



PATHWAY TO SUCCESS



FOCUSING ON RESULTS

Why do we need performance management?

Oregon state government must use the challenge of this long-term fiscal crisis to create a state government managed and governed at a world class level. In times of financial stress, tough decisions and limited options, we must remember that investing in performance management is more critical than ever. We simply cannot continue business as usual, focusing only on short-term survival. Investing in strategic performance management will strengthen the state's ability to make sound decisions and manage scarce resources in a manner that could boost economic recovery and cultivate future success.

What is the desired result? What does a world class government performance culture look like?

- Transparent, accountable, results-focused delivery of public services that are important to citizens.
- Purposeful leadership setting clear priorities and expectations; and making evidenced-based, data-driven decisions.
- United and motivated workforce empowered to effectively and efficiently achieve agreed upon results; and continuously increasing capacity, improving quality and reducing costs.
- Public trust and confidence in state government.

Who is impacted or affected? Who needs to be involved? Who is ultimately accountable?

Citizens deserve greater accountability and results from government. Informed citizen involvement is vital for us to maintain a healthy community that continues to meet the needs of its citizens.

Policy makers need to make policy and budgetary decisions on the basis of agreed-upon priorities; and timely, accurate, pertinent, evidence-based information.

Public employees at all levels must understand the state's vision, strategic goals and their specific role in continuous efforts for more efficient, effective and higher quality services.

ACTIONS FOR ACCELERATING PROGRESS – RECOMMENDATIONS TO FOSTER A ROBUST PERFORMANCE MANAGEMENT ENVIRONMENT

Transforming the goal of world class performance management for Oregon state government from worthy aspiration to achievable, measurable reality requires **concrete actions** from all three branches of government:

Sponsorship – provide top-level vision, leadership, expertise, commitment and statewide support for performance excellence.

- ➔ **Designate leadership positions in the Executive, Legislative and Judicial branches** to guide, coordinate and be accountable for performance management transformation efforts.

Education/Culture – instill a results-oriented culture. Empower public employees, policy makers and citizens with shared vision, common vocabulary and framework, breadth and depth of knowledge, and range of skills to achieve continued performance improvements, efficiencies and results.

- ➔ **Consistently fund and support continuous learning and organizational capacity building efforts**, including building on existing resources like iLearn, to train and develop state elected officials and employees to foster future leaders, as well as to improve “line of sight” – employees’ understanding of how the work they do on a daily basis contributes to achieving results.

Collaboration – enable greater communication and engagement among the three branches of government in setting agreed-upon priorities, shared performance goals and quantifying results in ways that support agency accountability, performance measurement and a focus on performance results.

- ➔ **Build a new legislative budget process** to better facilitate interactive conversations across agencies and among all three branches in order to remove unnecessary silos, and make it possible for the state to take a truly integrated systems-approach in improving performance by focusing holistically on statewide priorities and common policy outcomes.
- ➔ **Organize forums** for agencies that create efficiencies to be recognized, share best practices and garner support for future efforts.

Motivation – cultivate the right mindset, set appropriate expectations and recognize successful efforts and best practices.

- ➔ **Develop and fund a recognition system** that incorporates compensation and rewards, as well as professional opportunities, stewardship and personal meaning to encourage employees and agencies to innovate and share best practices.

Committee Members:

- Fred King, Chair, Public Member
- Larry Williams, Vice-Chair, SEIU
- James Adams, Judicial Branch
- Patrick Allen, Executive Branch
- Dwayne Johnson, Public Member

- Dr. Rita Hartley, AFSCME
- Elizabeth Harchenko, Executive Branch
- Senator Frank Morse
- Representative Paul Holvey