



# STATE OF LOUISIANA TRANSPARENT, ACCOUNTABLE, AND EFFECTIVE GOVERNMENT RESULTS TEAM

## Outcome Based Budgeting Request for Results

Transparent, Accountable, and Effective Government

### Outcome Goal Statement

I want a smaller, more cost-effective state government that I can trust and be proud of.

- Citizens have accessible and reliable information about what state government does, how their tax dollars are spent, and what they receive for those tax dollars.
- Citizens know that government did what it set out to do and hold government accountable for its performance. Citizens will receive competent and timely delivery of services from employees who have a performance driven work ethic.
- State government's internal services are equally transparent, accountable, and efficient. Getting more "bang for the buck" in internal services is especially important because it frees resources for more direct services to citizens.

### Indicators

#### **Efficiency: Per capita Louisiana state budget.**

This indicator will measure efficiency by calculating the price of government per Louisiana citizen: total state (excluding federal) spending as a percentage of personal income, and total state spending per capita. Population data will be taken from the most recent census conducted by the United States Census Bureau, budget data will be taken from Executive Budget, as prepared by the Division of Administration, and personal income data will come from the U.S. Bureau of Economic Analysis.

Year	Total state expenditures (in millions)	Aggregate Personal income (in millions)	Population	Percentage of personal income	Per capita general fund
2008	\$16,816	\$149,214	4,312,900	11.3%	\$3899

Source: DOA Office of Planning and Budget, US Census, US Bureau of Economic Analysis

**Effectiveness of Government: Percentage of Statewide Indicators that have improved over the past year**

This indicator would use the other Request for Results indicators to measure progress. Since the ultimate goal of effective government is to move the state forward on those outcomes that important to the citizens of the state, this measure provides an “overall” measure of effectiveness.

**Satisfaction with State Government:** 10 survey questions: Please grade how effective Louisiana state government is at (improving the health of Louisianans, improving public safety, etc.—one for each outcome goal, but education will be separated into K-12 and higher education).

Data for this indicator will be taken from the *Louisiana Survey*, conducted by the Louisiana Public Policy Research Lab ([www.survey.lsu.edu](http://www.survey.lsu.edu)).

## Introduction of Key Factors

### **Primary Factor 1: Relevant Information**

Relevant information made available to all citizens and state employees of Louisiana will create a more transparent government that citizens can hold accountable for its performance.

#### 1. Technology

Rapidly becoming the preferred method of sharing information, technology is fast, efficient and becoming more widely accessible each day. Technology can be utilized to convey relevant information, including measures related to government performance and accountability. It can also make overall government performance more cost-effective and “green” by reducing dependence on paper and copy machines.

#### 2. Access

Relevant information, including government performance, should be accessible to all citizens and employees. Access to information encourages and informs participation in the democratic process. Easily accessible information will make government more transparent, allowing citizens and state employees to hold government accountable for the way in which tax dollars are being spent.

#### 3. Reliable and Timely Data

The citizens and state employees of Louisiana should be confident that the data being used to measure government performance and accountability is reliable and accurate. Information should be in a timely manner.

#### 4. Education and Awareness

Education and public awareness are essential in making government more transparent and accountable to the citizens that it serves. In order to hold government accountable for its actions, citizens should understand the roles and responsibilities of state government and know how government performs.

#### 5. User Focus

To be relevant and useful, information should focus on the citizens of Louisiana. Information should be meaningful to the citizens of Louisiana and should demonstrate to citizens that government is a good steward of their tax dollars. To be meaningful, the information should be plainly stated and relevant to both the use of taxpayer dollars and the actions for which an agency is responsible.

## **Primary Factor 2: Quality Workforce**

A quality workforce is crucial to the success of any organization, and state government is no exception. A well trained, competent workforce is a key component of serving the taxpayers of Louisiana efficiently without compromising quality or service.

### **1. Well-Trained Employees**

Hiring well-trained employees capable of meeting the expectations of our citizens and providing the level of service that they expect is the basis for a quality workforce.

### **2. Management Flexibility**

Management within state government should be afforded the necessary flexibility needed to achieve operational excellence. The ability to manage their budgets, manage their people, and procure the goods and services they need is critical to the effectiveness of state managers. For instance, greater flexibility afforded through broader, more general job classifications, titles, and compensation ranges would help with the recruitment and retention of quality employees.

### **3. Empowered Employees**

If state employees are to provide excellent service to their customers, they must be empowered to make the decisions necessary to improve that service. They need the training and authority to redesign their work processes, to become more efficient and to deliver higher quality. Empowered employees are more engaged and productive.

### **4. Great Work Environment**

A great work environment is one that provides employees with the direction and tools they need to perform the work of the organization to the very best of their ability. Employees who enjoy a favorable work environment are more likely to provide the high levels of service that our citizen's have come to expect.

### **5. Continuous Professional Development, Coaching and Mentoring**

Employees will be more productive and efficient when their skills and knowledge are closely aligned with the requirements of their jobs. A talented employee may be under-utilized; conversely, a talented employee may not be well-matched to a job that requires a skill set different from that of the employee assigned to it. Creating such a quality workforce requires continuous professional development, to expand and update content and policy knowledge, and to help employees understand and apply current technologies, practices, policies and mandates. Coaching and mentoring employees will also help sustain a quality workforce, capable of performing the duties and tasks necessary for achieving the state's goals.

## 6. Equity & Fairness

As with any organization, the state's workforce should be treated with equity and fairness. Employees should be confident that elected officials will not use the state's workforce to advance politically-charged agendas. Furthermore, employees should be confident that the workplace will be free of retaliation and other abuses of power.

## 7. Performance Rewards & Consequences

The systems that reward and engage employees are key to maintaining a high quality workforce. Rewards, whether monetary or other forms of recognition, encourage high performance and significant contributions; in addition, rewards can be a great tool for building confidence and boosting morale among employees. Consequences for poor performance are also necessary to maintain the integrity and quality of a workforce. Rewards and consequences are often more effective when experienced by teams or work units, rather than individuals.

## 8. Active Recruitment & Retention

Active recruitment is necessary in building a quality workforce in order to attract strong candidates who are prepared to meet the state's strategic goals and priorities. Attracting the best and brightest individuals to work in state government will ensure that the public is being served in the most efficient manner possible.

A quality workforce is an investment that the state makes in order to efficiently deliver services to the taxpayers of Louisiana. Protecting this investment should be a top priority, considering the costs involved with hiring and training new employees. Elements of a solid retention strategy include a flexible and supportive work environment, an emphasis on learning and development, and an effective reward and recognition system. Competitive compensation is another vital element in recruiting and retaining a quality workforce.

### **Primary Factor 3: Resource Management**

Citizens should be confident that government is effectively and responsibly managing the state's resources in a manner that coincides with the outcome goals and priorities of making government more transparent, accountable and efficient.

#### 1. Strategic Planning

Clarity of purpose is one of the keys to organizational excellence. Organizations that use strategic planning to define their visions, missions, outcome goals and strategies are well on the way to high performance. (Strategies are defined as several key approaches that an organization will use to accomplish its mission and drive toward the vision, outcome

or goal.) If all employees are brought into the strategic planning process and given an opportunity to contribute, alignment with the organization's goals and strategies will be far more widespread throughout the workforce.

## 2. Alignment with State Priorities

Louisiana's many resources should be managed with the state's priorities—its nine outcome goals—in mind. Budget processes organized around outcome goals provide a useful lever to make this happen.

## 3. Information Technology Power

The increased availability of information technology (IT) can strengthen the power of organizations by allowing greater centralization and faster decision making. The proper management of IT power is essential to government's ability to operate efficiently while providing a better level of service to the taxpayers that fund it.

## 4. Leveraging Additional Funding Sources

By leveraging funding sources outside of general fund monies, agencies are able to fund new projects or better fund existing ones without tapping into the state general fund, ultimately resulting in savings for the taxpayers of Louisiana.

## 5. Budget Development and Management of Cash Resources

The state's budget development process holds a great deal of responsibility for the way in which the state's resources are managed. By creating and adhering to budget management processes that focus on delivering results we can ensure that tax money is managed in a manner that is consistent with the interests of the citizens of Louisiana.

The administering, assessing and collecting of state taxes should be done in a fair and efficient manner that maximizes compliance while maintaining a user-friendly environment.

## 6. Being a Smart Buyer

Government's primary job is not to deliver services; it is to see that they are delivered. In today's world, with severe fiscal constraints and rapid change, governments have to squeeze every ounce of value out of their dollars. Those that have the flexibility to act as a catalyst and broker—causing services to happen, rather than simply providing all of them—are at a tremendous advantage. Whether through contracting, public-private partnerships, or any number of other methods, governments can engage the efforts of non-profit and for-profit organizations to meet the citizens' needs. Governments are most successful at this when they have the skills to act as an intelligent buyer, negotiating effective performance contracts, performance partnerships, and other arrangements to deliver quality services at a reasonable price.

## 7. Facilities and Land Planning & Management

The state's many facilities, including state-owned lands, are very valuable resources which must also be responsibly managed to ensure that they serve the citizens of Louisiana in the greatest capacity possible. In light of cost effective use of tax payer money, managers should have clear incentives to manage and use state buildings and grounds in a cost-effective manner.

### **Primary Factor 4: Results-Oriented Delivery of Services**

The citizens of Louisiana should be proud of the services that state government delivers. Since transparency in government ultimately leads to accountability, government services, as well as those who perform them, should be guided with the end-result in mind.

#### 1. Performance Accountability

The citizens of Louisiana should be confident that government is held accountable for its performance. This means that no service (or compliance function) should be performed without stated output or outcome goals, and that those performing the service—whether from the public sector or private—should have incentives to deliver those results. Results should be measured, and an accountability system should ensure that those delivering high performance are rewarded and those delivering poor performance experience negative consequences (such as loss of a contract or lack of a pay increase or bonus). Often, the best way to create real performance accountability and incentives is through competition, whether between public organizations, between public and private organizations, or just between private contractors.

All programs and services should be periodically reviewed (using all relevant data, including performance measurements) to ensure that they are being managed efficiently and that they are producing effective outcomes. In addition to typical periodic review, programs not meeting basic performance standards should be reviewed more often and held accountable for improving their performance.

#### 2. Accountability to Customers

The customers of government services include the citizens it serves, organizations it serves (such as school districts), and also internal units of state government. For example, the customers of a state vehicle maintenance unit are the other agencies of state government. To provide quality to those customers, public organizations must ask them what they want (through surveys and the like), establish customer service standards that reflect those needs (such as, "We will fill 90 percent of open positions within 28 days"), and redesign their services to meet those standards. The delivery of government services, should be as simple and customer friendly as possible.

To make this a reality, public organizations must be accountable to their customers in some real way. The most powerful is through customer choice, in which dissatisfied customers can choose a different provider and the money follows the choice. (This is much easier in fee-driven services, of course; hence they tend to have more incentives to deliver quality.) Another mechanism is customer redress: When a service organization fails to meet its service standard, it is required to provide redress to the customer—a refund, a discount on the next purchase, or some other way to make up for the failing.

### 3. Elimination of Barriers

The elimination of barriers and “red-tape” in state government are essential elements in the state’s ability to deliver results-oriented services. As witnessed time and time again, barriers, “red-tape”, and the seemingly overwhelming bureaucracy are extremely frustrating to citizens and employees. The elimination of barriers through process and rule simplification, fewer approval levels and minimized redundancy makes government more efficient and easier to use, bringing the focus back to the citizens it serves.

### 4. Effective Programmatic Partnerships

Efficiencies stand to be gained by creating effective programmatic partnerships between different agencies providing similar services throughout the state.

### 5. Benchmarking

In order for performance reports and other related data measures to be meaningful and useful to citizens, benchmarks for standard acceptable levels of service must be set. By analyzing past data sets and setting such benchmarks, the public can better understand how government is meeting or failing to meet expectations. If apples can be compared to apples, it is particularly helpful to benchmark against other, similar organizations (such as other states), to see how performance here compares to performance elsewhere.

### 6. Impartial Enforcement & Distribution

The citizens of Louisiana should be confident that the services being provided to them are delivered in a manner that is impartial and free of favoritism. Furthermore, citizens should be confident that applicable services are provided in a non-discriminatory manner. In addition, performance measurements and the rewards or consequences associated with them should be impartially enforced statewide and across all agencies and departments.

### 7. Best Management Practices

By definition, Best Management Practices (BMP) are methods or techniques found to be the most effective and practical means of achieving an objective, while making the optimum use of available resources. In order to operate efficiently, government must

make maximum use of its available resources. This can be achieved by creating BMP that focus on the delivery of results-oriented services to the citizens of Louisiana.

## **Major Factors Outside of State Agency Control**

There are several parameters and constraints that state agencies must deal with, that are not entirely within their control.

### **1. Laws & Constitutional Mandates**

State and federal laws and constitutional provisions provide structure, authority, and limitations on government's ability and responsibility to act. Mandates may be relevant to core mission services, whereas constitutional limitations may restrict what the government can do. While these factors are usually not within the agencies' control, they are consequential in the framework of making government transparent, accountable, and efficient. Federal employment and anti-discrimination laws, open meetings laws, public records laws, health-related laws, and criminal laws are just a few examples of laws that may be relevant to the accountability, transparency, and efficiency of government operations.

### **2. Administrative Policies & Procedures**

Administrative policies and procedures are put in place to ensure that government services are performed both efficiently and accurately. Administrative policies are also put in place to insure due process. These policies and procedures must be adhered to consistently and, like state and federal laws and constitutional mandates, will be relevant to the structure of government operations.

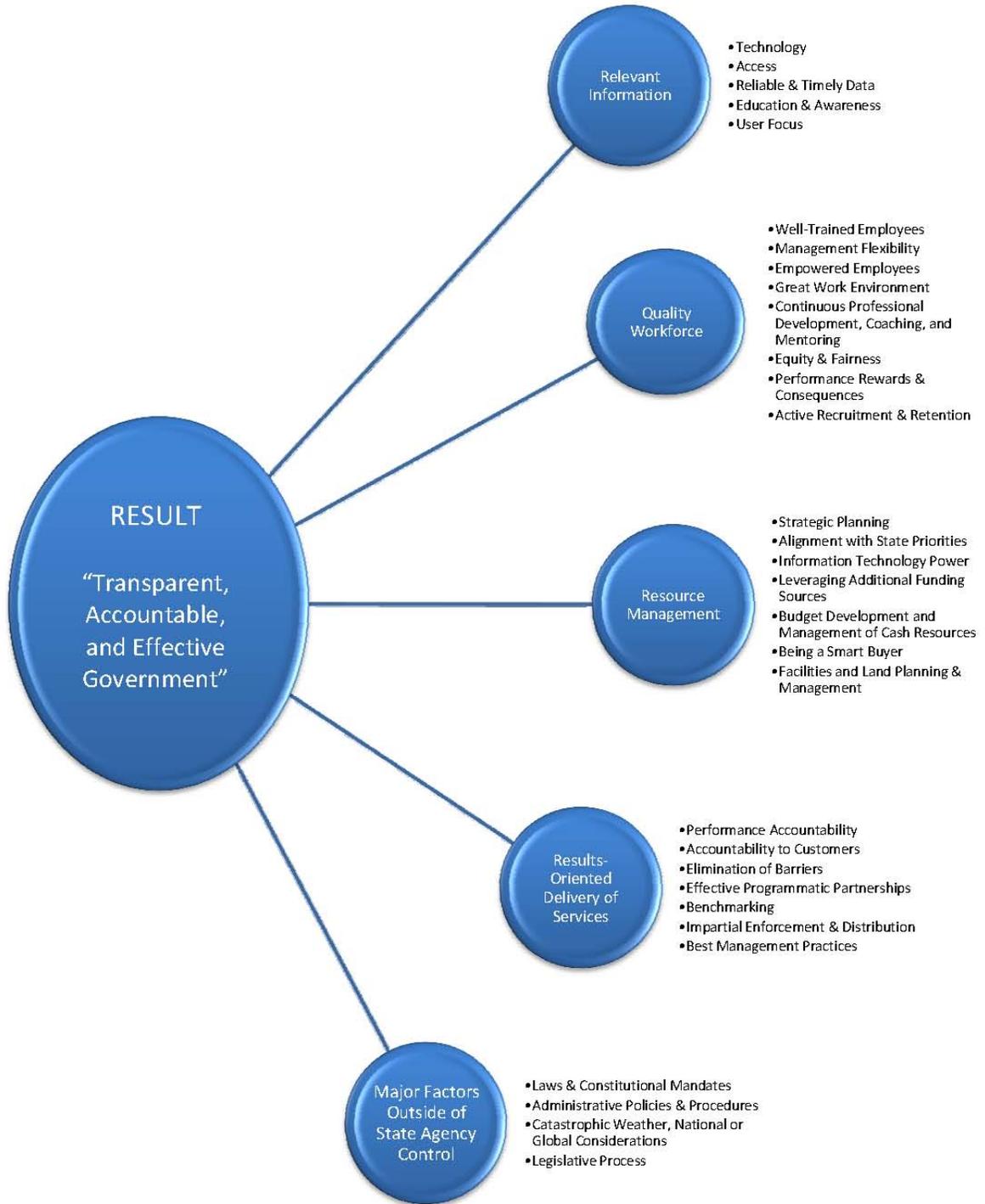
### **3. Catastrophic Weather, National or Global Considerations**

Catastrophic weather events and national or global events, such as war, recessions, and pandemic events, also have an effect on the ability of government to operate and may necessitate a shift in priorities of the state. While these factors are largely out of the state's control, its ability to respond and plan for global or national events may impact its performance.

### **4. Legislative Process**

The ability to achieve goals and priorities may be augmented or inhibited by the legislative process. The legislative will that exists to achieve a goal or to block an objective is a factor that must always be taken into consideration.

**TRANSPARENT, ACCOUNTABLE, & EFFECTIVE  
GOVERNMENT RESULTS TEAM  
CAUSE AND EFFECT MAP**



### We want proposals that:

1. Innovate:
  - Continuous performance improvements can only be delivered through the application of innovative approaches.
  - Seek out more effective and efficient ways of doing things.
  - Create an environment in which responsible risk-taking is encouraged and rewarded.
2. Eliminate Duplicative Services; Streamline Services:
  - The state's resources should be maximized to the fullest extent possible. The elimination of duplicative services across state government allows for more efficient operation and allocation of the state's resources.
  - Empower top performance work units within state government to provide services to other customers, within state government and for other jurisdictions.
  - Use proven business process improvement methodologies to eliminate waste in business processes.
3. Listen to internal customers, establish customer service standards, deliver better value to internal customers, and transparently share performance data:
  - Make internal services more responsive to their customers, for the quality and level of services and for the cost incurred.
  - Turn some internal services into public enterprises, paid by their customers rather than the general fund that must compete with private providers for customers, based on their quality and price.
4. Leverage state resources by engaging partners both internally and externally:
  - Outcomes can be achieved in a more cost effective manner by leveraging contributions from multiple organizations.
  - The State should do a great job of "steering," while seeking out the best and most efficient "rowing," regardless of where we find "rowers."
5. Use technology to provide business solutions, empower users, and deliver relevant information to users:
  - Through the effective use of technology, business solutions and relevant information can easily and quickly be delivered to users in a cost effective manner.
  - Be sure to redesign systems before applying technology.
6. Enhance internal and external transparency by making more information accessible to the public and to state employees:

- The more information regarding government transparency that the public has, the better it will be able to hold government accountable.
- Share actionable information that helps both employees and citizens achieve their goals.

7. Improve the quality of the state workforce:

- Empower employees to improve their services, and teach them process improvement techniques.
- Improve flexibility for managers and employers, so they are less hamstrung by rules and red tape.
- Improve training, professional development, coaching and mentoring.
- Increase the use of performance rewards and consequences.
- Improve recruitment and retention.

## Criteria

Successful offers will:

1. Deliver proven results based on performance data, research, or best practices.
2. Align with our strategies or other strategic guidance.
3. Provide a means to achieve mandated objectives.
4. Provide maximum return on investment (value/cost).
5. Incorporate innovative ideas.
6. Leverage other resources.

## Supporting Evidence

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(A new edition of this book, *Measuring Up 2.0*, is now available.)