios. This summit will bring together some of the nation's leading project management experts to our nation's capital from September 27-29, 2006. Listen to industry and government leaders share the successes, failures and lessons learned from their own projects and find out the best way to achieve project success today and for years to come. To learn more, go to http://www.performanceweb.org/CENTERS/IT/Events/T242/T242.htm

State Government Spotlight: Iowa

ResultsIowa.org Reports Government Performance to Taxpayer

The following site offers detailed information regarding Iowa state government performance and leadership agendas. The site was started in 2003 by Iowa's Governor and Lt. Governor to improve accountability and service to Iowa citizens. The site currently receives 100,000 hits each month and gets positive reviews from citizens for its reporting on government performance. To read

more, go to http://www.resultsiowa.org/memo.html

President: Carl DeMaio
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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