

Best Practices for Results Focused Government

Results-Focused Leadership

- Articulating a results-focused strategy
- Asking for evidence
- Acting on evidence

Evidence Related Strategies

- Developing learning agendas
- Creating an evaluation policy
- Using rapid experimentation
- Making contracts and grants results focused

Performance Management

- Using performance information
- Implementing strategic planning
- Weaving a performance focus into budgeting
- Collaborating within government

Using Data

- Data sharing

Background

The purpose of the Accountability in Government Act (AGA) is to provide for more cost-effective and responsive government services by using the state budget process and defined outputs, outcomes and performance measures to annually evaluate the performance of state government programs. The AGA traded budget flexibility for information about how state agencies economically, efficiently, and effectively carry out their responsibilities and provide services. Prior to the AGA, agency appropriations were tightly controlled by the Legislature with attention paid to individual budget line items and incremental spending of salaries, office supplies, travel, etc. After the AGA, the focus switched to results as measured by performance (inputs, outputs, outcomes, etc.). To facilitate reviews of agency performance, the Legislative Finance Committee (LFC) staff developed a dashboard report, a report card, to add emphasis and clarity to the reporting process and focus budget discussions on evidence-based initiatives and programming. Report cards and associated analysis of performance has continued to serve policymakers and the public well on how New Mexico state government delivers services. Performance reports serve as a key linchpin in the Legislative Finance Committee's overall "Legislating for Results" policy and budgeting framework. However, agencies have not widely adopted practices for "Managing for Results" and thus sometimes struggle to effectively implement evidence-based programs funded by the Legislature or operate services effectively and efficiently.

The LFC has long held hearings on performance reports, inviting agencies to present on their performance results and action plans for improvement, or staff led presentations on the state's performance overall. While informative, the meetings are often driven by an agency narrative that may not effectively answer legislative priorities. A meeting on state performance overall provides a significant amount of information that helps inform future decision making but the hearing is not set up to directly influence agency management practices.

LegisSTAT

LFC staff are proposing to build on the existing Legislating for Results framework through a first of its kind legislatively driven performance improvement hearing process called LegisSTAT. PerformanceSTAT meetings are a longstanding tool used by leadership to drive performance improvements at the federal, state, and local levels. Often, the STAT meetings are held by executive leadership and focus on high priority performance challenges. The meetings take a subset of specific performance metrics and focus on specific actions managers can, and do, take to make improvement until performance improves to a satisfactory level.

A couple of key differences exist between LFC's performance hearings and STAT meetings – a STAT meeting is more collaborative and less "agency-driven", there is a greater emphasis on action plans and reporting actions taken from the last meeting, and there is a regular schedule of meetings. Typically, in an executive setting, STAT meetings occur frequently, either weekly or monthly, neither of which is realistic, nor desirable, for a legislative hearing schedule. The legislature cannot, nor should it, attempt to manage agency day to day operations. But, the legislature and its committees can and should exercise its oversight responsibilities in a manner that produces better results.

The “Five Whys”

The “five whys” is an investigatory method used to determine the root cause of an issue. Rather than the traditional five “W” questions to simply gather information (who, what, when, where, and why), the five whys allow a questioning legislator to uncover core causes of performance problems and illuminate potential solutions.

Elements of a Good Action Plan

A key element of the LegisSTAT process is asking an agency to articulate its plan to address key performance trends. An agency can do this by building a quality action plan for its quarterly AGA data reporting. A quality action plan includes:

- Measurable goals and timelines
- Specific language and detailed actions for improvement
- A responsible party named for each goal
- Actionable goals logically connected to larger agency mission

The proposed LegisSTAT process seeks to have regularly scheduled time to focus on a key set of LFC priority performance issues, starting with economic recovery coming out of the COVID-19 public health emergency, and collaborate with agencies in a way to drive performance improvements for New Mexicans. The LegisSTAT process would focus on a core set of performance metrics, hold regular time slots for performance discussion with agency leadership (at least quarterly), follow up on action items from the last meeting, and review results for improvement. The discussions could lead to policy or budget recommendations to aid in improvement.

Key hearing questions for each LegisSTAT meeting could include:

- What do we know about the trends?
- What is the agency doing to proactively tackle this issue or challenge?
- What could we expect by the next meeting?
- The “five whys” (see sidebar)

Other examples of the STAT process

The PerformanceSTAT process originates from New York City Police Department’s CompSTATE, Baltimore’s CitiSTAT, and Maryland’s StateSTAT, but PerformanceSTAT has since spread into all types of federal, state, and local governments.

- Colorado’s Department of Human Services uses a PerformanceStat approach, called C-Stat, to examine data on a monthly basis in C-Stat meetings. Together, departmental executive leadership and staff identify positive trends and opportunities for improvement. Divisions determine strategies for improvement and implement these strategies, while executive leadership helps reduce barriers to the divisions’ success.
- Wisconsin’s Department of Children and Families run KidSTAT as the department’s performance management approach. Data-driven reports and information are shared at KidSTAT meetings where department leadership and program staff hold each other accountable for program outcomes.
- The federal Department of Housing and Urban Development runs HUDSTAT performance management process, which is comprised of a series of executive-level meetings at which granular data from across the department are examined and progress towards the achievement of a particular performance goal is analyzed.

Best Practices in Government

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Best Practices in Using Data

- Data sharing

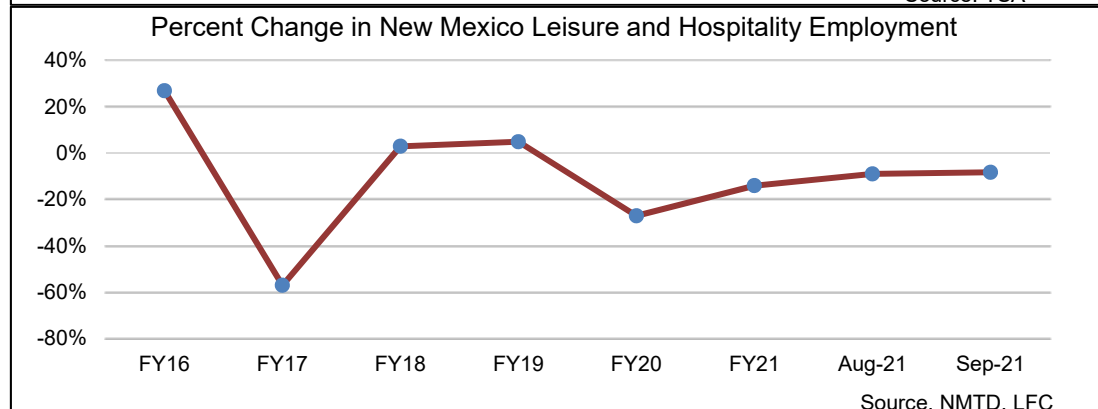
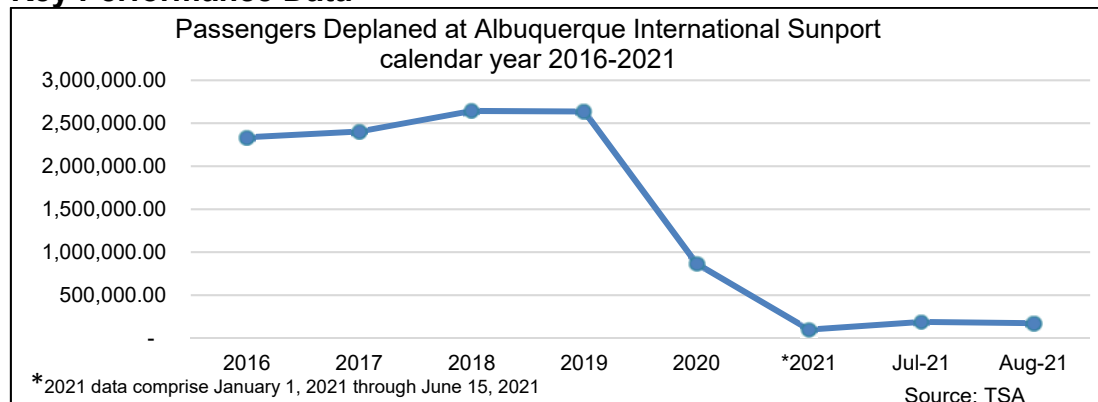
Background:

- Tourism, which drives the state’s hospitality and leisure industry, took a hit in employment and economic outcomes during the pandemic related closures.
- The Tourism Department expended \$7.5 million in special appropriations in Spring 2021 to advertise the reopened state for tourism this summer.

Issues

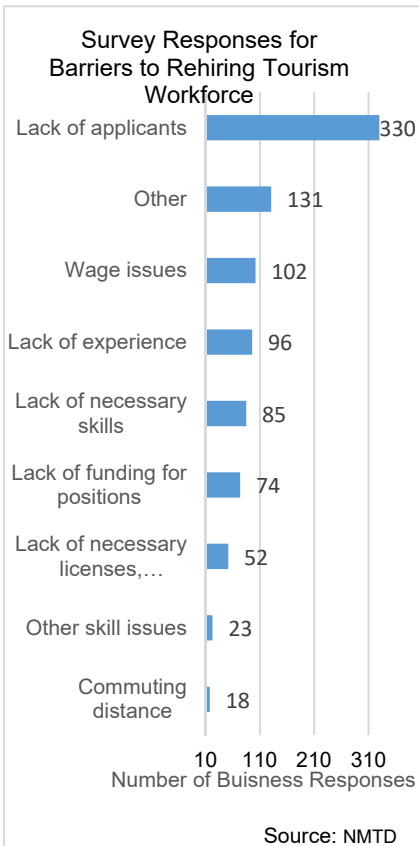
- The leisure and hospitality industry has not fully recovered and struggles to fill job openings, further delaying recovery.
- The state has invested funding in advertising and marketing without new data on its return on investment.

Key Performance Data



Performance Trends

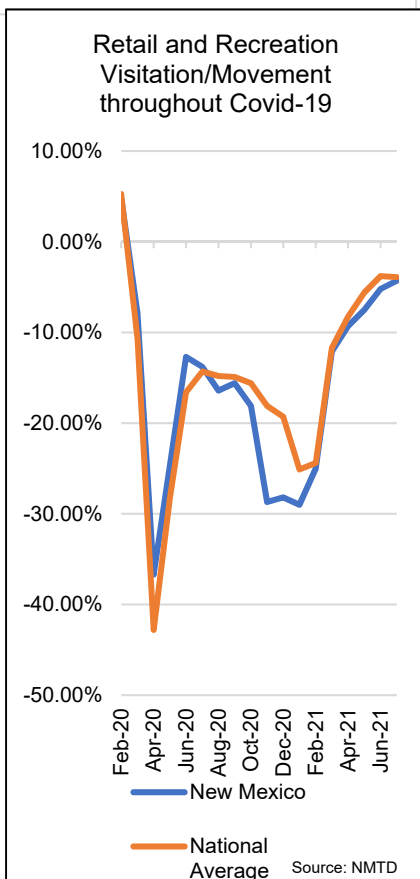
- The most recently available data show retail and recreation movement and visitation in New Mexico down 4.3 percent compared with pre-pandemic levels, slightly lower than the national average of 3.9 percent. .
- In September, New Mexico’s seasonally adjusted unemployment rate dropped below 7 percent for the first time since March, 2020.
 - Leisure and hospitality employment levels have increased over FY20, but remain below total unemployment in the state, and growth is still well below pre-pandemic levels.



- A workforce study conducted by the department cites lack of applicants as the main barrier to hiring tourism sector employees.

Agency Actions from Last LegisSTAT Meeting:

- Since the August LegisSTAT hearing, the Tourism Department completed a workforce needs study that found 86 percent of employer’s surveyed plan to hire in the next 6 months.
 - When surveyed about what types of assistance would most aid workforce needs, 37 percent responded direct financial assistance to fund positions, 21 percent responded skills training programs, and 16 percent responded workforce education programs.
- The department created the Rural Pathway Program to provide technical assistance to tourism stakeholders within rural New Mexico through providing tools, resources, support, and matching funding to tourism stakeholders to support the implementation of viable tourism products.
- Though the Tourism and Economic Development departments met after the LegisSTAT hearing, ultimately, the departments could not come to consensus on the best way to use LEDA funds to help recover tourism and retail businesses.



Suggested Questions

- How does the department plan to address the concerns revealed in the workforce needs study?
- What is the department doing to coordinate industry with the Workforce Solutions Department to match unemployed workers with open jobs?