Blueprint for Delivering Results in State Government

Managing for Results





Blueprint Overview

This Blueprint for Delivering Results in State Government (Blueprint) is an implementation guide for Results for America's Invest in What Works State Standard of Excellence (State Standard of Excellence). The State Standard of Excellence sets a national benchmark for how state governments can use evidence and data to achieve better outcomes for their residents, whereas the Blueprint provides state governments with specific implementation strategies and actions for consistently and effectively using evidence and data in budget, policy, and management decisions.

Taken together, the State Standard of Excellence and Blueprint provide state governments with a set of comprehensive resources to:



Create a high-level roadmap for how they can increase their capacity to use evidence and data in their decision-making



Build capacity to foster and sustain an organizational culture focused on learning and results



Improve investments by using their evidence and data capacity to spend taxpayer dollars on evidence-based solutions that achieve better results for their residents

This Blueprint is designed for state government leaders in governors' offices, state budget offices, and within state agencies who are charged with making their state's critical budget, policy, and management decisions. The Blueprint describes explicit Strategies, detailed Actions, useful resources, and specific examples of leading practices to help state governments make progress on the State Standard of Excellence and improve results for their residents.

Blueprint Development

The Blueprint was developed with the assistance of senior staff from a bipartisan group of governors offices as part of the What Works Bootcamps training series hosted by Results for America and the National Governors Association to help advance evidencebased policymaking in state governments. Through a series of in-depth, facilitated learning sessions in 2019 and 2020, senior staff from more than a dozen governors' offices contributed their expertise to developing this Blueprint. As such, this Blueprint is a practical guide that reflects the collective experience of many of the country's most effective state government leaders.

Strategies for Delivering Results in State Government

The Blueprint is organized into the following Blueprint Themes, which are aligned with the State Standard of Excellence. Each Theme has three related Strategies, detailed Actions for executing these Strategies, and specific examples of how state governments have implemented these Actions.

Blueprint Theme	Blueprint Strategies	Relevant State Standard of Excellence Criteria
Managing for Results	 A. Establish public, customer oriented, measurable strategic goals and metrics that reflect the governor's priorities. B. Create a systematic approach to managing results that aligns budget, policy, and legislative activities to advance the governor's statewide priorities and supports continuous learning. C. Promote a culture of using data and evidence to deliver results for customers. 	 Strategic goals Performance management/continuous improvement
Leveraging Data	 D. Develop the vision, framework, and governance for effectively collecting and using data across state agencies to improve programs and operations. E. Build talent in the governor's office and agencies to advance the state's vision for collecting and using data. F. Establish a roadmap for more integrated data usage that links program data across state activities through better process and technology, while ensuring strong privacy protocols. 	 3. <u>Data leadership</u> 4. <u>Data policies/agreements</u> 5. <u>Data use</u>
Building and Using Evidence	 G. Create leadership structures to effectively build and use evidence across state programs and departments. H. Build the infrastructure to evaluate state programs through evaluation policies, evidence definitions, program inventories, and funding to support state leaders. I. Position the budget as a key tool to build state evaluation capacity and apply that capacity to focus resources on evidence-based investments. 	 6. Evaluation leadership 7. Evaluation policies 8. Evaluation resources 9. Outcome data 10. Evidence definitions and program inventory
Investing for Results	 J. Prioritize key areas for analysis and improvement based on statewide goals. K. Use data-driven tools and methods to preference evidence by spending on the most effective and cost-efficient programs and initiatives. L. Redirect grant dollars and contract spending towards interventions with evidence of effectiveness in order to deliver results and encourage innovation. 	 11. Cost-benefit analysis 12. Use of evidence in grant programs 13. Innovation 14. Contracting for outcomes 15. Repurpose for results

Managing for Results

Relevant State Standard of **Blueprint Strategies Excellence Criteria** 1. Strategic goals A. Establish public, customer-oriented, measurable strategic goals and metrics that reflect the governor's priorities. 2. Performance B. Create a **systematic approach to managing results** that aligns management/ continuous budget, policy, and legislative activities to advance the governor's statewide priorities and supports continuous learning. improvement C. Promote a culture of using data and evidence to deliver results for customers.

Managing performance starts with understanding how the governor's administration defines success and builds the overarching system and culture to deliver that success. Without a set of goals and metrics (or strategic plans) to define the administration's agenda, it is difficult to communicate to staff within the agencies or the general public what the government aims to deliver. An integrated system for reviewing performance goals and connecting decision-making across the major activities in an administration greatly increases the chances that key goals and metrics will be achieved, especially across issue areas that extend beyond traditional government agency and department siloes. Performance management helps state governments improve customer service, program performance, and outcomes for their residents. This use of data to set goals and monitor performance can be an especially powerful way to improve equity by focusing efforts on communities of color. Further, transparency with the public and stakeholders places the focus on results, rather than process. This emphasis on results is difficult to sustain without a culture centered on data-driven and evidence-based policymaking. Policies and goals can be changed over time, but a state government culture that prioritizes the use of data and evidence to deliver better results for residents creates lasting impact.





Establish public, customer oriented, measurable strategic **goals** and metrics that reflect the governor's (or agency's) priorities.

Actions

- Appoint or designate a key leader, such as a Chief Performance Officer, with the authority and skill set to lead the creation of specific goals and metrics across government agencies and departments 2 People
- Ensure the strategic planning process for developing the governor's and agency-specific goals and metrics incorporates a breadth of internal and external stakeholder input to support legitimacy People Policy
 - Establish a clear set of definitions and guidelines for using metrics (e.g. lead vs. lag metrics, and input vs. output vs. outcome), and ensure that public-facing and decision-oriented metrics are focused on tangible results that matter (i.e. consider the question, if we moved the dial on this metric, would it matter to the public?)
 - Engage and include community stakeholders into the process for developing state goals to reflect community needs
- Make the goals and metrics accessible to the public through a scorecard or dashboard that is updated in real time or at regular intervals im Policy of Infrastructure

Blueprint Strategies in Practice



COLORADO

Governor's Dashboard The Colorado Governor's dashboard outlines strategic goals, metrics, and performance plans that are directly linked to the governor's annual budget request. Around each strategic area, the governor convened working groups of cabinet members to directly engage key leaders in managing progress towards each

More information: 2019 State Standard of Excellence (Criteria 1).



WASHINGTON

Results Washington The Governor's dashboard on Results Washington publicly lists statewide strategic goals, outcome measures, and live progress towards meeting these goals.

More information: 2019 State Standard of Excellence (Criteria 1).



VERMONT

State Strategic Plan 2018-2023 (FY2019-FY2023) An executive order mandated the creation of Vermont's statewide strategic goals. Vermont has published its strategic plan online and it includes extensively detailed strategic outcomes, goals, breakthrough indicators, and targets.

More information: 2019 State Standard of Excellence (Criteria 1).

Create a systematic approach to managing results that aligns budget, policy, and legislative activities to advance the governor's statewide priorities and support continuous learning.

Actions

- Develop a performance review process for goals and metrics that focuses on learning from data and engages staff at all levels (including senior personnel with authority to make decisions) as well as community stakeholders where relevant As People in Policy
- Link outcome metrics for the governor's goals to the department strategic plans and dashboards to support their use in operational decision-making and program evaluation Policy D Infrastructure
 - Consider using a "logic tree" approach to show how administration goals link to department and even individual goals and activities
 - Consider the role of equity in how departments design and implement their strategic plans
- Create structures to link budget, policy, and legislative efforts that support the achievement of goals and metrics in Policy of Infrastructure

Blueprint Strategies in Practice			
	WASHINGTON Results Washington Results Review	The Washington Governor and state leadership convene monthly Results Reviews meetings on specific strategic goals and outcome measures. These meetings engage community members in sharing their experiences and are made publicly available. More information: 2019 State Standard of Excellence (Criteria 2).	
	COLORADO Colorado Governor's Budget Request	The Governor's <u>budget request</u> aligns the Governor's priorities with the budgeting process and cycle. This is supported by the <u>Colorado State Measurement for Accountable, Responsive, and Transparent Government</u> (SMART) Act. More information: 2019 State Standard of Excellence (Criteria 1).	
	TENNESSEE Transparent Tennessee	Tennessee's data and performance website, <u>Transparent</u> <u>Tennessee</u> , has <u>statewide performance dashboards</u> , which are connected to each cabinet-level agency's operational and strategic plan. More information: 2019 State Standard of Excellence (<u>Criteria 2</u>).	



Promote a culture of using data and evidence to deliver results for customers.

Actions

- Take executive-level action (e.g. executive order or legislation) to codify and signal support for the use of data-driven decision-making to deliver results for customers in Policy
- Conduct ongoing internal and external communication about the overall approach to delivering results that helps support internal culture and builds trust with the public 🕮 Policy
- Establish a method and resources (e.g. lean process improvement) for managers and frontline staff to use data and other information to improve operations in keeping with the
- Provide adequate personnel resources, training, support, and network development for management and front-line staff to effectively use data to solve problems and deliver results **Ö**[☼] Infrastructure
- Measure employee engagement with specific questions to test awareness and connection with core administration values, performance processes, and priorities 22 People 50 Infrastructure

Blueprint Strategies in Practice



COLORADO

Department of Human Services C-Stat C-Stat is the Colorado Department of Human Services' performance-based analysis strategy that allows each program to focus on continuous improvement and outcomes. The dashboard is supported by stat meetings where executive leadership and staff analyze data to identify positive trends and opportunities for improvement.

More information: 2019 State Standard of Excellence (Criteria 2).



RHODE ISLAND

Government Innovation League

The Rhode Island Governor's Office and The Policy Lab at Brown University partnered to launch the Government Innovation League, a fellowship program for staff that is designed to foster innovation and process enhancements across the state through training, coaching, and implementation support. In 2019, Rhode Island has developed a variety of performance improvement projects through this model.



MARYLAND

Managing for Results

Maryland's Managing for Results initiative publishes annual performance reports and tracks agencies' key goals, objectives, and performance measures, which are supported by the Governor's Improvement Office.

More information: 2019 State Standard of Excellence (Criteria 2).



What Could This Look Like Over Time? Managing for Results

BLUEPRINT STRATEGIES

Strategy A:

Establish public, customer-oriented, measurable **strategic** goals and metrics that reflect the governor's priorities.



BEGINNING

Designate/hire staff person

to lead performance efforts

stakeholders to inform state

Define top five

administration goals

quantitatively through

internal deliberations

Engage community

goals



SUSTAINING

Build staff

- and external input
- Expand goal-setting process to incorporate more internal

BUILDING

- Embed strategic planning as part of regular course of state business through executive order or legislation
- Hold public review of multi-year performance to establish as "the norm" for government

Strategy B:

Create a systematic approach to managing performance that aligns budget, policy, and legislative activities to advance the governor's statewide priorities and supports continuous learning.

BEGINNING

- Cascade top five goals to each relevant department and division
- Ensure top leaders across all functions understand and prioritize goals
- Build a regular (e.g. quarterly) system to review performance
- Consider the role of equity in developing and implementing goals

BUILDING

- Ensure strategic plans for each department incorporate explicit cross-departmental strategies to achieve top goals
- Create annual "look back" at overall performance and lessons learned

SUSTAINING

· Create and sustain an annual process that develops policy, legislative, and budget priorities that explicitly advance top priorities

Strategy C: Promote a culture of using data

and evidence to deliver results for customers.

BEGINNING

- Communicate values clearly (using mantras such as "use data to learn" or "prioritize customers")
- Begin measuring employee engagement and alignment to values

BUILDING

- Publicly celebrate successes and at least one effort that failed but demonstrated the correct values
- · Create training program to build employee capacity and values alignment

SUSTAINING

• Provide ongoing resources for training and engagement, and establish clear success metrics

Wins

By following the actions above and building over time, states should aim to achieve wins along the way to galvanize internal and external support. Here are some sample wins, though there are many other types of achievements that states could use to mark their progress.

SHORT-TERM WINS

- Hire/designate a
 Chief Performance
 Officer to ensure the
 governor's goals are
 results-driven with
 metrics, outcomes,
 and deliverables
- Create a public dashboard to show progress towards meeting strategic goals (see <u>Colorado</u> Governor's <u>Dashboard</u>)
- Identify and engage key agency leaders in statewide performance management and align agency goals with dashboard

MID-TERM WINS

- Build a performance team to support a cross-agency performance management system for strategic goals
- Ensure statewide strategic and performance goals are reflected in agencies' work (see Colorado's Department of Human Services's C-Stat)
- <u>Highlight</u> important wins publicly and internally to emphasize progress made towards accomplishing goals

LONG-TERM WINS

- Normalize performance management and strategic planning through executive action (see the executive order that established Results Washington)
- Leverage the annual budget process to align governor's priorities with budget development (such as the Colorado State Measurement for Accountability, Responsive, and Transparent Government Act)
- Convene leadership and performance teams for regular public stat meetings (such as Results Washington Results Reviews)
- Leverage performance management data and continuous improvement insights to inform research and learning agendas

About Results for America

Results for America

Results for America is helping decision–makers at all levels of government harness the power of evidence and data to solve our world's greatest challenges. Our mission is to make investing in what works the "new normal," so that when policymakers make decisions, they start by seeking the best evidence and data available, then use what they find to get better results.

Invest in What Works Policy Series

This *Blueprint for Delivering Results in State Government* is part of Results for America's Invest in What Works policy series launched in 2012 to help local, state, and federal policymakers harness the power of evidence and data to increasingly shift taxpayer dollars toward results-driven, evidence-based solutions.

For Further Information

Please contact Results for America (<u>info@results4america.org</u>) for additional information about the Strategies and Actions contained in this Blueprint or for assistance with implementing these strategies in your state.



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