

# **SUMMARY REPORT**

## **Results and Action Steps based on GMAP Feedback Survey 2008**

**Government Management Accountability and Performance  
(GMAP) Office**

**November 2008**

## Executive Summary

### Why Do A Survey? Walking our talk.

We advise agencies to continuously engage their customers, clients and partners to identify ways to improve our business. We solicited feedback from state employees including agency deputies, Performance Analysts and Consultants, and policy, budget, and agency staff serving on Measure Teams for GMAP reports. We will use this information to update our strategic plan, change the way we do business, and improve the value of our products and services.

### What Did We Learn?

#### Making Progress

- **GMAP can improve public trust.** Two-thirds of respondents agreed that GMAP improves trust in government by actively demonstrating transparency, efficiency and effectiveness at achieving results.
- **GMAP improves results.** A total of 57 percent of respondents said that GMAP actually helped improve results. Over 70 percent of agency deputies agreed with the statement.
- **We are changing the culture of state government.** Respondents stated they valued the focus on performance and accountability, open dialogue with the Governor, interagency teamwork, and use of data to drive decisions.

#### Opportunities for Improvement

- **Align with other performance requirements** (especially Priorities of Government and the Performance Management Tracking System). The lack of alignment was identified as the number one barrier to using GMAP.
- **Streamline processes** so that it takes less time and effort for agency staff.
- **Get back to basics.** Identify “key performance indicators” and report only on those.
- **Increase resources, training and technical assistance.** The lack of resources (including staff, funding, and technology) was the second most frequently mentioned barrier.

### What’s next? – We respond and improve. Here’s our Action Plan:

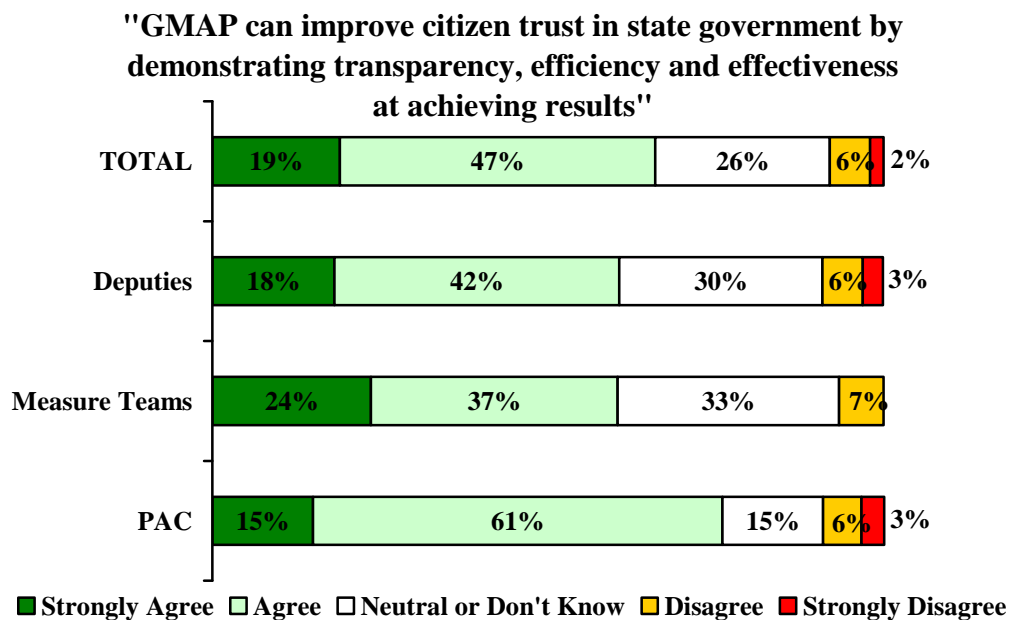
- **Align multiple, competing reporting requirements.** We established a workgroup of GMAP and OFM staff to address how our processes can be better integrated. Recommendation due by December 31, 2008.
- **Limit the number of measures in Governor GMAP reports.** Working collaboratively with our agency partners, we identified the key 10-15 measures in each result area. Future reports will focus on these key measures. Substantial progress has been made in four of the six main reporting areas, with the remaining two scheduled for completion by December 31, 2008.
- **Streamline our business processes.** We are using our new web-based reporting tool (DataView) to drive an internal process improvement project to promote consistency, improve usability, and reduce workload for producing GMAP reports. Draft revised process ready to share with agencies and key partners by December 31, 2008.
- **Provide more training and technical tools.** Some improvements will be immediate. We also plan on conducting a usability study and redesigning the site for ease of use and improved resources. In progress. First improvements by January 2009; usability and website redesign By July 2009.

## Summary Report

The following pages provide more insight into key findings. The sections below include several quotes from respondents that helped us interpret the survey results. Follow up questions and informal focus group work helped us develop a greater depth of understanding. We sought to understand the results of our survey by asking “why?” Where we are making good progress, why is that happening, and how can we sustain and replicate the things that are working well? Where we need to improve our products and services, what is not currently working, and what can we do to make it work better? We celebrate where we have achieved results, and we actively engage in learning from what has not worked well, with a spirit of curiosity and confidence that we can improve. Finally, we look to the future – we use what we have learned to chart a course for improving the value of our service so that we not only respond to current demands, but anticipate how we can continue to add value and improve accountability and performance in the future.

## Making Progress

Improving public trust in state government. Nearly two out of every three employees (66 percent) agreed with the statement that “GMAP can improve citizen trust in state government by demonstrating transparency, efficiency and effectiveness at achieving results.” PAC members had the highest percentage of agreement (76 percent), while the Deputies and Measure Team members had 60 percent agreement.



Interestingly, agreement with this statement is not correlated with more frequent use of GMAP information to inform the media or influence the Legislature in either the Measure Team or the PAC results.

Improving Results. Most notably, 71 percent of deputies either agreed or strongly agreed that GMAP has helped them improve results. Fifty-seven percent agreed that “GMAP has helped us

improve our results.” Twenty-five percent chose “don’t know or neutral,” and 18 percent did not agree.

**Changing the culture of state government.** Nearly half of the respondents provided written comments to the open-ended question, “What do you think is most valuable about GMAP?” The following four themes emerged from the respondents, with the first three aligning most closely with the theme of changing the culture of state government:

**1. Focus on performance management and culture of accountability.** The overwhelming majority of the respondents (over 75 comments) mentioned some aspect of the GMAP approach, such as promoting accountability and transparency, encouraging data-driven decision-making, linking goals to actions, and focusing on results and outcomes. Examples of comments include:

- “The intent to make government more transparent to stakeholders and ensure that state agencies move toward improving performance in priority areas.”
- “The ability to analyze performance and to use the data to tell a story about the role and performance of programs is essential.”
- “Provides focus on the most important outcomes for state government.”
- “...Keeping agency directors accountable for results or explaining failures.”
- “I love GMAP and the process of looking at our outcomes AND asking the question of ‘why’.”
- “... Without GMAP there are no significant performance measures, there is no accountability, and no one will understand why we do what we do.”
- “It forces managers to identify and establish priority functions, to report on them, and become familiar with the details of those functions/programs.”
- “Institutionalizing making decisions based on data.”

**2. Public, candid discussions with the Governor.** The second most frequently mentioned component included the public forums and having the access to and engagement of the Governor and her senior staff.

- “The open format is great. The Governor and her staff are well prepared and open minded.”
- “Agency heads get to talk to each other and the Governor about issues she wants to hear about.”
- “The open dialogue and a public forum.”
- “The opportunity for agencies to put issues before the Governor and her cabinet.”
- “Getting the agency's major issues in front the Governor.”
- “Interaction with the Governor.”
- “The Governor and Cabinet attention on what agencies believe to be important problems is most valuable.”

**3. Increased collaboration between agencies.**

- “It provides an opportunity for collaborating agencies to develop better working relationships.”
- “Breaks down silos and builds teamwork.”
- “Forces agencies to talk to each other.”

- “The ability to work collectively with partner agencies on a common topic...”
- “The open door between agencies that has been established.”

#### 4. Supportive GMAP staff.

- “How supportive the staff is when I need assistance.”
- “The personal touch provided by its staff that allows for rich dialogue.”
- “The individual analysts are knowledgeable and interested in helping our agency.”
- “I really like the people who work in the GMAP office. They are competent, kind, funny, empathetic, and customer service oriented.”

In addition to the written comments about GMAP staff, more than half of the respondents (55 percent) agreed with the statement, “GMAP staff are responsive to agency needs and concerns.” Nearly 32 percent of survey respondents marked “neutral or don’t know,” and a small percentage (13 percent) expressed a desire for a more responsive GMAP staff. The detailed results are as follows:

<b>Deputies:</b>	54 percent agree, 30 percent neutral or don’t know
<b>Measure Team:</b>	63 percent agree, 26 percent neutral or don’t know
<b>PAC:</b>	47 percent agree, 41 percent neutral or don’t know

The responses were not dependent on whether the respondent’s agency was directly involved with the Governor’s-level GMAP reports.

## Opportunities for Improvement

Two survey questions asked specifically about opportunities for improvement: “What are the barriers to working with GMAP?” and “What could GMAP do better?” Themes from those questions, as well as answers from other questions that indicated improvement areas, are contained in this section. The following areas emerged as the biggest themes.

Align with other performance requirements. Nearly two-thirds (66 percent) of respondents selected “Lack of alignment between different reporting requirements” as their top barrier in working with GMAP. This was the most cited barrier for respondents in the Measure Team. In addition, in an open-ended question about what GMAP could do better, a major theme was better alignment with OFM (Priorities of Government, budget), strategic plans, Governor’s policies, and Legislature. A sample of comments included:

- “Coordinate with OFM budget. There seems to be tension between “historical” decision-making, and decisions made based on data, information, drilling down.”
- “Get more alignment between Gov's priorities and agency strategic plans. Measures should flow out of priorities.”
- “Integration with the Governor's budget and policy programs and initiatives.”
- “Align with POG and budget building.”
- “Work with legislature and agencies on alignment of outcome measures.”
- “Help align measures in reporting systems, starting with the activity inventory.”

Streamline processes. Another major theme in the open-ended question of what GMAP could do better was streamlined processes and better collaboration between GMAP and agencies to build a Governor’s forum report. Examples of comments include:

- “Change the calendar less frequently and ensure there is adequate time for data collection and entry.”
- “Provide clear issue statement for each forum; honor timelines; provide timely feedback; remove agencies that don’t present in front of the Governor from the process.”
- “Keep to timelines. Review materials earlier. Let the agencies have a say in what issues to before the Governor. Let agencies know earlier what materials are kept in the GMAP reports - and what is left out of the forums. Respond to agency questions more timely.”
- “Less process, more substance.”
- “Clearer, more consistent process and stick with it; allow more prep time.”

In addition, respondents provided comments on the barriers they have faced with GMAP. A common theme in the comments related to GMAP processes. Twenty percent of the comments mentioned issues about consistency, timeliness, communication of expectations or logistics, lack of expertise in a topic area specific to the agency, or issues between GMAP analysts or staff and agency staff.

Get back to basics. Respondents gave variations on a theme of how GMAP tools and processes are used both in agencies and for reports to the Governor. For example, in comments on the open-ended question about how to make GMAP better, respondents encouraged a **more narrow and consistent focus**. Benefits would include reducing time for preparing reports, addressing the “right” issues, and ensuring the reporting is not just a “show and tell.” Examples of comments include:

- “Allow agency to focus analyses on specific issues instead of having to prepare in-depth content on EVERYTHING.”
- “I feel as though we are in a constant state of inventing things to measure for the sake of measuring not performance improvement.”
- “Fewer topics – more focus.”
- “It does take a large amount of time and energy to do this work and not sure that currently there is much benefit from the “show part” of this.”
- “There are way too many measures in the forums. Work on developing a "laser like" focus, connect or purpose for agencies to be involved in a forum...”

This theme could also be seen in the answers to whether GMAP reports are clear, accurate, and actionable. A little less than half of the respondents agreed that “The reports produced by GMAP are clear, accurate, and actionable.” Almost 20 percent did not agree, and the remaining 30 percent marked “neutral or don’t know.”

Developing Dashboards. Measuring the “right” things is both a key ingredient of success in any performance management program, and an elusive goal. You never have a “perfect” measure because different measures are useful for different purposes and different audiences. This summer we began working collaboratively with our agency partners, to identify the key 10-15 measures in each result area, with the goal of creating new “dashboard” reports using our web-based reporting tool (“DataView”). We combed through previous GMAP reports, agency strategic plans, the activity measures submitted to OFM through the performance tracking

system, worked on logic models and researched what other states were measuring. We identified criteria for “what makes a good measure” and worked with agencies to prioritize the measures in GMAP reports so that we had a shared understanding of what was a “key performance indicator” that belonged on the top-level of the dashboard. For more information on our dashboards and dashboard development process, please visit our website [www.accountability.gov](http://www.accountability.gov).

**Increase resources.** Sixty percent of respondents reported lack of resources as their top barrier for using GMAP. “Resources” was broadly defined and included people, money, and technology. Lack of resources was the most frequent barrier mentioned by Deputies and PAC members, and the second barrier most frequently mentioned by Measure Team members. Nearly one quarter of the respondents who provided additional comments to the “barrier” question emphasized a lack of resources, most commonly about staff time or information technology and data systems.

In the open-ended question on what GMAP could do better, a common theme was providing more resources. Suggestions included GMAP helping to provide all agencies with staffing resources to perform the requirements for the program. Examples of comments include:

- “Provide agency with small discretionary grants to align internal processes with GMAP outcomes.”
- “Help us allocate resources.”
- “Provide the resources to measure outcomes (changes in behavior); provide assistance to help define “real world,” acceptable outcomes and outputs; assist with resources for data collection and querying.”

**Offer more training and technical assistance.** Lack of internal technical expertise was the third most frequently mentioned barrier for using GMAP. One-third of PAC and Measure Team respondents selected lack of expertise as a barrier, while Deputies were slightly higher at 39%.

In the open-ended question on what GMAP could do better, increasing training and technical assistance was another common theme. Suggestions included increasing training and assistance for small agencies and agencies that don’t prepare reports for the Governor, improving tools and increasing knowledge in agencies, and increasing involvement of lower-level agency staff.

Examples of comments include:

- “More overall Comprehensive Training. I just get the stats, but with no “Laymen” Terms spoken.”
- “Ideas to agencies as to what to GMAP to better support the Governor's priorities. As a medium to small agency we sometimes are left wondering if we can make or make a difference.
- “Help agencies more effectively identify and address problems, set priorities.”
- “Provide clearer instructions to small agencies, preferably as a set of options from which small agency directors can determine if/how best to participate in GMAP.”

In a related question, PAC members ranked training and consultation as the most valuable GMAP products and services offered by GMAP. These results would appear to support the value of training and technical assistance from agencies actually receiving it.

In addition to the written comments about assistance and resources, less than one-half of the respondents (a little over 45 percent) agreed with the statement, “GMAP provides me with tools and resources to help me do my job effectively and improve my productivity.” More than three out of every ten employees (31 percent) disagreed that GMAP provides them with resources which positively affect their productivity. Similarly, only 40 percent of respondents agreed that “GMAP works effectively with agencies to help them build capacity for internal GMAP processes, data collection and analysis, program evaluation and creating effective presentations.” An almost equal percentage (37 percent) marked “neutral or don’t know” and the remaining 23% disagreed.

## **Conclusion**

The feedback we received underscored several challenges identified in the GMAP office strategic plan, such as strained agency capacity, multiple competing demands, and common pitfalls of performance management such as an overemphasis on measurement and a corresponding lack of emphasis on management response to what is learned from the performance reports. Working together with agencies, we have achieved much over the course of three years since we implemented GMAP, but we are still in the early stages of fully utilizing the management framework to achieve lasting results. We look forward to changing our business and continuing to listen to our partners, clients and customers. Building on a solid foundation, we will continue to drive innovation and seek a new level of excellence in performance management so that we can meet the emerging demands of both citizens and state employees to improve value of state government services.