

Achieving Results for Iowans

**The Accountable Government Act
Implementation and Evaluation**



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Governor Thomas J. Vilsack
Lieutenant Governor Sally J. Pederson
January 10, 2006

This report was prepared for

Governor Thomas J. Vilsack
Lieutenant Governor Sally J. Pederson
and
Members of the Iowa General Assembly

by the Department of Management

Michael L. Tramontina
Director

James D. Chrisinger
Team Leader, Accountability and Results



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Contact information for the office of the Department of Management:
State Capitol, Rm G-12, Des Moines, IA 50319
Telephone: 515-281-3322 / Fax: 515-2242-5897

You may access this report via the Internet:
http://www.dom.state.ia.us/planning_performance/aga.html

See what your state government is accomplishing on the Iowa Results Website:
<http://www.resultsiowa.org/index.html>

Acknowledgements

Development and implementation of the Iowa Accountable Government Act has been long and arduous culminating with this report. Much of the credit for staffing the legislation goes to Cynthia Eisenhauer, currently the Governor's and Lt. Governor's Chief of Staff, and Jim Chrisinger who leads the Department of Management's Accountability and Results Team. They also lead implementation enterprise-wide including writing volumes of training material and a year of training for departments. Annual technical assistance in the preparation and evaluations of reports has been done very patiently by Linda Leto, Mary Reavely and Steve Maslikowski. The cover was designed by Kari Wells of the Iowa Dept of Natural Resources. Final preparation of this report was done ably by Tricia Lyman. Finally, every department of state government has had to dedicate hundreds of hours of time to prepare and submit reports. Surely this has not always been a labor of love, but nothing worthwhile ever is.

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What Governing magazine says about Iowa's Accountable Government Act ...

"Officials in Iowa government are eager to tell you that they are devoted to a culture of performance measurement and citizen involvement. They're not just kidding around. A quick look at the state Web site provides ample evidence.

Iowa's is far from the most technically impressive Web site in state government—many routine citizen transactions still can't be performed electronically—but it is almost certainly the most candid. Under a heading labeled "Results Iowa," you will quickly find out about the impact of programs all across the spectrum of state government. The site shows performance measures arranged according to their place in the state's strategic agenda, as well as by individual department.

On the positive side, you will learn that some 60 percent of Iowa citizens now file income tax returns electronically, and that the Department for the Blind is better at finding jobs for clients than any agency of its kind in the country. But you will get some of the bad news as well. Enrollments are dropping at the public universities, for example. Why? Apparently recent tuition increases have had the effect that many feared. Even the governor's introductory letter—which on many state Web sites is a piece of useless puffery—makes a serious effort to deal with areas where better performance is needed.

Iowa doesn't just believe its citizens can handle the truth—it's committed to hearing more of the truth from them. Individuals and groups with defined interests have myriad opportunities to participate in state government, from the increasingly popular hearings held by the governor, to the electronic "suggestion box" included as part of Results Iowa."

"... Iowa is a leader among the states in the collection, production, use, and publication of quality performance information. The governor is a driving force in the creation and dissemination of state and agency wide performance information. There is extensive evidence of the use of performance information during the budget process..."

"... the executive and legislative leadership are trying out a new budgeting initiative that they call "Purchasing Results." The idea is to focus on the outcomes valued most by Iowa's citizens and then tack spending toward those goals. Instead of building off what the state did the year before and calculating how much it would cost to reproduce that result again, the authors of this experiment want to ask how much of each desired result can be purchased with the resources available."

Government Performance Project, *Governing* magazine, February, 2005



THOMAS J. VILSACK
GOVERNOR

OFFICE OF THE GOVERNOR

STATE CAPITOL
DES MOINES, IOWA 50319
515 281-5211
FAX 515-281-6611

SALLY J. PEDERSON
LT. GOVERNOR

January 10, 2006

Dear Citizens of Iowa,

It is the nature of state government to be a huge enterprise with tens of thousands of employees in agencies engaged in every imaginable activity from training brain surgeons to monitoring road repairs. State budgets are made up of thousands of sources from income taxes raising billions of dollars to overnight camping fees raising hundreds. It is a challenge for one Governor, even with the help of a Lt. Governor and 150 legislators, to supervise every business process, every employee or every dollar spent. If an administration and legislature do not work together to manage the bureaucracy, the bureaucracy will run itself but for its own ends. State government can be the most important driver of a state's economy, guardian of its environment and the promoter of quality of life for its residents. Management of the enterprise makes all the difference, but it is the most challenging job a Governor, Lt. Governor and Legislature have to perform.

From our first day we were determined to manage the government to produce results that Iowans wanted, at the lowest possible cost. We were fortunate to have the State of Iowa workforce made up of hard-working, honest, well educated and caring people. We began a focused process of managing for results our first year in office and within a year asked the Legislature to join us by adopting the Accountable Government Act, a permanent plan for managing state government. The plan was based on common management principles: strategic planning, measurement, goal setting and continuous improvement.

The Act has been a major success. Every state department director can recite the Leadership Agenda and knows their department's role in achieving it and every employee's annual performance plan is tied directly to the department's annual plan. Citizens can view every department's annual plan on-line for the current year and review the percent of attainment for the previous year. Every dollar appropriated is tied to a result area. Every department director's compensation is tied to their Individual Flexible Performance Agreement. The role state government is playing to expand Iowan's economic opportunities, raise student achievement, increase health care security, and improve Iowa's environment is undeniable. All this while the price of state government measured as a percent of Iowan's personal incomes has gone down to the lowest level in over 30 years.

Because of the Accountable Government Act, all Iowans can be proud to say: *See what your state government is accomplishing at www.ResultsIowa.org.*

Sincerely,

Thomas J. Vilsack
Governor

Sally J. Pederson
Lt. Governor

What other people are saying about Iowa's Accountable Government Act ...

"The Accountable Government Act requirements are inclusive of employees. Whenever employees are included in strategic planning a department is going to be better focused. The law sets up a system where employees know what their department's annual goals are and how they are doing in achieving them. When managers and workers both know what results are expected and how they're going to be measured, a department will perform better."

Danny Homan, President of AFSCME, Iowa Council 61

"Good businesses know where they are headed, how well they are performing, and how much each product or service costs. Good businesses communicate their results to their shareholders. Government should do the same and the Accountable Government Act shows how they can."

Michael Ralston, President, Association of Business and Industry

"... we applaud the efforts of the State to continuously improve our government through implementation of the Accountable Government Act."

Gary Nестeby, Executive Director Iowa Quality Center

"For the past few years member businesses of the Iowa Coalition for Innovation and Growth have partnered with the state to improve government processes that impact business's abilities to grow. We have been extremely please with the results... There is a firm commitment to continue this public/private partnership to realize even more improvement in government services."

Karin Peterson, Vice President of Human Resources, Pella Corporation

"The Iowa Taxpayers Association supports the State's efforts to implement sound business practices such as strategic planning, service management, and performance reviews. We are pleased since the Accountable Government Act was enacted; the State has taken steps which have created opportunities to increase efficiencies and accountability to the taxpayer. Granted the Act is new and every year will bring a greater understanding of its strengths as well as areas justifying modification but these steps were important and state government has exhibited its interest in accountable government. The Iowa Taxpayers Association encourages the State to continue building on these efforts and to continuously keep Iowans informed of these new practices."

Stacey Johnson, President, Iowa Taxpayers Assn.

"As a legislator, it's part of my job to know how well each department and each program is working. The Accountable Government Act makes my job easier. I can look at each department's plan for an overview of where they're headed and the new performance reports actually show us what they are accomplishing for Iowans, which is especially helpful. With the emphasis on planning, achieving goals and accountability, this provides a framework for departments to follow."

Rep. Vicki Lensing, D-Johnson County

"The question legislators and citizens really need to ask about state spending is whether we are getting the best value for our money. Voters expect both a high level of state services and economy. The results-based information the Accountable Government Act allows us to collect can help us understand where we can balance the level of service with the cost."

Rep. Jeff Elgin, R- Linn County

"It is easy to complain about state government but harder to learn what is actually being done and to make suggestions for improvement. The Accountable Government Act provides the public with real information about what state departments are supposed to be doing and useful measurements of how well they are carrying them out. The more information that is available the better taxpayers and citizens will be served."

Elliott Smith, Executive Director, Iowa Business Council

ABOUT THIS REPORT

The State of Iowa is committed to providing quality services at the lowest possible cost to Iowa taxpayers. To formalize this commitment the Iowa legislature passed and Governor Tom Vilsack signed the Accountable Government Act into law on June 1, 2001. A copy of Chapter 8E of the *Code of Iowa*, State Government Accountability (Accountable Government Act), can be found in Appendix A.

The Accountable Government Act (AGA) puts into place a performance management system designed to achieve better results for Iowans. The Act formalizes Iowa state government's previous efforts to manage for results. The AGA requires all executive branch agencies to adopt strategic planning, agency performance planning, performance measurement, results-based budgeting, performance reporting, performance audits, and return on investment practices.

The legislation also required that after four years of development and implementation an evaluation of the Act be conducted to determine its effectiveness in managing and improving results. Section 8E.105 of the *Code of Iowa* requires, "the department (Iowa Department of Management) to conduct an evaluation of the effectiveness of this chapter in carrying out the purposes of this chapter as provided in section 8E.102. The department shall submit a report of its findings and recommendations to the governor and general assembly not later than January 10, 2006." This report documents the results of the chapter evaluation.

The Accountable Government Act Chapter Evaluation report is divided into two main sections. The Executive Summary highlights significant results achieved around priority areas identified by Iowans. Specifically, from section 8E.102 it addresses how well implementation of the

chapter "... responds to the needs of Iowans and continuously improves state government performance, by doing all of the following:

1. allocating human and material resources available to state government to maximize measurable results for Iowans;
2. improving decision making at all levels of state government;
3. enhancing state government's relationship with Iowans and taxpayers by providing for the greatest possible accountability of the government to the public."

The *Implementation* section of this report annotates each performance component identified in legislation, documenting what it is, why it is being used, and how it was put into place. This section also includes the tasks implemented, key findings realized, and suggested recommendations for improvement.

Several of the AGA materials referenced in this report are available on the Web at http://www.dom.state.ia.us/planning_performance/aga.html. The five guidebooks referenced in the report are: 1) Guide for Enterprise Strategic Planning; 2) Guide for State Agency Strategic Planning; 3) Guide for Agency Performance Planning; 4) Performance Measurement Guide; and 5) Guide for Agency Performance Reporting. Each guidebook provides the reader with a foundation for understanding the performance component and step-by-step instructions for implementation.

Contact information for Iowa Department of Management staff with lead responsibility of each component is provided at the end of the report. These individuals are available to respond to questions or provide additional information not contained in this report.

EXECUTIVE SUMMARY

High performing organizations align, integrate and improve what they do to achieve better results. The Accountable Government Act (AGA) connects the many components of Iowa's existing governance system and brings the legislative and executive branches together around a common focus – and framework – for results. By systematically planning, measuring, analyzing and reporting what agencies do, state government efforts are better focused to maximize and improve the services delivered today, while preparing effectively for tomorrow. Key performance components required by the Accountable Government Act include:

Enterprise Strategic Plan

- List of priority goals identified by Iowans
- Roadmap for achieving key enterprise goals
- Measures of performance relative to goals

Agency Strategic Plans

- Agencies' roadmaps for achieving enterprise and agency goals
- Measures of performance relative to goals

Agency Performance Plans

- Agency action plans for achieving strategic and operational goals
- List of (1) Core Functions and (2) Services, Products, and Activities, with quantifiable measures to monitor agency performance and track progress

Individual Performance Plans

- Individual employees' roles in implementation of their agency performance and strategic plans.
- Framework to develop the skills, knowledge and abilities employees need to

achieve plan goals.

Performance Budgeting/Purchasing Results

- Performance linked with the budget
- Resources linked to results to improve budget decisions
- Tax dollars connected with benefits for Iowans

Agency Performance Reports

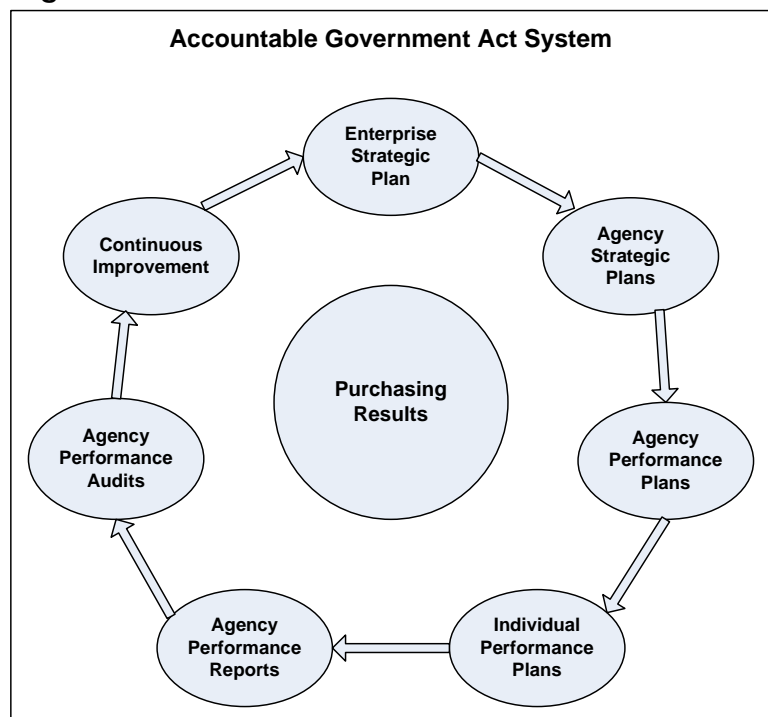
- Report of results achieved

Agency Performance Audits

- Agency performance analyzed and feedback provided to agencies
- Improvement opportunities identified

Figure 1 shows how the various components of the AGA performance governance system work together to achieve results.

Figure 1



Planning & Measuring Results

The planning components of the AGA, enterprise strategic, agency strategic, agency performance and individual performance planning, focus state government's attention on the attainment of critical goals as well as improving overall performance.

The State of Iowa **enterprise strategic plan** provides direction and focus for all executive branch agencies by establishing long-range goals to achieve results valued by Iowans.

The executive branch Enterprise Strategic Plan was first developed for Fiscal Year (FY) 2004. Initial planning efforts were directed at identifying those priorities most important to Iowans. The priorities Iowans identified as the most critical to address are reflected in Figure 2.

An enterprise scope and broad goals encouraged departments to collaborate across agency boundaries to focus on results for Iowans as well as internal improvements for increased state government effectiveness and efficiency. The Enterprise Stra-

tegic Plan consists of a Vision, Mission, Goals, and Strategies. Planning is informed by internal and external assessments conducted by Enterprise Management Teams, groups of department directors collaborating to achieve results in a broad policy area. Most goals reach three-to-five years into the future and require multi-agency collaboration to achieve results for Iowans. Goals are accompanied by outcome measures where possible. Strategies show the approach being followed to achieve goals, and include the major players and expected time frames.

Each year updates and revisions are made to the plan as needed. As a result the format evolved to a more streamlined, focused version in the FY06 edition. A copy of the FY06 Enterprise Strategic Plan can be found on page 15 of this report.

Effective enterprise planning requires accountability starting from the top. Every quarter, the Governor and Lt. Governor sit down with each Enterprise Management Team, and review the results for the quarter. These meetings acknowledge progress and generate strategies and actions to overcome obstacles and drive improvement.

Figure 2



Enterprise-level results are made available to stakeholders, including the public, on Iowa's results Web site at www.resultsiowa.org.

Agency strategic planning asks executive branch agencies to look three to five years into the future to identify essential goals, strategies, and measures to guide progress in achieving the department's vision and mission as well as define how the agency contributes to achievement of the enterprise goals. The first agency strategic plans were submitted to the Department of Management for review and feedback in the fall of calendar year 2002. At the end of the three to five year window, a new plan is developed. Each executive branch agency now has a strategic plan in place, focused on the achievement of department and enterprise priorities. Current agency strategic plans are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/plans.html.

Agency performance planning examines the agency mission (the purpose or why the agency exists) and defines the operations (core functions and key services, products and activities) that are in place to achieve that mission. The performance plan also identifies performance measures and targets for each core function as well as for key services, products and activities.

The first agency performance plans were submitted in June 2003 for Fiscal Year 2004. Currently, executive branch agencies use the performance plan to monitor progress toward the achievement of performance targets to guide decision-making, pinpoint improvement opportunities, and implement strategies to achieve better results for Iowans. Current year performance plans (Fiscal Year 2006) are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/plans.html.

Planning efforts conducted at both statewide and department-wide levels helped to identify Iowa's strengths as well as the key challenges facing the state. Strategies developed have worked to effec-

tively position Iowa for future success as well as achieve current priorities.

Beginning July 1, 2003, the new **individual performance plan** and evaluation (IPPE) form was phased in for executive branch employees. The new IPPE is designed to more closely align individual performance with the goals and objectives of the agency. This makes it easier for the employee to see how what she or he does on the job relates to what the agency does overall. The new format specifically lays out for the employee what is expected in terms of goals and action steps, as well as the results the employee is to achieve during the evaluation period. Expectations are clearly communicated, creating a clear "road map" for the employee to follow. At the end of the evaluation period, discussion centers on reviewing the results achieved, identifying development goals, if needed, and setting expectations for the next evaluation period.

Budgeting for Results

Performance Budgeting/Purchasing Results

In October 2003, the I/3 Budget system (Integrated Information for Iowa) was launched to provide a link between what Iowa does, how well Iowa does it, and how much it costs. This link between agency performance and budget helps agencies report how dollars are spent and make better decisions about how to allocate resources to achieve results Iowans value. Dollars now directly tie to performance measures developed for each service, product and activity provided by an agency.

The link of performance to budget was fully implemented in August 2004 when Fiscal Year 2005 chart of account elements (organization codes) were formally linked to performance data (SPAs) in I/3 Budget. I/3 Budget now serves as the store of key performance data and provides reporting and analytical tools. As a result, reports can be created to show the resources allocated for services provided (i.e., dollars, FTEs), and what value Iowans receive in terms of measurable results.

In addition to linking operational performance to budget, the entire budget development process was redesigned to provide a better focus on results purchased. “Purchasing Results,” first implemented during the FY06 budget development process, turns the old way of budgeting upside down. The process starts with a list of overall results Iowans want. Budget requests are then submitted and decisions focused on the purchase of measurable results tied to priority areas are made. Instead of talking about whether an agency budget should increase or decrease by a certain percentage, decisions can be made about whether an investment of a certain dollar amount for quality child care for one-hundred children is the best use of that money. The Purchasing Results process was formally integrated with the I/3 Budget system during the FY07 budget cycle when system modifications were made to allow for direct entry of agency “offers” into Iowa’s budget system.

As shown in Figures 3 and 4, dollars have been shifted over the past five years to focus on key priorities including education, health and family, transforming the economy and providing Iowans with safer communities.

Reporting Results

In addition to identifying, planning and allocating resources for the achievement of priorities, the AGA calls for the documentation of results achieved. **Agency performance reporting** was fully implemented with the submission of Fiscal Year 2004 agency performance reports. An agency performance report tells customers and stakeholders what the agency does and what was accomplished during the prior fiscal year. It compares actual per-

formance with projected levels outlined in the agency strategic plan and the agency performance plan. Performance reports are a way for agencies to provide information to Iowans about what was achieved for their investment of tax dollars.

When a projected performance level is not met, the report includes an explanation for why the target(s) was not achieved, and describes steps for meeting the target(s) in the future. The report also documents the comprehensiveness and reliability of performance data.

Figure 3: How we allocated funds in FY01

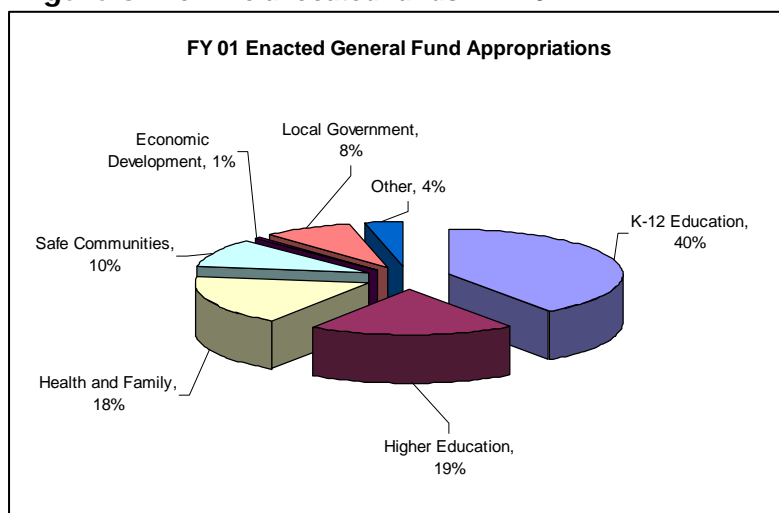
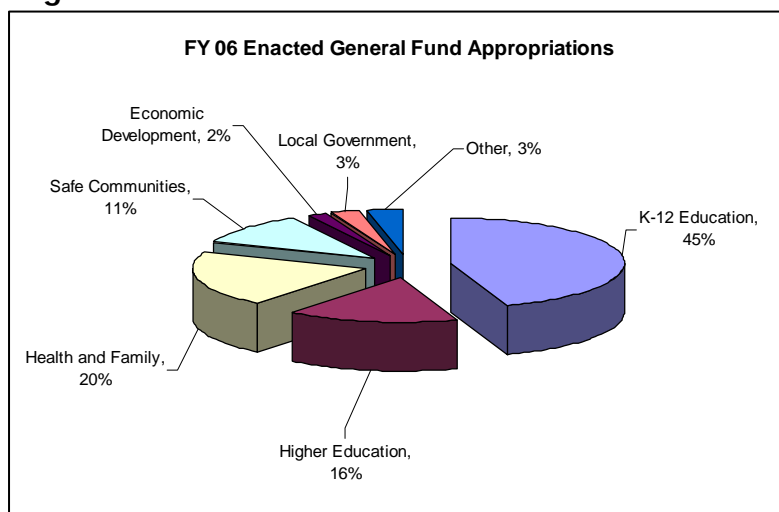


Figure 4: How we allocated funds in FY06

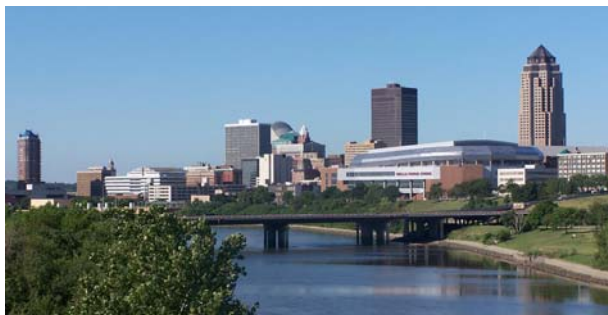


To date, most executive branch agencies, excluding the Board of Regents as outlined in the *Code of Iowa*, have completed an agency performance report at the department or division level for Fiscal Years 2004 and 2005. Agency performance reports are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/reports.html and on the Results Iowa Web site at www.resultsiowa.org

Achieving Results

The refocus of agency efforts and resources around priority goals has resulted in significant achievements in the areas Iowans said are most important. Examples are documented below.

Transforming the Economy: Seven years ago, Iowa was faced with the challenge of transforming the economy with limited personnel, power and resources. Vision Iowa, Community Attraction and Tourism program were embraced, the regulatory structure for electric utilities was reformed, and the first two years of the Grow Iowa Values program was funded. One-hundred seventy projects received Vision Iowa, Community Attraction and Tourism grants, allowing the expansion and growth in the number of cultural and recreation opportunities in Iowa. Through these projects the economic landscape of our state was changed. At the same time the number of college-educated workers in the workforce increased by over 50,000 in the last three years alone.



Improving Education: The responsibility to Iowa's children was fulfilled when the focus on class size reduction reversed an eight-year decline



in test scores. Today, youngsters benefit from six straight years of improved test scores; scores that rank among the nation's best.

Expanding Access to Healthcare: Seven years ago state officials agonized over whether or not vulnerable Iowans would have access to health care, including Iowa's children, veterans, and seniors. Working together, the Healthy and Well Kids in Iowa program, also known as the Hawk-I



insurance program, was expanded. Veterans and their families were also educated about benefits, and the Senior Living Trust was created to extend health care options for seniors. In doing so, health security was expanded to thousands of Iowans. Today in Iowa, 15,000 more children have access to the health care they need, 38,000 more veterans are receiving health care benefits they have earned through their military service, and over 28,700 more seniors are living in their own home with greater dignity and independence rather than in a nursing facility.

Renewed Commitment to the Environment: The six new power facilities that have been constructed or are under construction are



the first of their kind to be built in the last 20 years. When the power from those facilities is added to the efforts to expand wind and renewable energy, Iowans will no longer have to look beyond their borders for power; Iowa will have true energy independence.

Safer Communities: Today Iowa's highways are safer. Iowa State Patrol reports a 13% reduction in the number of traffic fatalities from 446 in 2001 to 388 in 2004.



Efforts to improve the safety of Iowa roads also resulted in an increase in the value of narcotics seized from Iowa's roadways from \$4.8 million in 2001 to \$39.2 million in 2005. In addition, a collaborative effort between Iowa lawmakers and Iowa's law enforcement community resulted in a 84.3% decrease in the number of clandestine meth labs the first six months following passage of Senate File 169 –pseudoephedrine control.

Improving Results

A key strategy that allowed the achievement of such remarkable results is the state's focus on continuous improvement. When gaps are identi-



fied between what is achieved and what Iowans expect, improvement teams go to work to reduce waste, decrease errors and improve both the quality and timeliness of service.

Using proven improvement methodologies, teams have redesigned processes and achieved significant gains in productivity. Examples of improvement gains can be seen on the following page.

Coordination and information sharing across departments also helps identify improvement opportunities and best practices to improve service delivery and reduce costs in state government. Recent inter-agency improvement efforts include, "Great Places," "Improving Fire Safety Inspections at Elder Care Facilities," and the "Enterprise Infrastructure and Personnel" to leverage purchasing power and streamline services by centralizing Information Technology services. The State of Iowa continues to expand improvement efforts to include process improvement events in more departments and training additional employees to lead these efforts.

Analyzing Results

Funding was appropriated in Fiscal Year 2006 to initiate the audit component of the Accountable Government Act. The audit methodology is being developed and **performance audits** will begin in 2006. A performance audit helps identify a service or program's strengths and weaknesses to inform funding and management decisions aimed at making the program more effective. The audit looks at all factors that affect and reflect service or program performance including purpose and design; performance measurement, evaluations, and strategic planning; program management; and program results. Because the audit includes a consistent series of analytical questions, it allows agencies to show improvements over time, and allows comparisons between similar programs. The performance audit is designed to assess and improve agency performance so that state government can achieve better results.

Examples of Continuous Improvement Gains

- Tripled the number of grants closed per month enabling Iowa businesses to create new jobs
- Eliminated the 3-month backlog of home title guarantees at the Iowa Finance Authority
- Reduced the time to process standard Air Quality Construction Permits from 62 to 6 days enhancing the state's economic development
- Reduced Landfill permitting process time from 187 to 30 days helping to protect our environment
- Reduced the time from 1,124 to 90 days for Leaking Underground Storage Tanks permits working to protect our underground water sources
- Reduced the time from 425 to 15 days to process wastewater operating permits to better care for our environment and reduce the operating costs of local governments
- Established a tier system for manure management inspections that allowed the state to identify violators and then target resources to assist them with compliance efforts resulting in better protection of our water quality.
- Improved fire inspector training and training for health care facilities. Streamlined life safety code enforcements to ensure the safety of Iowa's most vulnerable populations
- The offender re-entry risk-reduction initiative now better prepares offenders for re-entry, builds bridges between prison and Iowa communities, and seizes the moment of release as an opportunity to support the reintegration processes and promote success that enhances public safety.
- Streamlined medication administration at the Iowa Veterans Home to improve and protect the health of some of our most vulnerable Iowans.

Conclusion

After four years of development and implementation, the Accountable Government System is proving to be an effective approach for managing and improving results. As already noted, significant achievements have been realized in the priority areas of developing Iowa's economy, improving education and health care and protecting Iowa's natural resources.

In addition, the purpose of the Act, as defined in legislation, is being realized. Section 8E.102 of the *Code of Iowa* defines the purpose of this Act as "responds to the needs of Iowans and continuously improves state government performance, by doing all of the following:

- a. allocating human and material resources available to state government to maximize measurable results for Iowans;
- b. improving decision making at all levels of state government;
- c. enhancing state government's relationship with Iowans and taxpayers by providing for the greatest possible accountability of the government to the public."

Significant achievements have been realized in each of these areas.

1. Allocating human and material resources available to state government to maximize measurable results for Iowans: Enterprise and agency strategic planning efforts resulted in the identification of the priority areas of transforming the state's economy, improving education, expanding health care and protecting our environment. Agency efforts, through the development of enterprise, agency and individual employee performance goals, now align around priority areas. Progress is measured and monitored relative to the achievement of priorities throughout all levels of the organization.

To further efforts, the entire budget development process was redesigned to provide a better focus on purchasing results in priority areas. Human, financial and other resources were reallocated to facilitate the achievement of priority results.

2. Improving decision-making at all levels of state government: Performance planning proved to be an effective avenue to document, monitor, and improve performance. Performance planning resulted in the identification of 575 distinct services, products and activities provided by the State. In addition, 1672 performance measures, the targets, and the actuals achieved for each measure, have been documented. Monitoring and documenting performance levels relative to targets are now being used to inform decision-making and achieve better results.

Reports can now be generated that provide the user with instant access to information such as how much was spent for a particular service, product, or activity or what quantifiable results were achieved for resources invested. Reports can also provide information showing how much the state spends on a specific core function such as “Child and Adult Protection” or “Enforcement and Investigation.” The availability of these types of data, help the State and stakeholders know what was achieved for dollars invested. The data also helps decision-makers make better choices about how to allocate dollars to achieve priorities.

3) Enhancing state government’s relationship with Iowans and taxpayers by providing for the greatest possible accountability of the government to the public: A user can go to one of two State of Iowa Web sites, Iowa Department of Management at http://www.dom.state.ia.us/planning_performance/aga.html or Results Iowa at <http://www.resultsiowa.org/index.html>, and

find documented results for all executive branch agencies. Prior to performance reporting, agency results were difficult to find, especially for the public. One location showing results for state government did not exist. Some departments produced annual reports that may or may not have been easily accessible; others did not. Some agencies included results on their Web site; some did not. Now, anyone with access to the Internet can go to a single location and view results for one or more state agencies.

In Calendar Year 2004 there were 72,228 visitor sessions to the Results Iowa Web site. For Calendar Year 2005, there have been 101,298 visitor sessions to the same site. Making this type of information available to the public, including why a target was or was not met, improves the accountability of the State to Iowa taxpayers and other stakeholders.

Alone, any one component of the Accountable Government Act will likely not have a huge impact. However, an enterprise strategic plan as part of a governance system that also includes complementary planning (agency strategic and operational performance plans), robust performance reporting (www.resultsiowa.org and annual agency performance reports), alignment with individual performance (Iowa Individual Performance Plans), and a budget system that connects performance with the dollars (Purchasing Results in I/3) is an effective tool for setting direction, prioritizing efforts, and achieving results.

Looking Forward

Achieving the aims of the AGA is not a one, two, or even five-year task. During the next five years, we recommend emphasis on the following:

1. Complete the implementation of the performance audit component. Learn from early pilots and then build the audit component so that it both creates greater accountability and feeds improvement efforts. These audits should lead to better results for Iowans, not timidity caused by a “gotcha” approach.
2. Improve and continue to provide consultation, training, materials, examples, and other support to agencies and staff to improve the value of all AGA components.
3. Build “demand” for performance and results among executive branch leaders, legislators, staff, the media, and other stakeholders. That there is a “supply” of accountable government tools is not enough.
4. Institutionalize the pursuit of Lean Business Processes throughout State Government. To date, twelve departments and two universities have used Kaizen events to streamline business processes and produce significant results, which has served to highlight how more much more can be done.

PERFORMANCE COMPONENTS

This section of the report provides the reader with detailed information on each Accountable Government Act (AGA) performance component outlined in legislation. Background information is provided including the specific section of the *Code of Iowa* authorizing the component, what it is, why it is important and how it was implemented in state government.

To facilitate deployment, an “Accountable Government Act Implementation Plan” was developed identifying the key tasks required to fully execute the AGA within the executive branch of Iowa state government. This section documents the implementation methodology used, including

the key tasks completed, timelines established, processes employed and the outputs produced. A copy of the “Accountable Government Act Implementation Plan” is included in Appendix B of this report. A color chart was also developed to track progress related to each component and is included in Appendix C.

This section also lists key findings, including the results achieved and the strengths and challenges encountered during implementation. Recommendations are also provided denoting ways implementation efforts can be enhanced to better respond to the needs of Iowans, as well as continuously improve state government results.

ADMINISTRATIVE RULES

Background

The *Code of Iowa* (Section 11. 8E.104) requires

“The department shall oversee the administration of this chapter in cooperation with agencies as provided in this chapter. The department shall adopt rules as necessary in order to administer this chapter.”

Implementation

The first step in the implementation process was to determine if the Iowa Department of Management (IDOM) needed to adopt administrative rules to administer the Accountable Government Act (AGA).

Active legislative leadership and involvement during the passage of the AGA, and regular updates to the Oversight Committee, legislative leadership and the Legislative Services Agency helped to ensure the intent and operational impact of the legislation was known by key stakeholders. In addition, with IDOM in an oversight role, the

legislation called for other executive branch agencies to be integrally involved in both the design and implementation of the Act. As partners, departments would participate in decision-making related to implement efforts, would have a clear understanding of the intended goals, and would be actively involved in identifying and removing any obstacles encountered.

The Department of Management established a series of processes to facilitate input on all aspects of implementation, and to encourage the involvement of staff from the various agencies in developing the components of the system.

Key Findings

Since the collaborative implementation process ensured that the both the intent and impact of the legislation were known to the affected parties it was determined, in consultation with the Administrative Rules Coordinator, that Administrative Rules would not be needed to implement the Accountable Government Act.

ENTERPRISE STRATEGIC PLAN

Background

The *Code of Iowa* (section 17. 8E.205) requires

“The enterprise strategic plan shall identify major policy goals of the state. The enterprise strategic plan shall also describe multi-agency strategies to achieve major policy goals, and establish the means to gauge progress toward achieving the major policy goals.”

Enterprise strategic planning provides direction and focus for all executive branch agencies. The enterprise strategic plan establishes long-range goals to achieve results valued by Iowans. The planning process and broad goals encourage agencies to collaborate across agency boundaries to focus on both results for Iowans and internal improvements for increased state government effectiveness and efficiency. Enterprise planning guides budgeting.

Note: “enterprise” here refers to all executive branch agencies under the auspices of the Governor.

Implementation

As with most other components of the AGA, enterprise strategic planning has evolved over the years. The following guidelines of Iowa Enterprise Strategic Planning summarize initial implementation. A discussion of later phases follows.

- The Enterprise Strategic Plan consists of a Vision, Mission, Goals, and Strategies. Planning is informed by internal and external assessments conducted by the Enterprise Management Teams. Most goals reach three-to-five years into the future and require multi-agency collaboration to achieve results for Iowans. Goals are accompanied by outcome measures where possible. Strategies show what approach will be followed to achieve

goals, and include the major players and expected time frames.

- The scope of the enterprise strategic plan at this time focuses on the achievement of the Governor’s Leadership Agenda. The enterprise strategic plan’s purpose is to provide direction and focus, to establish priorities and coordination for results and improvement at the enterprise level. It is not intended to encompass all state government activities.
- Enterprise strategic planning is conducted primarily by Enterprise Management Teams (EMTs), groups of department directors collaborating to achieve results in a broad policy area. The five initial EMTs were: 1) New Economy, 2) Education, 3) Health, 4) Safe Communities, and 5) Accountable Government. A sixth EMT, Finance, is sometimes included as needed. The Department of Management (IDOM) facilitates enterprise strategic planning.
- In their agency strategic plans, departments demonstrate how agency goals align with enterprise goals. Not all agency goals will align with enterprise goals, however.
- While the enterprise strategic plan is a long-range document, there is an annual enterprise strategic planning process. A determination is made each year on whether to simply update the prior year’s plan or start from scratch.
- Enterprise and agency strategic plans are prepared on the same timeline, in a parallel planning process. The planning process also coincides with budget development. Figure 5 shows the specific timetable and tasks involved in the annual planning process.

These guidelines established a basic outline for enterprise strategic planning. Actual implementation in any given year has been shaped by the particular fiscal, economic, social, political, and other factors bearing on that year's process.

Using the guidelines and following the timetable shown in Figure 5 the first enterprise strategic

plan was developed for Fiscal Year 2004. Goals for FY04 plan are shown in Figure 6.

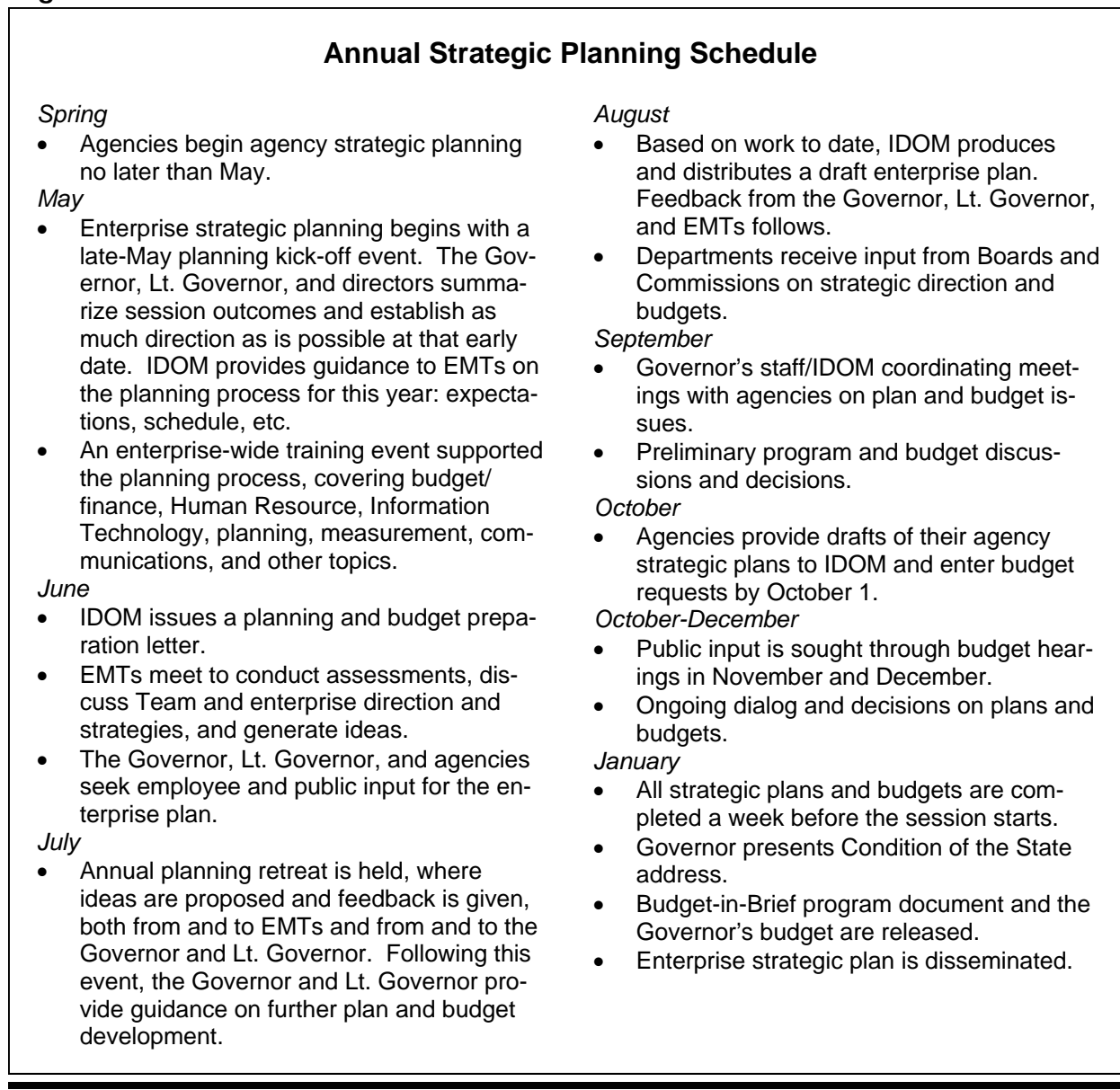
For each of the five goals, enterprise teams created and presented strategies. A complete version of the FY04 enterprise strategic plan, including the lists of strategies is included in Appendix D.

Over time, and with the synergies of Purchasing Results budgeting and the ResultsIowa.org Web site (www.resultsiowa.org), the enterprise strategic plan format evolved to a more streamlined,

focused version. The FY06 edition is shown in Figure 7. The measures for each strategy can be found on the enterprise portions of the ResultsIowa.org site, with other measures appearing on department pages of ResultsIowa.org or in Purchasing Results Offers (discussed in a later section of this report.)

Detail supporting the FY06 plan is located on the Web at: http://www.dom.state.ia.us/state/budget_proposals/files/FY06_Gov_Rec.html

Figure 5



Detail includes:

- Indicators and current data, which show progress toward goals
- Requests for Results, including Strategy Maps and Purchasing Strategies, which broadly show what results we want to achieve and the basic approaches for achieving the results
- Offers, which show how agencies and their partners will achieve the desired results

Additional data for State goals appear at www.resultsiowa.org.

Everyone in state government wants to be able to show Iowans proof of the results they are producing to make Iowa a better place to live, work, and raise a family. Effective enterprise planning requires accountability starting from the top. Each quarter, the Governor and Lt. Governor sit down with each Enterprise Management Team and review the results for the quarter. Enterprise-level results are available to everyone on Iowa's results Web site: www.resultsiowa.org. These meetings celebrate progress and generate strategies and actions to overcome obstacles. The Leadership Agenda provides the framework for accountability in general and these meetings in particular. Discussions also include priority activities of individual agencies.

The Governor and Lt. Governor ask, "How well are we doing?" "How do we know whether and how well this program is working?" and "What can we do together to achieve better results for Iowans?" The discussions that follow prompt and inform improvement.

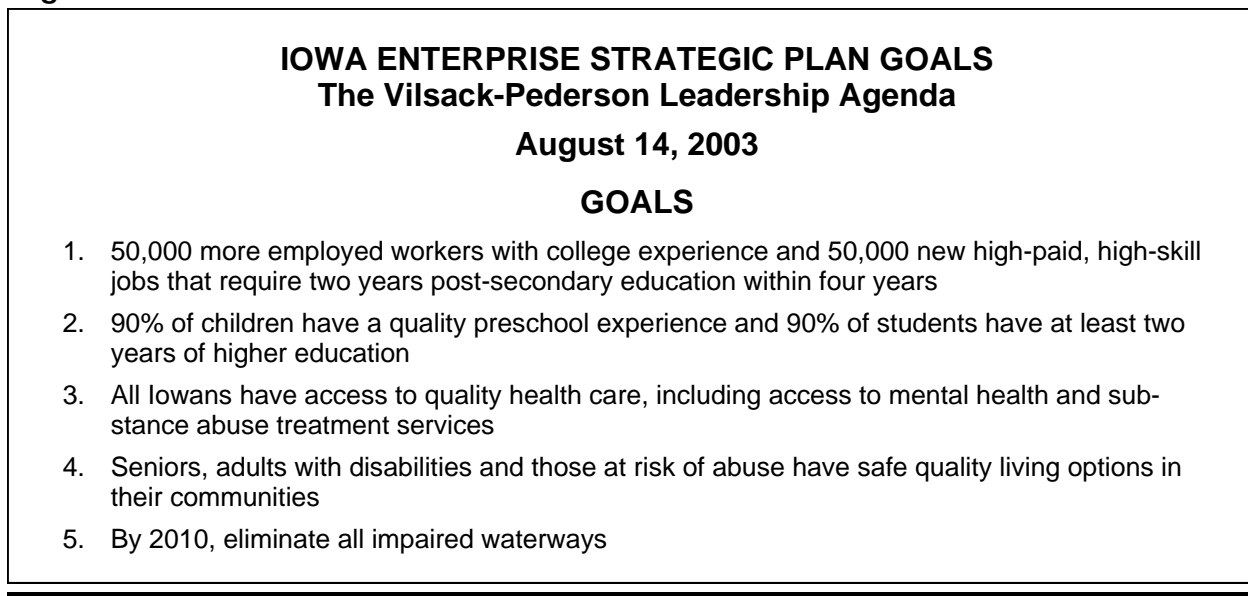
In the same way, agency directors meet with their management teams to review agency performance data, celebrate success, and work on problems. This process is cascaded out to every work unit and every state employee.

Key Findings

Strengths of implementing enterprise strategic planning

Flexible Framework Needed - Enterprise planning works best when there is a flexible framework built on the core purposes of direction, focus, and accountability. This framework facilitates the creation of a plan that is responsive to the particular economic, resource, and political circumstances. Because of the large breadth and varied nature of state government activities, a brief, clear plan that provides focus works best to change direction, when needed, and achieve priorities.

Figure 6

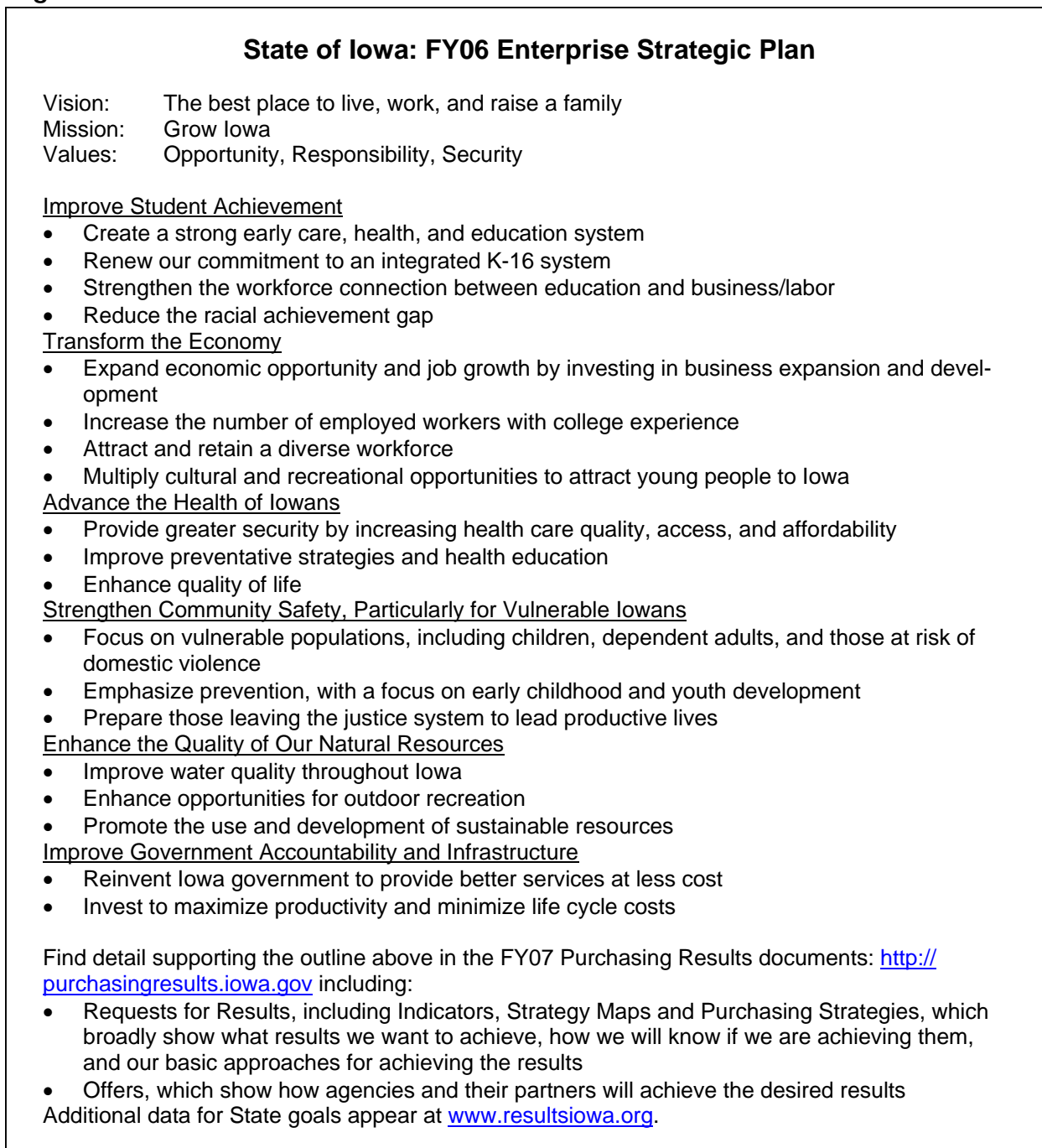


Focus on Results - Honing in on key measures via the Leadership Agenda and Results Iowa and sustaining that focus via the enterprise plan achieves measurable results.

Alignment with other systems is critical - Alone, an enterprise strategic plan will likely not have a

huge impact. However, an enterprise strategic plan as part of a governance system that also includes complementary planning (agency strategic and operational performance plans), robust performance reporting (www.resultsiowa.org) and annual agency performance reports), alignment with individual performance (Iowa Individual

Figure 7



Performance Plans), and a budget system that connects performance with the dollars (Purchasing Results in I/3) is an effective tool for setting direction, prioritizing efforts, and achieving results.

Recommendations

Accountability - Hold executive and legislative decision makers accountable for results. By doing so, the demand is sharpened for better governance tools, which in turn produce better results

for Iowans.

Flexibility - Continue to flexibly conduct enterprise strategic planning in a streamlined format that guides and complements other governance tools.

Collaborative Efforts - Continue to look for stronger ways to use planning, budgeting, and other innovations to drive multi-agency and government-partner collaboration to achieve planning goals.

AGENCY STRATEGIC PLAN

Background

The *Code of Iowa* (section 18. 8E.206) requires

“1. An agency shall adopt an agency strategic plan which shall follow a format and include elements as determined by the department in consultation with agencies. 2. An agency shall align its agency strategic plan with the enterprise strategic plan and show the alignment.”

The State of Iowa’s strategic planning process asks executive branch agencies to look three to five years into the future to identify essential goals, strategies, and measures to guide progress in achieving their identified vision and mission. At the end of the three to five year window, a new plan is to be developed. Agencies are encouraged to review their plans on an annual basis, and, if appropriate, make refinements.

To provide a framework for agencies in their strategic planning efforts, the Department of Management and a workgroup of planners from agencies developed “*The Guide for State Agency Strategic Planning*.” The Guide identifies and defines the essential elements for agencies strategic plans as:

1. Mission Statement and Core Functions
2. Vision Statement
3. Assessment
4. Guiding Principles
5. Goals (3 to 5) with Measures
6. Strategies

In addition to describing the essential elements, the Guide suggests a variety of ways to get the most value from the strategic plan, such as using it to align employee performance with department goals, familiarizing new employees with the department’s direction or in making resource allocation decisions to better achieve priorities.

Implementation

Agencies submitted their original 3-5 year strategic plan in the fall of 2002. Plans were reviewed by IDOM, and written feedback reports listing opportunities for improvement were provided to agencies before year-end 2002. Finalized plans were submitted and posted to the IDOM Web site. In the summers of 2003 and 2004, IDOM requested that agencies review their strategic plan and submit a revised plan if necessary. Several agencies submitted revised plans and those plans replaced the original plans on the IDOM Web site.

Key Findings

A successful strategic planning effort requires the commitment of leadership and input from employees, the public, customers and major stakeholders, all of whom have an interest and investment in the agency and its success or lack of success. This input can be direct, through involvement of representatives from these groups in the formal plan development process, or indirect, gathering input from needs assessments, surveys, focus groups, budget hearings or Web-based forums.

Challenges of implementing agency strategic planning

Variation among Agencies in Incorporating Input into Planning Process - Agencies did not generally describe their process for seeking and integrating the input of various stakeholders into their strategic planning process, so it is unclear whether their input was sought and included.

Variation Among Agencies in Planning Process - Agencies varied in the degree to which the required elements were included within plans. See Figure 8. While all but one agency provided its mission and vision, and most included goals with measures, several plans did not include strategies

Figure 8 (continued on next page)

Strategic Plan Elements							
Agency	Term, Initial Year or Latest Revision of Plan	Vision	Mission	Assessment	Number of Goals	Measures	Strategies
Administrative Services	Revised Dec 2004	√	√	SWOT Chart	4	√	√
Blind	2004 2009	√	√	Discusses Process	3	√	√
Civil Rights	Revised 2004	√	√	Brief Overview	8	√	Not Present
College Aid	2000 2005	√	√	Not Present	14	√	√
Commerce ABD	2003	√	√	Not Present	4	Not Present	Not Present
Commerce Banking	2006 2011	√	√	√	No Goals But Objectives	√	Not Present
Commerce Credit Unions	Revised Dec. 2005	√	√	√	3	√	Not Present
Commerce Insurance	2003	√	√	Not Present	5	√	√
Commerce Utilities Board	2003	√	√	√	3	√	√
Corrections	Revised Dec. 2004	√	√	√	6	√	√
Cultural Affairs	2003 2006	√	√	Not Present	10	Not Present	Not Present
Economic Development	Revised June 2004	√	√	Not Present	4	√	Targets
Education	2002	Not Present	Not Present	Not Present	4	√	√
Education IPTV	Revised June 2004	√	√	Not Present	8	√	√
Education State Library	2003 2007	√	√	√	5	√	Selected Activities
Education Voc. Rehab	2005 2009	√	√	√	4	√	√
Elder Affairs	Sept. 2005	√	√	√	6	√	√
Human Rights CJJP	2003	√	√	√	3	√	√
Human Rights Comm. Action	2003	√	√	Not Present	3	√	√
Human Rights Deaf Services	2001 2006	√	√	√	4	√	√
Human Rights Latino Affairs	2003	√	√	SWOT	3	√	√
Human Rights Disabilities	2002 2005	√	√	√	4	√	√
Human Rights Status of African Americans	2002	√	√	√	4	√	√
Human Rights Status of Women	2004	√	√	SWOT	3	√	√
Human Services	2003 2005	√	√	√	4	√	√
Inspections and Appeals	2003 2005	√	√	SWOT	5	√	√
ICN	October 2002	√	√	√	3	Not Present	√

Figure 8 (continued from previous page)

Strategic Plan Elements							
Agency	Term, Initial Year or Latest Revision of Plan	Vision	Mission	Assessment	Number of Goals	Measures	Strategies
Finance Authority	2003	√	√	SWOT	8	Not Present	Not Present
IPERS	Revised 2004	√	√	SWOT	5	√	√
ILEA	2003	√	√	√	5	√	√
Lottery	Not a Public Document						
Management	2003 2005	√	√	SWOT	2	√	√
Natural Resources	2003 2005	√	√	SWOT	4	√	√
ODCP	2003 2008	√	√	√	2	√	√
Public Defense	2002 2022	√	√	√	Strategic Objectives	√	Not Present
Public Defense HLSEM	2003	√	√	Not Present	4	Not Present	√
Public Health	2000 2005	√	√	Describes Process & Elements	8	√	√
Public Safety		√	√	SWOT	4	√	√
Regents	2004 2009	√	√	Not Present	4 Priorities	Not Present	Objectives
Revenue	Revised 2004	√	√	√	5	√	√
Transportation	2003 2006	√	√	SWOT	3	√	√
Veterans Affairs	2002	√	√	Not Present	3	Not Present	√
Veterans Home	2004	√	√	√	3	√	√
Workforce Development	2004	√	√	SWOT	6	√	√

and many did not include an assessment or only provided a reference to their assessment.

Recommendations

Ensure that Stakeholder Input is Incorporated into Planning Process - Agency strategic plans should describe how an agency gathers and integrates input from employees, the public, customers and other major stakeholders.

Include Assessment as part of Planning Process - All agency strategic plans should include an as-

essment, and the assessment should include a SWOT (strengths, weaknesses, opportunities, threats) analysis. Findings from an agency's Iowa Excellence assessment should be considered in identifying internal strengths, weaknesses, opportunities and threats. Iowa Excellence is an enterprise-wide effort where state agencies examine their performance using Malcolm Baldrige National Quality Program criteria.

Incorporate Timeframes - The strategies listed in strategic plans should include an implementation timeframe or completion date.

AGENCY PERFORMANCE PLAN

Background

The *Code of Iowa* (section 19. 8E.207) requires

“Each agency to develop an annual performance plan to achieve the goals provided in the agency strategic plan, including the development of performance targets using its performance measures. The agency shall use its performance plan to guide its day-to-day operations and track progress in achieving the goals specified in its agency strategic plan. 1. An agency shall align its agency performance plan with the agency strategic plan and show the alignment in the agency performance plan. 2. An agency shall align individual performance instruments with its agency performance plan.”

Beginning March 15, 2003, the new agency performance planning process was initiated in the executive branch of state government. Agency performance plans were created to help agencies monitor performance, improve decision-making including the allocation of resources, and do a better job of informing Iowans about what they receive for the investment of tax dollars.

In essence, an agency performance plan is a tool to look at what the agency does and how well it does it. An agency performance plan examines the agency mission (the purpose or why the agency exists) and defines the operations (core functions and key services, products and activities) that are in place to achieve that mission. The performance plan also identifies performance measures and targets for each core function as well as for key services, products and activities. Agencies monitor progress toward the achievement of targets to guide decision-making, pinpoint improvement opportunities, and implement strategies to achieve better results for Iowans.

Implementation

Agencies prepared their first, Fiscal Year 2004, agency performance plan during March and April 2003 and submitted it to the Iowa Department of Management (IDOM) for feedback. In May, written feedback was provided to each agency regarding how well their plan met established criteria. Feedback was incorporated and final plans were submitted to IDOM by June 15, 2003.

Key tasks completed to ensure implementation of the component as outlined in the *Code of Iowa* are listed on the following pages. Also documented for each task are the *timelines* established, the *processes* used and the *outputs* produced.

Key Task: Establish an inter-agency implementation team

Timeline: January 2, 2002

Process: An inter-agency implementation team was established by selecting individuals who had both knowledge of and direct experience with planning, performance measurement, or process improvement efforts. The team's goals were to 1) develop the agency performance planning process and guidebook, and 2) create a training curriculum to assist agencies in using the guidebook to conduct performance planning. The nine-member team met monthly from January through June, 2002.

Output: An implementation team which included representation from both large and small agencies.

- Iowa Department of Administrative Services-HRE
- Iowa Department of Elder Affairs
- Iowa Department of Human Services
- Iowa Department of Inspections & Appeals
- Iowa Department of Management
- Iowa Department of Public Health
- Iowa Department of Revenue
- Iowa Department of Transportation

- Iowa Workforce Development

Key Task: Research state and federal models

Timeline: January - February 15, 2002

Process: Several public sector performance planning models were benchmarked, including the City of San Diego, the City of Austin, the State of Utah, the State of Texas, the State of Louisiana, the State of Arizona, and the State of Virginia. Benchmarking efforts included the review of written materials and Web sites with follow-up telephone contacts. In addition, the federal Government Performance and Results Act (GPRA) was reviewed. Relevant components were incorporated into the Iowa model.

Output: Key findings incorporated into the Iowa model include:

1. broaden the scope of the planning process to include all agency operations;
2. link the performance plan, versus the strategic plan, to resources allocated;
3. identify and monitor a few meaningful performance measures; and
4. provide mechanisms to align performance throughout the organization.

Key Task: Determine scope of agency performance plans

Timeline: February 15 – March 15, 2002

Process: In order to guide the day-to-day operations of agencies as required in Chapter 8E.207 of the *Code of Iowa*, the scope of the agency performance plan was broadened to include all operations. A standardized list of core functions for Iowa state government was developed. Each agency was then required to select, for inclusion in their agency performance plan, one or more of the core functions that best defined operations. Agencies were also asked to develop performance measures, targets and strategies for each core function selected and to include this information in the agency performance plan.

Agencies further defined operations by identifying the key services, products and activities engaged in to fulfill each selected core function. Services, products and activities and their associated performance measures, targets and strategies are also included in the agency performance plan.

Output: A list of 30 core functions now exists defining the broad set of services provided by state government. The list of core functions, including their definitions, is available in Appendix E.

Key Task: Develop alignment and integration of linkages with other Accountable Government Act elements or systems

Timeline: February – April 30, 2002

Process: The implementation team's review of Chapter 8E. of the *Code of Iowa* revealed three linkages between agency performance planning and other Accountable Government Act (AGA) elements. Agency performance plans are directly linked to 1) agency strategic plans, 2) individual performance and evaluation plans, and 3) the state budget. All linkages have been defined and incorporated into the agency performance planning process and guidebook as well as training materials.

Outputs: Integration and alignment of performance planning with the other AGA elements are defined below.

1. *Agency strategic plans* - The agency performance plan generates information that is reviewed as part of the agency strategic planning process and can lead to the identification of strategic goals or the implementation of strategic plan tactics. Conversely, once agency strategic plan goals have been achieved, the strategies may be incorporated into operations, thus, becoming components of the agency performance plan. Agency strategic and performance planning work together to ensure the department plans for tomorrow, as well as provides quality services today.

2. *Individual performance and evaluation plans* - As required by Statute, the design of the individual employee performance and evaluation plan template ensures direct links to the agency performance plan. Implemented July 1, 2003 Individual Performance and Evaluation Plans now include sections that document how the employee's performance directly contributes to the agency mission and core functions. It also demonstrates how individual performance goals contribute to the achievement of agency results, including those tied to a specific service, product, or activity.
3. *The state budget* - The objective of performance budgeting is to provide a link between what Iowa does, how well Iowa does it, and how much it costs. The I/3 Budget system provides the link between budget and performance. Performance plan data is entered directly into I/3 Budget. Each organizational level (budget org) in the state budget system is then directly linked to one or more service, product, or activity (SPA) from the agency performance plan. Therefore, dollars are directly linked to performance at the SPA level.

Key Task: Develop process, template and guidelines for preparing annual agency performance plans, showing alignment with the Enterprise Strategic Plan

Timeline: February – April 30, 2002

Process: The implementation team, using best practices gleaned from the review of other planning models along with the team's existing knowledge and expertise, developed the agency performance planning process and guidebook, including a standardize template. The guidebook outlines a 5-step process to assist agencies with building their performance plan. The steps are:

1. Identify agency core functions;
2. Define and document agency core function performance. For each core function, list the desired outcomes, measures and targets. Determine and assess current performance relative to identified targets;

3. Determine key services, products and/or activities (SPAs) for each core function;
4. Define and document agency SPA performance. For each service, product and/or activity, list the measures and targets. Determine and assess current performance relative to identified targets; and
5. Develop agency performance plan strategies and/or recommended actions.

Output: The "Guide to Agency Performance Planning" was first distributed in both hard copy and electronic formats at the Iowa Conference held May 29, 2002.

A copy of "Guide to Agency Performance Planning" is available in electronic format to agencies and other stakeholders through the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/aga.html.

Key Task: Develop process and guidelines for annual review and update of agency performance plan including how to measure and monitor agency progress in achieving goals

Timeline: February – April 30, 2002

Process: The implementation team met to develop processes to 1) monitor agency progress relative to the achievement of established targets, and 2) update the agency performance plan.

1. *Monitor Progress* - A performance progress worksheet was designed and included in the "Guide to Agency Performance Planning." The worksheet template is provided as a tool to help agencies monitor progress in achieving agency strategic plan goals and performance plan targets. This particular tool allows agencies to record progress and results on a regular (i.e., monthly or quarterly) basis. It also provides agencies a place to log information that they can refer back to when writing their annual performance report. Information may include reasons for lack of progress or improved results (i.e., fewer FTE's, new funding) or note changes in strategy implementation. The capability to monitor and re-

cord performance data throughout the fiscal year was also built directly into the I/3 Budget system.

2. *Annual Review and Update* - Each spring, agency leadership meets to review and update their agency performance plan. Based on data such as customer and stakeholder input, changes in the *Code of Iowa*, regulatory standards, strategic direction, resource allocation, trends, etc. the agency revises and updates the agency performance plan to reflect priorities for the next fiscal year. The revised plan is due to the Iowa Department of Management by June 15 and must include performance measures, targets, and strategies for the upcoming fiscal year.

Outputs: All agency performance plans, as required by Statute, have been updated and submitted on schedule. Updated performance plans for FY06 are currently available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/plans.html.

Key Task: Develop training and build capacity to conduct agency performance planning

Timeline: March – May 15, 2002

Process: The implementation team provided feedback and guidance to the Iowa Department of Management in the development of the agency performance planning training module. The training module teaches participants how to conduct the agency performance planning process and develop a written plan using the standardized template.

Outputs: A four-hour training module, including a lesson plan, talking points and a PowerPoint presentation, was developed. The course is made available both over the ICN and in the traditional classroom setting. A copy of the training materials is available upon request.

The first classes were conducted July 15 and 24, 2002. Classes continue to be offered each year in April and May. To date 148 employees representing 28 agencies have attended training. In addi-

tion, a one-hour version of the training was launched May 29, 2002 at the Iowa Conference held at the Historical Building in Des Moines. An additional 100 state employees were trained at this session.

Key Task: Complete Agency Performance Plans

Timeline: March – June 15, 2003 and ongoing

Process: The Iowa Department of Management (IDOM), with guidance from the implementation team, developed the following agency performance planning timeline.

April - June: Prepare upcoming fiscal year agency performance plan

June 15: Submit agency performance plan to IDOM

July 1 - June 30: Monitor agency performance plan progress

December 15: Submit annual performance report to IDOM

Outputs: Following the timeline, all executive branch agencies, excluding the Board of Regents as outlined in the *Code of Iowa*, have completed an agency performance plan at the department or division level for Fiscal Years 2004, 2005, and 2006. Current year agency performance plans are available to all stakeholders on the IDOM Web site at http://www.dom.state.ia.us/planning_performance/plans.html.

Key Task: Develop a process to disseminate information to the public, agencies, Legislative Service Agency, and state employees including the performance plan, performance measures, performance targets based on performance data, performance data, data sources used to evaluate performance and explanation of the plan's provisions

Timeline: May 15 – June 15, 2002

Process: The Iowa Department of Management (IDOM) Web site was identified as the central site for the location of all agency performance plans. Viewers can go to one location to find a performance plan for any executive branch agency, with the exception of the Board of Regents as outlined in the *Code of Iowa*. All agencies are required to submit a copy of their agency performance plan to IDOM by June 15 for posting on the Web site. In addition, performance plans are available through the Results Iowa Web site and most department Web sites. Performance plans are also available through other avenues including hard copy and/or electronic distribution, public forums, and staff meetings.

Outputs: Current year agency performance plans are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/plans.html and on the Results Iowa Web site at www.resultsiowa.org.

Key Task: Use plan to guide day-to-day operations and track progress

Timeline: Ongoing from July 1, 2003

Process: Agency performance planning provides agencies with information to assist them in guiding their day-to-day operations including identifying improvement opportunities and reallocating resources to achieve results. Performance plans include the following information to guide day-to-day operations:

- core function measures including current performance and targets;
- activity, service and product measures including current performance and targets; and
- strategies to close performance gaps and implement strategic goals.

Agencies monitor performance throughout the fiscal year, at the department, division, bureau, or work unit level depending on the scope of the work encompassed by the particular performance measure. Data monitored may include current performance levels or trends, performance targets based on comparative study or process capability, or the resources being allocated to achieve desired results. By assessing performance relative to

specified targets or analyzing current performance levels or trends, data can help agencies identify improvement opportunities. Data can also be used in day-to-day decision-making such as when to implement strategies or shift resources to achieve priorities.

Outputs: Data available through the I/3 Budget system are used by agencies to track progress and guide day-to-day decision-making. Improvement results achieved and resources reallocated as a result of monitoring efforts, are documented annually in the agency performance report. Agency performance reports for Fiscal Years 2004 and 2005 are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/reports.html.

Key Findings

Performance planning proved to be an effective avenue to document, monitor, and improve performance.

Performance planning resulted in the identification of 575 distinct services, products and activities provided by the State. In addition, 1672 performance measures, the targets, and the actuals achieved for each measure, have been documented. Figure 9 shows examples of performance plan measures for which data is monitored and results reported.

The percentage of measures with targets that were met or exceeded is shown in Figure 10 for Fiscal Year 2005. As data for multiple reporting years becomes available, future reports will gauge whether or not results are trending in the desired direction allowing for the comparison of results over time.

Monitoring and documenting performance levels relative to targets can be used to inform decision-making and achieve better results. Making this type of information available to the public, including why a target was or was not met, improves the accountability of the State to Iowa taxpayers and other stakeholders.

Strengths of implementing performance planning

Standardized Process - By standardizing process and terminology, state government now has a shared planning methodology to facilitate decision-making and improvement efforts both within and across traditional department boundaries. In addition, agencies now have a common language to measure and report on program and service performance.

Core Functions - A standardized set of core functions provides valuable information such as comparability between agencies related to services provided and results achieved. By recognizing

commonalities in the broad set of services provided by state government core functions can encourage work across agency lines to achieve results for Iowans. This was best evidenced in the submission of FY06 and FY07 budget requests that included joint requests by more than one agency around a common result area.

Core functions also provide a standardized format to link agency planning and performance efforts with budgeted dollars. Decision makers and stakeholders can view trends in core function budget allocations as well as changes in funding allocations across agencies through standard and ad hoc reports. One example, of the eleven stan-

Figure 9

Performance Measure	FY04 Target	FY04 Actual	FY05 Target	FY05 Actual
Ratio of traffic fatalities to 100 million miles traveled	1.6	1.4	1.6	1.3
Fire death rate per 100,000 occupants	TBD	1.3	1.3	0
Number of Iowa State Patrol felony narcotics arrests	TBD	2671	2700	972
Percentage of Iowa 4th graders achieving proficient or higher in reading comprehension	70	76.7**	76	78***
Percentage of Iowa 8th graders achieving proficient or higher in mathematics	73.3	72.2**	72	73.8***
Number of Children enrolled in <i>hawk-i</i>	18,201	17,391	19,212	20,184
Number of Iowans receiving Food and Nutrition assistance	181,303	187,215	202,000	209,331
Number of acres of DNR lands developed for State Parks, State Forests, Fish and Wildlife Areas and Preserves.	TBD	330,030	335,200	332,250
Percentage of renewable electricity generated	TBD	2.1	2.2	2.8
Percentage of days Air Quality Index is good or moderate	*	*	TBD	98
Percent of Iowa high school youth who use tobacco products.	31	26	31	19.5
Infant mortality rate per 1000 live births	6	5.7	5.7	5.1
Percentage of children aged 19-35 months fully immunized.	77.5	81.1	77.5	86.1
Vehicle death rate per 100,000	15.3	15.5	15.3	13.9

* data not available/provided

** actual for the 2002-2004 biennium

*** actual for the 2003-2005 biennium

TBD – to be determined

Figure 10

Percent of Targets Achieved or Exceeded

Agency	FY05
Iowa Dept of Administrative Services	74%
Department for the Blind	78%
Iowa Civil Rights Commission	80%
Iowa College Student Aid Commission	52.6%
Commerce – Alcoholic Beverages Division	90%
Commerce – Banking Division	50%
Commerce – Credit Union Division	100%
Commerce – Insurance Division	100%
Commerce – Professional Licensing & Regulation Division	100%
Commerce – Iowa Utilities Board	86.66%
Iowa Department of Corrections	62%
Iowa Department of Cultural Affairs	80%
Iowa Department of Economic Development	58%
Iowa Department of Education	89.74%
Iowa Public Television	61.5%
Division of Vocational Rehabilitation	85%
Iowa Department of Elder Affairs	66.7%
Iowa Ethics and Campaign Disclosure Board	90%
Human Rights – Central Administration Division	100%
Human Rights – Community Action Division	89%
Human Rights – Criminal & Juvenile Justice Planning Division	71.4%
Human Rights – Deaf Services Division	86%
Human Rights – Latino Affairs Division	DNR
Human Rights – Persons with Disabilities Division	64%
Human Rights – Status of African Americans Division	77%
Human Rights – Status of Women Division	67%
Iowa Department of Human Services	66.1%
Iowa Department of Inspections & Appeals	90%
Iowa Communication Network	78%
Iowa Finance Authority	68%
Iowa Public Employees' Retirement System	58.33%
Iowa Law Enforcement Academy	78%
Iowa Lottery	25%
Iowa Department of Management	89.65%
Iowa Department of Natural Resources	57.5%
Office of Drug Control Policy	85%
Public Employment Relations Board	33%
Iowa Board of Parole	95%
Iowa Department of Public Defense	77%
Homeland Security – Emergency Management Division	83.33%
Iowa Department of Public Health	73%
Iowa Department of Public Safety	56%
Iowa Department of Revenue	75.4%
Iowa Department of Transportation	88%
Iowa Veterans Affairs	66.66%
Iowa Veterans Home	29%
Iowa Workforce Development	84%

DNR –Did not report

dard reports now available, can be found in Appendix F.

Broad Scope - Broadening the scope of the agency performance plan, to include all agency operations, facilitated the link to budget. The legislation calls for a link between the budget and agency strategic plans. However, strategic plans usually focus on a small set of goals designed to address key challenges faced by the agency. Therefore, a strategic plan typically addresses only a portion of agency operations. In contrast, the budget is allocated across all agency operations. Linking budget to a strategic plan would have focused only on the dollars associated with implementing the agency's 3 - 5 strategic goals. Using the approach called for in legislation would not have encompassed the entire scope of agency performance or accounted for all budgeted dollars. In addition, results reported now reflect the range of services provided by the agency.

Alignment and Integration - Integration and alignment of the various AGA components help to ensure that state planning, performance, and budgeting efforts work together to achieve and improve results. Strategic plan goals and performance plan targets focus agency efforts and existing resources, both within and between departments, on priorities. These same priorities are also reflected in offers included in the department budget request and Governor's recommendations. Results achieved for priority areas are documented on the Iowa Department of Management and Results Iowa Web sites, and in agency performance reports. For more detailed information on the priority areas and results, refer to the Executive Summary section of this report.

Performance Measurement Scope - The agency performance plan focuses on improving performance at both the broader outcome and the narrower service or program level. Agencies document current performance, set targets and monitor results achieved at both levels. This dual focus allows agencies to measure and improve performance for the specific services and activities that make up their operations as well as broad outcomes and performance indicators.

Focus on Results - The agency performance plan includes performance measures, targets, and strategies designed to achieve specific results. Results are monitored and documented as to how well agency strategies worked to achieve set targets and close performance gaps. Performance plan results are used to improve decision making, including resource allocation, and to tell Iowans and other stakeholders what was accomplished.

Challenges of implementing performance planning

Performance Measure Development - A key challenge for agencies was identifying the "right" measures; those needed for decision-making or to document and improve agency performance. When developing measures for the first agency performance plan, Fiscal Year 2004, many agencies opted to err on the side of inclusion and developed too many performance measures. As a result, agencies found that they either didn't have the resources needed to gather and analyze all of the data, or that measures selected didn't help in decision-making, or documenting and improving results. Some agencies also discovered they had developed performance measures for which data were not available.

As a result, during the 2005 planning process, agencies were provided the opportunity to revise or rewrite performance measures based on what they had learned during the FY04 planning process. More than half of the agencies elected to start over with the development of their performance measures.

Services, Products and Activities (SPAs) Development - Variation exists relative to the scope of work each department included when developing SPAs. Depending on the agency, a single SPA can encompass operational efforts ranging from a very broad, Fire Marshall Office, to a narrower segment such as Fire Prevention Inspections. While some of the variation may be due to trying to align SPAs with each agency's unique budget structure, most of it can be attributed to the scope at which each agency opted to disaggregate operations.

Limited Usage of Performance Plan Data -

Agency performance plans were disseminated by placement on the Iowa Department of Management (IDOM) Web site. There is little apparent usage of the performance plan information by others outside of the agency. This information may be useful to state and local agencies, boards, the Legislative Services Agency (LSA), legislators, the public, or others with a vested interest in agency performance.

Recommendations

Provide More Technical Assistance to Agencies -

It is recommended that more one-on-one technical assistance be provided to agencies to help them define services, products and activities (SPAs) and develop performance measures. Many of the challenges encountered as agencies built their plans, resulted from a lack of agency knowledge and/or experience in developing SPAs

and performance measures. Although guidebooks and training are available, providing more one-on-one assistance to agencies in developing the performance plan components may help to improve the quality and consistency of data gathered and reported across state government.

Expand Usage of the Agency Performance Plan -

The dissemination of agency performance plan data is limited to posting on the IDOM Web site. It may be beneficial to make a more concerted effort to provide this data to other partners. For example, it may be helpful for an agency board, LSA, or a legislative sub-committee to review performance targets for the current fiscal year. Therefore, it is recommended that more avenues be identified or existing avenues be improved to facilitate the use of this data by stakeholders. The availability, since mid-2005, of Data Warehouse reports that link performance plan data with the state budget may facilitate expanded use of this data.

AGENCY PERFORMANCE MEASUREMENTS & TARGETS

Background

The *Code of Iowa* (section 20. 8E.208) requires

“The department, in consultation with agencies, shall establish guidelines that will be used to create performance measures, performance targets, and data sources for each agency and each agency’s function.”

The Accountable Government Act outlines the planning, budgeting, reporting, and audit components of Iowa state government’s governance system. Performance measures and targets are an integral part of each component. The Act also calls for performance measures and targets to be included in service contracts. By integrating performance measurement and targets into plans and linking them to the budget, and by including measures and targets in service contracts and linking them to payment, it is possible to evaluate achievements and better inform decisions.

Iowa state government was able to build on a strong record of measuring the productivity and activity of state programs. During the 1990s, state agencies marked progress through a Progress Review system. That system did a good job of providing month-to-month management information by tracking expenditures, program outputs and some outcome measures for state programs. As our governance system evolved, and the concepts of accountability became a part of the way Iowa state government does business, it was realized that the questions “What is government doing to make life better, and is it working?” were not answered routinely. Iowans did not have access to a complete picture of the executive branch’s successes and challenges, nor did they have the information necessary to gauge the impact of government funded efforts on Iowans.

Under the auspices of the AGA, there is increased emphasis on performance measures and the integration of performance measures into the basic

elements of the governance system. Performance measures are a common thread, supporting both planning and budgeting processes. The systems developed by IDOM in consultation with executive branch agencies, ensure data are available to monitor progress toward achieving goals and assessing whether or not programs are carried out according to the enterprise strategic plan, agency strategic plan, and the agency performance plan.

When used effectively, measures help provide a powerful means of focus within agencies. When leadership is focused on reaching goals set for the agency, measurement is a means to ensure that the agency is on course to reach those goals. When leadership checks on the measures, the agency will pay attention to the measures. Consequently, “what gets measured gets done.” This helps to assure accountability in reaching agency or enterprise goals. Performance measures are used to make better, more informed decisions in managing agencies.

Implementation

Even though measures had been in use for many years, how measures were being defined and applied was not consistent. Before moving forward, it was necessary for the executive and legislative branches to agree on a common language that could be used throughout the governance system. Working together, Department of Management, the Legislative Services Agency and executive branch agency representatives developed a glossary of measurement terms. Use of a common language related to performance measurement set the stage for further collaboration.

A key factor of success was the creation of a Performance Measures Group (PMG) which helped state government produce consistent, high quality, and useful performance data. At the request of the Department of Management, Department Directors endorsed the participation of members of their staff on the PMG. Members were either

directly involved in measurement issues in their home agency or had expertise and a personal interest in measurement issues. The PMG focused on developing the capacity of the executive branch to establish performance measures, identify data sources, access data collection techniques such as surveys, polling and other assessment tools, analyze data, and use the results of the evaluation to improve management and budget decision making.

The PMG was advisory, acting as an in-house consultant and providing technical assistance to departments upon request.

The Performance Measures Group worked with Enterprise Management Teams to develop broad indicators of progress for their assigned Enterprise Policy Area as well as measures and data sources for the enterprise goals. During the development of measures for strategic plans and for budgets, executive branch departments were able to request consultation and guidance from the group. PMG also worked with department strategic planners to identify appropriate measures and data sources for department goals.

Another key task was to build capacity in state government in the measurement arena. Developing capacity in the executive branch necessitated creating written materials and related training modules as well as providing hands-on technical assistance. A Performance Measurement Guidebook was developed and became the standard measurement ‘how-to text’ for state government. The Guidebook covers the role of measurement in the governance system, the benefits of reliable data, measurement standards, terminology, data collection, data usage, and guidance on presentation of data. The Guide is regularly reviewed and updated to ensure its continued value.

Training modules on measurement were developed and made available to all levels of the enterprise and designed for all levels of interest and understanding. A core curriculum offered through DAS/HRE provided a basic understanding of the role of measurement, how to develop measures, collect data, and analyze data to make better decisions. Specific topic areas include:

- a. Integration with the Governance System
- b. Measures
 - Standards for the measurement component of the Performance Governance System
 - The family of measures – what are they, when to use them
 - All chapters of the guidebook
- c. Data collection
 - Surveys [client surveys, customer surveys, public surveys – satisfaction, fact gathering, etc.]
 - Sample frames for client surveys vs. customer surveys vs. public surveys. Including an explanation of the various sample frames and their usage.
 - Trained Observer – develop ‘how to’ and ‘when to’ information
 - Focus Groups – develop ‘how to’ and when to’ information
 - Dictionary (identify data sources for each measure)
- d. Data analysis
- e. Data usage in decision-making

Using performance measures to manage, evaluate, plan or develop policies usually includes an assumption about desired performance. “Targets” are used to gauge the relative success of strategies, processes, activities, etc.

Setting targets is not an exact science. It is based upon logic, past performance, and an assessment of available resources. In order to set meaningful targets, it is necessary to have a baseline value for the measure. If the measure is new, and there are no calculated values based on past experience, it is necessary to establish a baseline before setting a target.

With a current picture of performance, it is possible to establish a target for the performance period. Targets may be set for any measurement period, such as quarterly, semi-annually, or annually. The Accountable Government Act requires annual targets be set in agency performance plans. However, for management purposes, it is advantageous to set incremental targets during the year in order to identify early any performance problems or successes.

Targets should be balanced between attainable and challenging. Targets that are set too low will not challenge the agency or staff to look for improvements. Targets that are set too high can result in poor morale and inappropriate conclusions about program effectiveness. Targets may also be set at a “maintenance” level; if performance is judged to be at an optimal level given the current set of circumstances, then maintaining that value is acceptable. Projecting target values of 100% or 0% is frequently not advisable because of the impossibility of achieving perfection. For example, infant mortality will never be 0, nor will childhood immunization rates likely reach 100%.

It may be necessary to reduce or increase a target from one year to the next. If resources are reduced or significant program changes occur, the same level of performance may not be achievable. If resources significantly increase, a maintenance target would not be appropriate and should be raised. This flexibility is realistic and an integral part of using performance measures and targets to manage and evaluate.

Challenges of implementing performance measures and targets

There are many factors that can impact the development of performance measures and the systems designed to organize their collection and use.

The Language of Measurement has to be Consistent Across the Enterprise - Consistency enables agency’s to talk to each other without misunderstanding what the ‘goal’ is and how it is measured. Consistent language also makes it easier for the public to understand the results that are being achieved in each agency.

Measurement Costs Time and Money - Resources are limited, so agencies need to make certain key measurements get done first. Time should not be wasted on measures that just satisfy curiosity.

Constraints can Hinder Data Gathering - A good measure may be identified but the data needed are not available. In these cases there are two options: 1) resources can be put together to gather and store the data or 2) indirect measures may

be used to gauge efforts, as noted in the Handbook of Practical Program Evaluation, “It is better to be roughly right than precisely ignorant.”

Beware of Perverse Incentives and Unintended Consequences - When the goals are vague and the results are not clear, it is possible that the behavior we encourage is contrary to the mission or stated goals.

Accountability for Data - The personnel in the organization who are accountable for a goal should also be responsible for doing the measurement, or, have the ability to obtain the measurement information. A unit within an organization can avoid accountability if the staff does not measure the efforts or results for the activities or services performed.

Measurement Must be Performed in a Timely Manner - Performance measures are helpful to decision-makers at all levels. To make an informed decision, the information is needed in a timely fashion, not after the decision is made. If the activities or processes of an organization are cyclical in nature, it helps to be able to measure one cycle before the next cycle begins.

Pay Attention to Reporting Needs - Format and report measurement information so the reader can understand what is being reported. It should be easy to find the needed information. When possible, use easy to interpret charts or graphs. To borrow a phrase, “A picture is worth a thousand words.” The goal is for the reader to quickly comprehend the information being presented.

Role of Performance Measures - With the emphasis on performance measures, it is important to remember that performance measures serve as a means to an end, not an end in itself.

Recommendations

Where Necessary, Develop a New System or Revise an Existing System for Collecting New Data - When new measures are implemented, changes in data collection and data storage can occur. It may be necessary to collect and store new data that

was previously unavailable. It may be necessary to extract additional information from existing data sources. Provision for additional data storage capacity may be required. New data extraction tools may be needed. One or all of these possibilities may occur. All of these possibilities require the use of time and resources to build the capacity to conduct the measurement.

Ensure Common Language - As noted earlier, Department of Management, the Legislative Services Agency and executive branch agency representatives developed a glossary of measurement

terms to ensure everyone in the executive branch and the legislative branch could more easily communicate about accountability issues. The language was also to be used in agreements/contracts with our local partners. Since the accountability language used by federal agencies has not been standardized, it would be necessary for state agencies to handle any crosswalk between state language and federal language. Unfortunately, divisions in some departments have chosen to require their local partners to report data in federal-speak as well as through the uniform glossary.

DATA VALIDATION

Background

Section 8E.209 of the *Code of Iowa* addresses both performance audits and performance data validation. This focus of this section is data validation, the process of analyzing the integrity and validity of performance data.

“The department, in cooperation with the legislative fiscal bureau and the auditor of the state, shall provide for the analysis of the integrity and validity of performance data.”

In 2001, when the AGA was passed, IDOM advised legislators that the performance audit and data validation component could not be implemented with existing resource constraints. Initial discussions with Legislative Service Agency and the Auditor focused on the audit component of the AGA language.

Implementation

Rather than wait for sufficient staff resources to perform regular analysis of data validity, the issue was addressed during the development of the performance measurement system. The Performance Measures Group researched various models used in other state, local and federal jurisdictions and the extensive work of the Government Accounting Standards Board (GASB).

While extensive analysis of data validity would not be possible without additional staff resources, it would be possible and prudent to address the issue of data validity as the performance measurement system was developed. By providing the necessary structure, the validity of measures created by agencies would be given serious consideration before adoption.

One approach to ensure appropriate measures was to establish a set of rules or criteria to guide agencies in the selection of measures. The criteria

selected to evaluate the appropriateness of a set of measures fall into two categories: technical and functional.

Technical criteria include

- Validity - Does the measure really measure what it is supposed to?
- Reliability - Does the measure produce consistently accurate data?

Validity and reliability are extremely important issues to maintain public credibility with the state's performance measurement system. It is critical that the measures selected actually measure what they are intended to measure, do so in a manner that produces the same measurement year after year, and produces the measurement accurately.

An example of an invalid measure would be measuring the graduation rate of a local high school by calculating the percentage of seniors who attend the graduation ceremony rather than the percentage of seniors who received their high school diploma.

Reliable data are produced from standardized systems that are controlled and verifiable. A data gathering methodology that might produce reliable data would be multiple persons conducting a telephone survey coding open-ended responses in the same manner using standard criteria so similar responses are coded exactly the same way.

Functional criteria include

- Comparable - Is the measure defined, collected and calculated in such a way that it can be compared to similar measures used by others?
- Cost Effective - Do the benefits of collecting the data outweigh the cost of collecting it?
- Importance - Does the measure provide valuable information and/or focus on significant areas of interest or concern?
- Timeliness - Can performance information be made available to users before it loses its

value in assessing accountability and/or decision-making?

- Understandable - Is the measure easy to understand?

Development of a data dictionary also ensures validity and reliability by documenting exactly how the measure is defined and how it is calculated. If another person or agency cannot reproduce the same measure and measure values using the data dictionary, the measure may not be valid or reliable.

Recommendations

Initial thoughts were that performance audits would include testing whether measures are indeed valid and reliable. However, with the ongoing review of agency measures in strategic plans, performance plans, performance reports, budgets and quarterly results discussions using ResultsIowa.org serious consideration needs to be given to the degree of testing needed.

PERFORMANCE BUDGET

Background

With the passage of the Accountable Government Act the *Code of Iowa* (section 3. 8.23) requires agency budget estimates to be linked to performance goals and measures as stated in the *Code of Iowa*.

“The budget estimates for an agency as defined in section 8E.103 shall be based on achieving goals contained in the enterprise strategic plan and the agency’s strategic plan as provided for in chapter 8E. The estimates shall be accompanied by a description of the measurable and other results to be achieved by the agency. Performance measures shall be based on the goals developed pursuant to sections 8E.205, 8E.206. and 8E.208. The estimates shall be accompanied by an explanation of the manner in which appropriations requested for the administration and maintenance of the agency meet goals contained in the enterprise strategic plan and agency’s strategic plan, including identifying goals that require legislation.”

In October 2003, the new I/3 Budget system was launched to provide a link between what Iowa does, how well Iowa does it, and how much it costs. This link between agency performance and budget helps agencies report how dollars are spent and make better decisions about how to allocate resources to achieve results Iowans value. Dollars now directly tie to performance measures developed for each service, product and activity provided by an agency.

In addition to linking operational performance to budget, the entire budget development process was redesigned to provide a better focus on results purchased. “Purchasing Results,” first implemented during the FY06 budget development process, turns the old way of budgeting upside down. The process starts with a list of overall results Iowans want. Budget requests are then sub-

mitted and decisions focused on the purchase of measurable results tied to priority areas are made. Instead of talking about whether an agency budget should increase or decrease by a certain percentage, decisions can be made about whether an investment of a certain dollar amount for quality child care for one-hundred children is the best use of that money.

Implementation

Agency performance plan data (Fiscal Year 2004) were first entered into I/3 Budget in August 2003. Since I/3 Budget would not be officially launched for another two months, agency staff entered FY04 performance plan data into the budget system from a central location. The link of performance to budget was fully implemented in August 2004 when Fiscal Year 2005 budget orgs were formally linked to performance data (SPAs) in I/3 Budget. I/3 Budget now serves as the store of key performance data and provides reporting and analytical tools. As a result, reports can be created to show the resources allocated for services provided (i.e., dollars, FTEs), and what value Iowans receive in terms of measurable results.

While “Purchasing Results” was first implemented during the FY06 budget development process, it was formally integrated with the I/3 Budget system during the FY07 budget cycle. During the spring of 2005, system modifications were made to allow for direct entry of agency “offers” into Iowa’s budget system.

Key tasks completed to ensure implementation of performance budgeting as outlined in the *Code of Iowa*, are listed on the following pages. Also documented for each task are the *timeline* established, *processes* used and the *outputs* produced.

Key Task: Implement a budget system to support the linkage to planning, measures and other requirements of AGA

Timeline: November 2001 – October 1, 2003

I/3 Budget System

Process: I/3 Budget, a component of the overall I/3 initiative, was developed to conceptually and electronically link budgeted dollars to performance. For each service, product, and/or activity (SPA) in the agency performance plan, at least one chart of account element (organization code) is attached. This links dollars to SPAs and their performance measures. This approach ensures the entire scope of agency performance is encompassed and accounts for all budgeted dollars.

A step-by-step manual was written and four training and data entry sessions were conducted to assist agencies in entering performance data into the I/3 Budget system. Data was first entered into the budget system in August 2003 for Fiscal Year 2004 performance. Each August training and technical support sessions are offered to agencies to assist with the data entry process.

Agency performance plan elements entered into I/3 Budget include:

- Special department mission
- Agency mission
- Core function(s)
- Services, products and activities
- Sub-SPAs (optional)
- Performance measures
- Values both targets set and actuals achieved, for each performance measure

Outputs: Eleven standard reports and the ability to create multiple versions of ad hoc reports now exist. These reports provide the user with information on dollars budgeted, performance targets set and actuals achieved by fiscal year. Reports can also be created to show projected targets associated with each stage in the budget cycle. An example of a standard report is shown in Appendix F.

The “AGA I/3 Performance Budgeting Manual” and all data entry training materials are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/budget_redesign/training.html.

Key Task: Develop alignment/integration of linkages with other AGA elements or systems

Timeline: February 2002 – June 15, 2003

Process: Three linkages between Iowa’s budget and Accountable Government Act (AGA) elements are called for in Chapter 8.23 of the *Code of Iowa*. The Statute calls for the budget to link to 1) enterprise strategic plans, 2) agency strategic plans, and 3) budget estimates (Purchasing Results.) All linkages were defined and incorporated into the I/3 Budget system, the budget development process, budget manuals, and all training materials.

Output: The integration and alignment of I/3 Performance Budget with the other AGA elements is defined below.

Enterprise Strategic Plan – The enterprise strategic plan, with the Leadership Agenda, sets out the highest level of direction and priorities. It provides a framework for choices as budget and other decisions are made. Options that better implement enterprise strategic goals are selected over options that do not. Those choices are reflected in budgets at the enterprise and agency levels.

Agency performance plans – The decision was made to link the budget to the performance plan versus the strategic plan to encompass all agency operations. Based on each agency’s mission, the performance plan outlines the core functions of the agency as well as the services, products and activities (SPAs) engaged in to fulfill those core functions. Performance plan data is entered directly into I/3 Budget. Each organizational level (level 1 budget org) in the state budget system is then directly linked to one or more SPAs from the agency performance plan. The ability to generate reports was built directly into I/3 Budget. As a result standard reports, displaying performance and budget data, and the ability to create multiple versions of ad hoc reports now exist. Information can be produced documenting what Iowa does, how well Iowa does it, and how much it costs.

Budget/Estimates/Purchasing Results – When implemented for FY06 budget recommendations, Purchasing Results provided the key to meaningful linkage of dollars, activities, and results.

Key Task: Correlate Budget with agency strategic plan and provide evaluation of agency progress to enterprise strategic goals

Timeline: April 2002 – ongoing

Process: During FY04 budget recommendation preparations, agencies aligned their budget requests with agency strategic plans and the enterprise strategic plan. Agencies were asked what they could do to implement the enterprise plan and, then built those components, as discussed by the Enterprise Management Teams (EMTs), into their agency strategic plans. Agency progress towards enterprise strategic goals, primarily Leadership Agenda goals, was documented on quarterly progress review documents, by EMTs. That progress was then evaluated in quarterly meetings with the Governor, Lt. Governor, and key IGOV and IDOM staff.

Outputs: Despite a very challenging revenue environment, FY04 spending priorities shifted toward higher priorities in education, health, and human services. The focus on priorities has continued through the FY05, FY06 and FY07 budgeting processes.

Key Task: Develop budget estimates based on goals and accompanied by results and measures

Timeline: October 2003 – ongoing

Process: In the early years of AGA implementation, this task was generally accomplished by IDOM providing advice on linking budgeting with goals and measures. This work built on an earlier “Budgeting for Results” methodology that had been implemented with mixed results. Even by 2004, there were few structures and incentives in place to make this task broadly consequential in the budget process. Hence it was more form than reality. During late 2004 as the FY06

budget process began, this task was meaningfully addressed in Purchasing Results.

Purchasing Results

Process: As noted above, traditional efforts to link the budget, activities, and measures/data to actually influence decisions met with mixed results. By Calendar Year 2004, the Vilsack/Pederson Administration was determined to break away from bureaucratic budgeting and try something new. They did, using a very different methodology to create their FY06 budget recommendations.

“Purchasing Results” is a new and better way to budget. Traditional budgeting fails state government and fails Iowans. Traditional government budgeting starts with last year’s numbers and then adjusts some up and some down.

- All the energy is invested at the margin; the vast majority of spending is never reviewed.
- Inertia maintains current spending. Good, new ideas rarely break through and mediocre programs rarely go away, even in bad budget times.
- The focus is on the money, not the value Iowans get for the money.

Purchasing Results turns the old way upside down. It starts from scratch and uses an entirely different dynamic to invest each dollar to achieve the best results for Iowans.

Think of the Governor and Lt. Governor – with the Legislature – as buyers of government services on Iowans’ behalf. Think of state agencies as sellers of these services. Purchasing Results sets up a marketplace where buyers try to get the best deal they can from sellers. Conversely, sellers have a strong incentive to offer high value because value drives buyers’ decisions. The better the results per dollar, the better the chance an Offer will be funded.

The mechanics of Purchasing Results work as shown in Figure 11 below.

1. Identify Results Areas and Indicators

Governor Vilsack and Lt. Governor Pederson start the process by listening to Iowans. That input forms the basis for Results Areas and Indicators, which identify the overall results Iowans want, with indicators that tell us how well the state is doing. Aligned with the seven legislative budget subcommittees, the main Result Areas are:

- a. Education
- b. Health and Human Services
- c. Economic Development
- d. Justice
- e. Agriculture and Natural Resources
- f. Transportation, Infrastructure, and Capitals
- g. Administration and Regulation

An example of an Indicator, in this case for Education, is the “percentage of 4th grade students achieving ‘proficient’ or higher in reading.”

2. Buying Team Issue Requests for Results

The Governor and Lt. Governor then ask Buying Teams to help them purchase results in each of the Result Areas. Each Buying Team, which consists of staff from the Office of the Governor and Lt. Governor and the Department of Management, issues a Request for Results (RFR) to the sellers.

Each RFR, which is very much like a Request for Proposals (RFP), guides sellers. *“This is what we*

want to buy. These are the priorities. Here are the strategies we think work best.” Each RFR consists of the Indicators, a Strategy Map, and Purchasing Strategies for that Result Area.

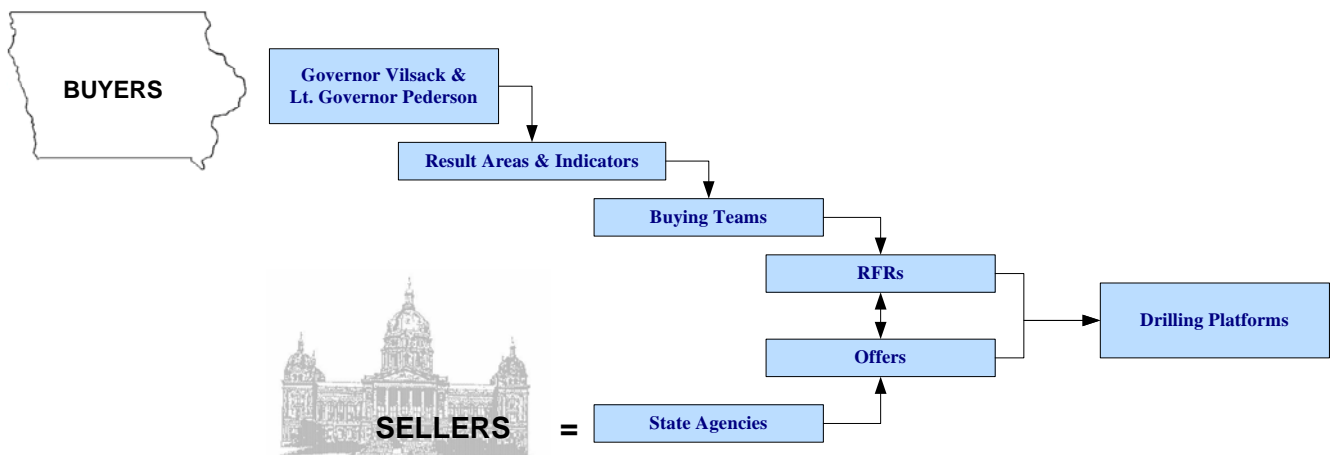
3. State Agencies Develop Offers

With the RFRs as their guide, state agencies prepare Offers for the Buying Teams. Each Offer is just that, an offer to provide quantified results for a given price. The Buying Teams encourage agencies to be creative, collaborate with others, and submit any offer they want, as long as it responds to an RFR. Existing activities are not exempted. Agencies know that if they want to do something in Fiscal Year 2007, it has to be in an Offer. Each Offer consists of a Description, Justification, Performance Measures, and Price with Revenue Source.

4. Purchase Priorities (Drilling Platforms)

The Buying Teams evaluate the Offers, negotiate with sellers for better deals, and rank the final offers in priority order as recommendations to the Governor and Lt. Governor. Each Buying Team has an allocation of the total appropriated revenues and can see how much of their prioritized list that allocation allows them to purchase.

Figure 11



These lists, Purchasing Priorities (also often referred to as “drilling platforms”), include all state appropriated funds and show the Offers in priority order from top to bottom, with a line drawn to show where the money runs out.

The Purchasing Priorities make the hard choices clear. Higher priority Offers rise above the line and are recommended for funding. Lower priority Offers slip below the line and cannot be funded with the money available. For each Purchasing Priorities list, a brief “Impact Narrative” describes what happens for Iowans when the priorities are funded. See the Transforming Iowa’s

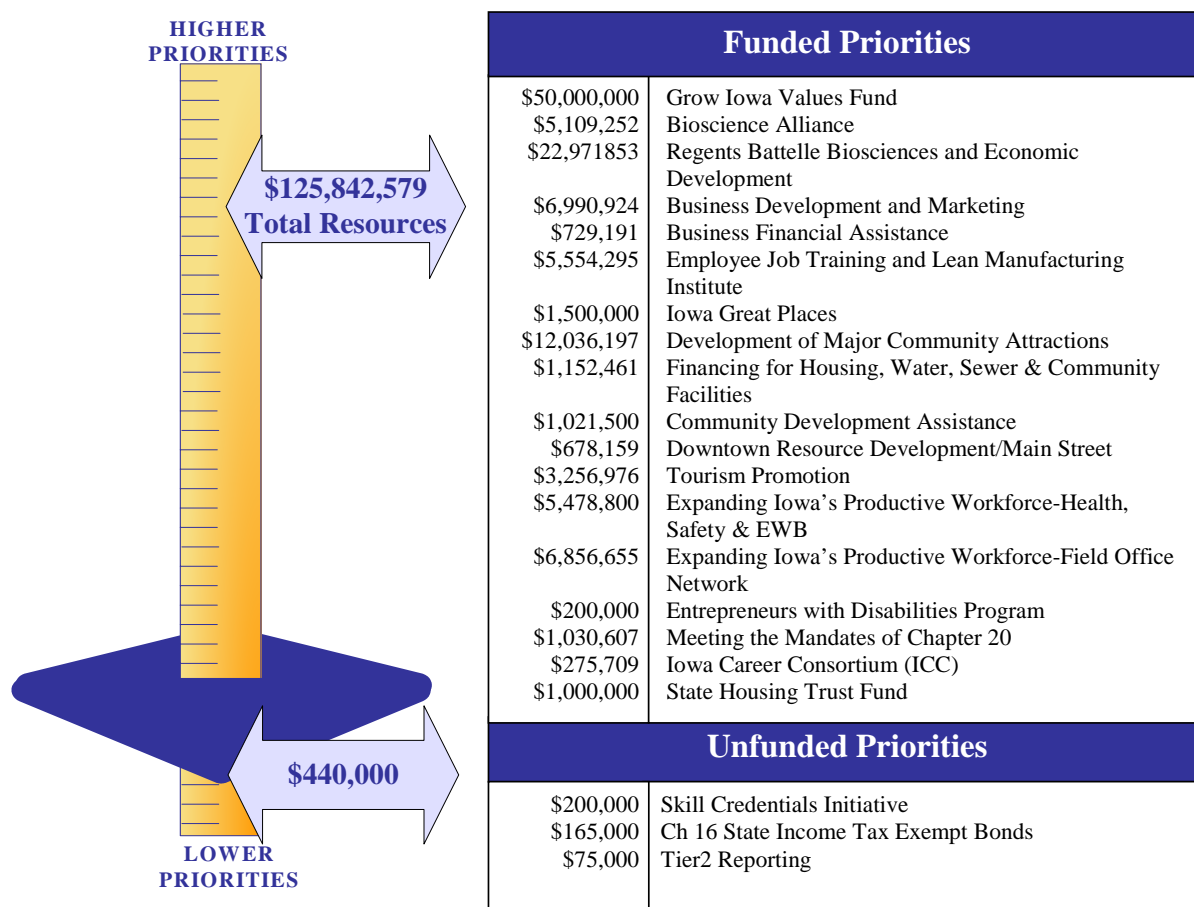
Economy drilling platform in Figure 12.

Purchasing Results provides a better framework for budget choices. Decision makers can engage sellers in discussions about Offers. They can re-order the priorities by moving Offers up or down the Purchasing Priorities. They can decide how many dollars should be available overall and how many should be allocated to each Result Area. Ultimately, they decide which Offers provide the best value for Iowans.

Outputs: Budget requests based on goals and accompanied by measures and data.

Figure 12

DRILLING PLATFORM TRANSFORM IOWA’S ECONOMY



Key Findings

Dollars now directly tie to more than 575 distinct services, products and activities provided by 46 separate agencies.

As a result, performance and budget data are immediately accessible to agencies, the Legislative Service Agency, the Governor's Office and other stakeholders. Both standard and ad hoc reports can now be created which display various combinations of agency performance and budget data. Some of the data now available includes:

- Performance data (mission, core functions, SPAs, performance measures, including projected levels and actuals achieved) for each agency
- Performance data across agencies for each core function
- Performance data and the associated resources, including full time equivalents (FTEs) for each department
- Performance data and the associated resources, including FTEs by department for each stage in the budget development process
- Performance data and the associated resources, including FTEs by appropriation for each stage in the budget development process

Figure 13 is a report that displays summary data for special department 140 – Iowa Commission for the Blind (140SD) and includes the mission, core functions, SPAs, performance measures, their targets and actuals, and detail budget data for resources, dispositions and FTEs associated with each SPA. Data can be pulled by special department or department and displayed at either the detailed or summary level.

Figure 14 is a report that displays similar performance data only in this instance the data includes performance targets and actuals for each stage in the budget development process for special department 155SD – Campaign Finance Disclosure Commission. Again the data can be disaggregated by special department or department and displayed at either the detail or summary level.

Figure 14 is an example of a standard report that can also be generated to show only core function data or if the user wants more detail, reports that display only SPA or sub-SPA data.

In addition to standard reports, ad hoc reports can be created by selecting any combination of performance elements that exist in I/3 Budget. The ad hoc capability allows agencies and others to create performance reports specifically tailored to meet their information needs. For example, ad hoc reports can be generated to display performance data for a specific fiscal year, or for one or more stages in the budget development process. Data can be disaggregated by department, special department, core function or other available prompts.

Figure 15 is an ad hoc report which displays Fiscal Year 2005 current year data, including performance measures, targets and SPAs associated with the core function, Regulation and Compliance.

Performance measures are also attached to an agency's budget request and the governor's recommendations as part of the budget development process.

Strengths of implementing I/3 performance budget

Data Availability - Data is now available to meet the information needs of state agencies and stakeholders. Reports provide the user with instant access to information such as how much was spent for a particular service, product, or activity or what quantifiable results were achieved for resources invested. Reports can also provide information showing how much the state spends on a specific core function such as "Child and Adult Protection or Enforcement and Investigation." The availability of these types of data, help the state and stakeholders know what was achieved for dollars invested. The data also helps decision makers to make better choices about how to allocate dollars to achieve priorities.

Comparability – Decision makers and stakeholders can view trends in core function budget

Figure 13

Report ID:	AGA PERF - SPEC DEPT	STATE OF IOWA				Page: 1 of 3	
System:	I/3 BUDGET	AGA PERFORMANCE RESULTS SUMMARY BY SPECIAL DEPARTMENT				Run Date: 12/1/2004	
						Run Time: 02:33:59 PM	
Special Department:	155SD - Iowa Ethics & Campaign Disclosure Board						
Department:	140 - Campaign Finance Disclosure Commission						
Mission:	To promote the public's trust and confidence in government in a non-partisan manner by ensuring the integrity of political campaigns, the ethical standards for employees in the executive branch of state government and the lawful conduct of executive branch lobbyists.						
Core Function:	61 - Regulation and Compliance Enhance the safety, health and economic well being of the public through consultation and enforcement of state regulations. Activities may include: examining; accreditation; inspections and compliance; complaint investigation; and various licensing, permit and registration activities.						
Core Function Measure		FY 2003 Targets	FY 2003 Actuals	FY 2004 Targets	FY 2004 Actuals	FY 2005 Targets	
140_61_001	Percent Entities in Compliance with Statutory Requirements	0.00	0.00	88.00	90.00	88.00	
140_61_002	Percent Filed Documents Accessible Electronically in 2 Days	0.00	0.00	90.00	94.00	90.00	
SFA:	140_61001 - Audits Audit reports filed with the Board.						
SFA Measure		FY 2003 Targets	FY 2003 Actuals	FY 2004 Targets	FY 2004 Actuals	FY 2005 Targets	
140_61001_001	Percent of Reports and Statements Audited within One Year	0.00	0.00	75.00	100.00	75.00	
140_61001_002	Percent of Reports and Statements with No Errors	0.00	0.00	75.00	78.00	75.00	
SFA 140_61001 - AUDITS TOTALS:							
TOTAL RESOURCES:		0.00	0.00	0.00	177,568.80	199,144.00	
TOTAL DISPOSITION OF RESOURCES:		0.00	0.00	0.00	187,883.55	199,144.00	
TOTAL FTE:		0.00	0.00	0.00	2.87	3.20	

Figure 14

Report ID:	AGA BUD REQ - SPEC DEPT	STATE OF IOWA	Page: 1 of 3		
System:	I/3 BUDGET	AGA PERFORMANCE BUDGET REQUEST RESULTS SUMMARY BY SPECIAL DEPARTMENT	Run Date: 12/2/2004		
			Run Time: 08:24:08 AM		
Special Department:	155SD - Iowa Ethics & Campaign Disclosure Board				
	To promote the public's trust and confidence in government in a non-partisan manner by ensuring the integrity of political campaigns, the ethical standards for employees in the executive branch of state government and the lawful conduct of executive branch lobbyists				
Department:	140 - Campaign Finance Disclosure Commission				
Mission:	To promote the public's trust and confidence in government in a non-partisan manner by ensuring the integrity of political campaigns, the ethical standards for employees in the executive branch of state government and the lawful conduct of executive branch lobbyists				
Core Function:	61 - Regulation and Compliance Enhance the safety, health and economic well being of the public through consultation and enforcement of state regulations. Activities may include: examining; accreditation; inspections and compliance; complaint investigation; and various licensing, permit and registration activities.				
Core Function Measure		FY 2004 Actuals	FY 2005 Targets	FY 2006 Dept Req Targets	FY 2006 Gov Ret Targets
140_61_001	Percent Entities in Compliance with Statutory Requirements	90.00	88.00	88.00	0.00
140_61_002	Percent Filed Documents Accessible Electronically in 2 Days	94.00	90.00	90.00	0.00
SFA:	140_61001 - Audits Audit reports filed with the Board.				
SFA Measure		FY 2004 Actuals	FY 2005 Targets	FY 2006 Dept Req Targets	FY 2006 Gov Ret Targets
140_61001_001	Percent of Reports and Statements Audited within One Year	100.00	75.00	75.00	0.00
140_61001_002	Percent of Reports and Statements with no errors	78.00	75.00	75.00	0.00
SFA 140_61001 - AUDITS TOTALS:					
TOTAL RESOURCES:		177,568.80	199,144.00	198,604.80	198,604.80
TOTAL DISPOSITION OF RESOURCES:		187,883.55	199,144.00	198,604.80	198,604.80

Figure 15**CYADBUD****2005 Current Year Adopted Budget**

Core Function Name	Core Function Measure Name	SPA Name	SPA Measure Name	Values
Regulation and Compliance	Percent Entities in Compliance with Statutory Requirements			88.00
Regulation and Compliance	Percent Filed Documents Accessible Electronically in 2 Days			90.00
Regulation and Compliance		Administrative Services	Percent of Electronic Filers	25.00
Regulation and Compliance		Administrative Services	Percent of E-Reports Available Electronically	100.00
Regulation and Compliance		Audits	Percent of Reports and Statements Audited within One Year	75.00
Regulation and Compliance		Audits	Percent of Reports and Statements with No Errors	75.00
Regulation and Compliance		Educational Presentations & Materials	Number of Training Presentations	5.00
Regulation and Compliance		Educational Presentations & Materials	Percent Educational Brochures & Materials Updated/Accessible	100.00
Regulation and Compliance		Investigations/Hearings	Percent Hearings Completed within One Year	90.00

allocations as well as changes in funding allocations across agencies through standard and ad hoc reports generated in the Data Warehouse. By recognizing commonalities in the broad set of services provided by state government core functions can encourage work across agency lines to achieve results for Iowans. This was best evidenced in the submission of FY06 and FY07 budget requests that included joint requests by one or more agencies around a common result area.

Challenges of implementing 1/3 performance budget

Linking Performance to Budget - A significant challenge encountered was determining how to link agency performance to budget. This was primarily due to the large amount of variation that exists in how agencies structure their budget. Some agencies set up budget organizations (orgs) around funding sources while others develop them around the services, products and activities

provided. In addition, a number of agencies may establish only one or two levels of budget orgs while other may use three or four levels to structure their budget. Variation also exists in what is included at a specific org level. For instance, detail budget data may be included in recap orgs or recap orgs may serve only to capture roll-up data. Because of the variation that exists among agency budget structures, the decision was made to link agency performance to budget at the lowest level detail org to capture 100% of funds. This level also more closely aligned with agency SPAs.

Business Process Redesign – In any redesign effort the ideal way to proceed is to first redesign the processes. Once processes are designed, streamlined and tested, technology can be applied to further facilitate efficiencies, accessibility and allow for the centralized storage of data. However, the approach used to align agency performance to budget was to purchase software at the same time the planning process was being developed. Therefore, the process and resulting data

associated with planning did not integrate well with the budget software purchased. Several software modifications had to be made to meet the planning and reporting needs of the State. This resulted in significant staff time being spent to identify needed modifications, test and retest the software, and document errors to ensure full functionality of the software. Inefficiency is still experienced with performance data entry and retrieval due to software design.

Recommendations

Continue to work with the vendor to streamline and improve reporting functionality – While the current software allows for both the input and retrieval of performance data, work still needs to be completed to improve both the reliability of the data returned and the availability of reporting formats. The vendor has agreed to commit addi-

tional staff time to review and improve the performance measures universe.

In addition, as future versions of the software are released the vendor is working to streamline navigation and reduce the amount of keystrokes required to enter data.

Continue to develop and perfect Purchasing Results – Transformational change is never easy or quick. Purchasing Results will take time to fully implement and make part of Iowa state government culture. It will be worth the effort because Purchasing Results greatly improves our ability to prioritize, incent collaboration, and generate the best results per dollar for Iowans. The most important next steps are to

- encourage legislative buy-in,
- generate “demand” by influential stakeholders, and
- reward bold sellers who offer great value.

INDIVIDUAL PERFORMANCE PLAN & EVALUATION

Background

The *Code of Iowa* (section 19. 8E.207) requires

“2. An agency shall align individual performance instruments with its agency performance plan. The agency shall use individual performance instruments to align employee efforts to achieve agency performance plan targets and track progress in achieving the goals specified in its agency strategic plan.”

Beginning July 1, 2003, a new performance evaluation form was phased in for executive branch employees. The reason for this change was to better align the performance planning process for individual state employees with the Accountable Government Act (AGA). The AGA, which became law in 2001, places, within the State’s governance system a results-based approach to managing operations intended to maximize effectiveness, efficiency and achieve policies.

Implementation

Use of the new individual performance plan and evaluation (IPPE) process began on July 1, 2003. The first IPPE forms (for Fiscal Year 2004) began to be completed by agencies shortly thereafter. The IPPEs are maintained by the department and reviewed by the Iowa Department of Administrative Services-Human Resource Enterprise (DAS-HRE) through the Human Resource Information System (HRIS).

Key tasks completed to ensure implementation of the component as outlined in the *Code of Iowa* are listed on the following pages. Also documented for each task are the timeline established, processes used and the outputs produced.

Key Task: Identify implementation team

Timeline: July 1, 2002

Process: An inter-agency implementation team was established by selecting individuals from state agencies with both knowledge and experience in employee management, evaluation, and development. The team’s goals were to 1) develop the State of Iowa Individual Performance Plan and Evaluation process and template, and 2) develop a training curriculum to assist agencies in effectively completing the IPPE process. The 7-member team met monthly from July 2002 through May 2003.

Output: An implementation team which included representation from both large and small agencies.

- Iowa Department of Administrative Services-HRE
- Iowa Department of Human Services
- Iowa Department of Management
- Iowa Department of Natural Resources
- Iowa Department of Revenue

Key Task: Develop template to align individual performance with agency performance

Timeline: July 2002 – May 15, 2003

Process: In 2002, the inter-agency team, co-led by the DAS-HRE and the Iowa Department of Management (IDOM), revised the State of Iowa Individual Performance Plan and Evaluation process to incorporate statutory requirements. Input was also gathered from unions, executive branch employees and supervisors and was then integrated into the template design.

The form was re-written to include sections that document how the employee’s performance directly contributes to the agency mission and core functions outline in the agency strategic and performance plans. It also demonstrates how individual performance goals contribute to the achievement of agency results, including those tied to a specific service, product, or activity.

Output: The IPPE tool, included in Appendix G, was distributed in both hard copy and electronic formats beginning in May 2003.

Key Task: Develop training

Timeline: Training development: August 2002 – May 15, 2003

Training delivery: May 15, 2003 – ongoing

Process: Training was developed and provided statewide to assist agencies in using the new format to effectively align individual performance with agency goals and targets. Agencies were sent a menu of possible implementation methods from which they were to select the option that best met their needs. Most agencies opted to train managers and supervisors through a 2-hour classroom session. Personnel Development Seminars' staff and personnel officers began training agency managers and supervisors in May 2003. Easy to follow, step-by-step instructions were also written and placed on the DAS-HRE Web site.

Outputs: Instructions and forms for the IPPE process, as well as completed examples, are available on the DAS-HRE Web site at http://das.hre.iowa.gov/performance_plan_and_evaluation.html. More than 300 supervisors and managers have been trained to date.

Key Task: Have individual performance plans in place for all employees by July 1, 2004

Timeline: July 1, 2003 – June 1, 2004

Process: The centralized focus, to date, has been on promoting completion of the IPPE for every executive branch employee. DAS-HRE has been collecting data on evaluation completion rates and monitoring overall progress. This data has been provided to the Governor and department directors since July 2001. A formal procedure is not yet in place to determine if performance plans for the next evaluation period are being developed for state employees after completion of the evaluation for the prior twelve months of performance.

Outputs: The new format was implemented July 1, 2003. For Fiscal Year (FY) 2004, 79.7% of executive branch state employees had an Individual Performance Plan in place. There were ten agencies or major divisions that achieved a 100% completion rate; while another 18 agencies had a completion rate of 90% or higher.

Key Findings

Approximately two-thirds of state employees who received an evaluation in FY 2004 received overall performance ratings of “Meets Expectations” (66%). Thirty-three percent of state employees received an overall rating of “Exceeds Expectations.” This number has increased from FY 2002, the first year data was collected, when the percent of employees rated “Exceeds Expectations” was approximately 23%.

The completion rate has gone from 71% in FY 2002 to 86% in FY 2003, to 79.7% in FY 2004. The 2004 results were distributed to the Governor's Office and to department directors in percent completion order. Follow-up from DAS-HRE occurred with agencies where the completion rate had trended downward.

Anecdotal evidence indicates that development time of the Individual Performance Plan component, at least for the first year, took longer than the development time for the previous version of the performance plan. Supervisors and managers first had to shift their focus to writing goals, action steps, performance criteria and timelines; this was a distinct change from the previous competency-based format. The IPPE requires more substantive, concrete criteria for assessing individual performance. However, once the plan component was completed, preparing the evaluation at the end of the evaluation period was generally easier and faster.

The specific strengths and challenges that resulted from implementing the I/3 Budget performance component in the executive branch of state government are noted below.

Strengths of implementing individual performance plan and evaluation

Alignment – The new IPPE is designed to more closely align individual performance with the goals and objectives of the agency. This makes it easier for the employee to see how what she or he does on the job relates to what the agency does overall. Authors Marcus Buckingham and Curt Coffman in their book, *First, Break All the Rules: What the World's Greatest Managers Do Differently*, tell us the ability of the employee to make this connection, as well as knowing what is expected of them, are key components to improving and enhancing performance. Their research is based on over 80,000 interviews conducted by the Gallup Organization.

Results Oriented – While sections on the form provide the supervisor an opportunity to comment, from his/her perspective, how well the employee is performing; the new format also includes a section to record objective criteria. With distinct criteria and measurable outputs the new format allows for the inclusion of both quantitative and qualitative data. This translates to feedback not just on how well the employee demonstrates teamwork, but how well the employee functions in a team *and* that the target of 99% of claims were processed accurately was achieved.

Clear Expectations for Performance – The new format specifically lays out for the employee what is expected in terms of goals and action steps, as well as the results the employee is expected to achieve during the evaluation period. Expectations are clearly communicated, creating a clear “road map” for the employee to follow. At the end of the evaluation period, discussion centers on reviewing the results achieved, identifying development goals, if needed, and setting expectations for the next evaluation period.



Focus on Improvement – There is a direct relationship between the areas identified as needing improvement during an evaluation and the individual's development plan for the

next evaluation period. When performance does not meet expectations as outlined, development plans are created to address the gaps and incorporated into the IPPE for the next evaluation period. Employee progress may be reviewed monthly, quarterly or even more frequently depending on the nature of the gap identified and the specific needs of the employee.

Challenges of implementing individual performance plan and evaluation

Goal Setting – Since the new format focuses on the setting of goals and development of actions steps, this format may be a bit challenging when describing a more routine, process-oriented job. However, tools including completed examples have been created to help supervisors and managers successfully define all jobs.

Updating the Form – One of the primary objectives of this tool is to communicate goals and expectations; if goals or expectations change during the evaluation period, the form should be updated to reflect those changes. Updating of the form can occur during or immediately following a face-to-face meeting where new or revised expectations are verbally communicated. This will help to ensure that the changes in performance expectations are documented for clarification or for future reference.

While remembering to update the form is listed as a possible challenge for the supervisor, it can also be included as a strength. Ensuring that the IPPE is a flexible and adaptable document, helps to facilitate employee/supervisor performance discussions beyond the traditional one time a year evaluation meeting.

Follow-through – During training, supervisors and managers were advised to “evaluate results and develop competences.” In order for improvement to occur, competency-based development plans need to be established and followed. It is the responsibility of both supervisor and employee to ensure development needs are addressed.

Recommendations

Continue Analysis – It is recommended that the effectiveness of the IPPE be further evaluated during the next 1-2 years. Since employee evaluations occur throughout the year, it has taken two years to complete one full cycle of the IPPE process across the entire executive branch of state government (July 2003 through July 2005). Focus to date has been on moving completion rates of annual evaluations as close to 100% as possible. The next step is for DAS-HRE to survey supervisors, managers and employees to determine how well the new format meets their needs. Data to be gathered will include to what extent is employee

performance better aligned with agency performance, has individual and agency performance improved, what is working well with the new format and how can it be improved? Data gathered will be used to continuously improve the IPPE process to better meet the employee and agency needs.

Integrate with other HRE Efforts – As the State's workforce planning program expands, the connection to employee performance evaluation and employee development plans should be identified and formalized. It is important that the State of Iowa integrate its human resource efforts, such as IPPE, workforce planning, training, and hiring, to achieve results.

AGENCY PERFORMANCE REPORT

Background

With the passage of the Accountable Government Act (AGA) section 22. 8E.210 of the *Code of Iowa* requires

“1. Each agency to prepare an annual performance report stating the agency’s progress in meeting performance targets and achieving its goals consistent with the enterprise strategic plan, its agency strategic plan, and its performance plan. An annual performance report shall include a description of how the agency reallocated human and material resources in the previous fiscal year. The department in conjunction with agencies shall develop guidelines for annual performance reports, including but not limited to a reporting schedule. An agency may incorporate its annual performance report into another report that the agency is required to submit to the department.”

The *Code of Iowa* also states,

“2. The annual performance reporting required under this section shall be used to improve performance, improve strategic planning and policy decision making, better allocate human and material resources, recognize superior performance, and inform Iowans about their return from investment in state government.”

An agency performance report tells customers and stakeholders what the agency does and what was accomplished during the prior fiscal year. It compares actual performance with projected levels outlined in the agency strategic plan and the agency performance plan. Performance reports are a way for agencies to provide information to Iowans about what was achieved for their investment of tax dollars.

When a projected performance level is not met, the report includes an explanation for why the target(s) was not achieved, and describes steps for meeting the target(s) in the future. The report also documents the comprehensiveness and reliability of performance data.

Implementation

Agency performance reporting was fully implemented with the submission of Fiscal Year 2004 performance reports. Reports were submitted to the Iowa Department of Management (IDOM) on or before December 15, 2004.

Key tasks completed to ensure implementation of the component as outlined in the *Code of Iowa* are listed on the following pages. Also documented for each task are the *timeline* established, *processes* used and the *outputs* produced.

Key Task: Establish inter-agency implementation team

Timeline: February 1, 2003

Process: The Government Advisory Team (GAT) convened to review and provide input into the development of agency performance reporting guidelines. The team’s goals were to 1) develop the agency performance reporting process and guidebook, and 2) identify avenues to assist agencies in using the guidebook to write an agency performance report. The 16-member team met monthly from February 2003 through February 2004. Other models for performance reporting were benchmarked including the Office of Management and Budget (OMB) and the Governmental Accounting Standards Board (GASB). Benchmarking efforts included the review of written materials and Web sites with follow-up telephone contacts.

Output: The GAT team included representation from both large and small agencies.

- Iowa Department of Administrative Services-HRE
- Iowa Department of Corrections
- Iowa Department of Education-Iowa Public Television
- Iowa Department of Elder Affairs
- Iowa Department of Human Rights-CJJP
- Iowa Department of Human Services
- Iowa Department of Inspections & Appeals
- Iowa Department of Management
- Iowa Department of Public Health
- Iowa Department of Public Safety
- Iowa Department of Revenue
- Iowa Workforce Development

Key Task: Develop alignment/integration of linkages with other AGA elements or systems

Timeline: February – May 15, 2003

Process: The GAT team reviewed the *Code of Iowa* and defined three linkages between agency performance reporting and the other AGA elements. Agency performance reports are directly linked to 1) agency strategic plans, 2) agency performance plans, and the 3) Enterprise Strategic Plan. All linkages were defined and incorporated into the agency performance reporting process and guidebook.

Outputs: Integration and alignment of the AGA elements are defined as follows:

1. *Agency Strategic Plans* - The agency performance report compares actual performance with projected levels of performance outlined in the agency strategic plan for the specified fiscal year.
2. *Agency Performance Plans* - The agency performance report compares actual performance with projected levels of performance outlined in the agency performance plan for the specified fiscal year.
3. *Enterprise Strategic Plan* - The agency performance report demonstrates links between agency strategic goals and strategies and of the goals and strategies listed in the Enterprise Strategic Plan.

Key Task: Incorporate reporting into budgeting and planning timeline

Timeline: February – May 15, 2003

Process: The Iowa Department of Management, with guidance from the GAT team, developed a planning and budgeting calendar listing all requirements and due dates. Agency Performance reports are due to the Iowa Department of Management no later than December 15 following the end of the fiscal year for which performance is being reported. This deadline allows agencies to include lagging data as well as performance data that is reported by federal fiscal year.

Output: An abbreviated copy of the budgeting and planning timeline for Calendar Year 2005 is shown in Figure 16.

Key Task: Develop criteria, template, guidelines, and schedule for annual performance report, including progress toward goals and targets and reallocations of human and material resources

Timeline: May 2003 – March 1, 2004

Process: The GAT team met monthly to identify reporting criteria and develop the “Guide for Agency Performance Reporting,” including a standardized reporting format. In addition to a cover page, table of contents, and agency contact information, the performance report includes the following elements:

1. *Introduction* - The introduction includes the purpose (why the report is provided) the scope (what is included in the report) and an overall summary of key agency services, products and activities and results. It also includes a brief summary update relative to the achievement of strategic goals.
2. *Agency Overview* - The agency overview denotes the agency vision, mission, guiding principles, and tells the reader what the agency does, the services and programs provided, and who is served.
3. *Strategic Plan Results* - Strategic plan results list the key strategic challenges faced by the

Figure 16

2005 CALENDAR	
EVENT/COMPONENT	DATE
Condition of the State address	1/11/05
Governor's Recommended Budget and Enterprise Strategic Plan released	1/31/05
Quarterly results meetings	3/24/05
FY06 begins	7/1/05
Quarterly results meetings	6/16/05
FY06 agency performance plans due	07/01/05
FY06 AGA data entered into the budget system	08/31/05
Quarterly results meetings	9/15/05
Statutorily required budget requests entered into the budget system	10/1/05
Quarterly results meetings	12/15/05
FY05 agency performance reports due	12/15/05
Enterprise strategic plan	1/06
Agency strategic plan updates	3-5 year plans

agency, and describe progress toward goals listed in the agency strategic plan that work to address those challenges.

4. *Performance Plan Results* - Performance plan results include performance data relative to targets established for core functions and for services, products and/or activities listed in the agency performance plan.
5. *Resource Reallocations* - Resource reallocations is a brief narrative describing how the agency reallocated human and material resources. As applicable, this narrative includes dollars, FTEs, and other resources that were reallocated from the previous fiscal year.

Output: The 15-page "Guide for Agency Performance Reporting" including a standardized performance report template was developed. Standardization of the report format helps to ensure consistency of the information provided by each department. The guidebook was sent electronically to each agency on March 8, 2004 and is currently available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/aga.html

Key Task: Develop training/build capacity for agency performance reporting

Timeline: May 2003 – March 1, 2004

Process: The GAT team determined that the most effective means to train agencies on how to write an agency performance report was to provide a completed example in the "Guide for Agency Performance Reporting."

Output: A performance report example for Iowa Workforce Development was written and is available as an appendix in the "Guide for Agency Performance Reporting."

Key Task: Agencies complete agency performance report

Timeline: June – December 15, 2004 and ongoing

Process: Agencies began to gather data following the end of the fiscal year for both FY2004 and FY2005. Agencies were provided the option to submit drafts to IDOM in October and November for feedback. The agencies that selected this option were provided written feedback regarding how well their report met criteria outlined in the "Guide for Agency Performance Reporting." Feedback was incorporated and final reports were submitted no later than December 15.

Outputs: To date, all but two executive branch agencies, excluding the Board of Regents as outlined in the *Code of Iowa*, completed an agency performance report at the department or division level for Fiscal Years 2004 and 2005. Agency performance reports are available on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/reports.html

Note: At the writing of this report, a performance report had not yet been received from the Divi-

sion of Alcoholic Beverages or from the Department of Natural Resources. For performance report information related to either of these agencies, please contact the agency directly.

Key Task: Develop a process to disseminate information to the public, agencies, Legislative Service Agency, and state employees etc.

Timeline: January – March, 2004

Process: The Iowa Department of Management (IDOM) Web site was identified as the central location for all agency performance reports. Viewers can go to one site to find a performance report for any executive branch agency, excluding the Board of Regents as outlined in the *Code of Iowa*. All agencies are required to submit a copy of their agency performance report to IDOM by December 15 for posting on the Web site. Performance reports are also available through a link on the Results Iowa Web site.

Outputs: Agency performance reports, documenting performance for the prior fiscal year, are available to all stakeholders on the Iowa Department of Management Web site at http://www.dom.state.ia.us/planning_performance/plans.html and on the Results Iowa Web site at www.resultsiowa.org.

Key Findings

Performance reports document results achieved for more than 575 distinct services, products and activities provided by 46 separate agencies.

The following page shows two examples of the types of performance results available to the public and other stakeholders.

Strengths of implementing performance reporting

Standardized Reporting - By standardizing the reporting process and format, state government now has a common framework and timeline to report results. One can view a report for any executive branch state agency and find the follow-

ing information: an overview of the agency, what it does, who it serves, results achieved, and how resources were reallocated to best achieve results.

Common Location for Results - A user can go to one of two State of Iowa Web sites, Iowa Department of Management or Results Iowa and find documented results for all executive branch agencies. Prior to performance reporting, agency results were difficult to find, especially for the public. One single location where you could find results for state government did not exist. Some departments produced annual reports that may or may not have been easily accessible; others did not. Some agencies included results on their Web site; some did not. Now, anyone with access to the Internet can go to a single location and view results for one or more state agencies.

Improved Accountability - Providing data on results achieved for the investment of tax dollars, helps improve the accountability of state government to Iowans. In Calendar Year 2004 there were 72,228 visitor sessions to the Results Iowa Web site. For Calendar Year 2005, there have been 101,298 visitor sessions to the same site.

Data provided includes trend data relative to the achievement of specific targets and strategic goals. When a projected performance level is not met, the report includes an explanation for why the target(s) was not achieved, and describes steps for meeting the target(s) in the future. See Figures 15 and 16. The report also documents the completeness and reliability of performance data. Telling people how resources will be spent to achieve results and then following up with documentation of what was actually accomplished. Reporting results is one way to increase the accountability of state government to the public and other stakeholders.

Focus on Results - The agency performance report includes performance results for specific performance targets and strategic goals. Results are monitored and documented as to how well agency strategies worked to achieve set targets and close performance gaps. Performance results are used to improve decision making, including resource

Figure 17

**Performance Measure:
High school graduate rate**

Why this is important: High school graduation is important to success in life.

What we're doing about this: Support for individual students, counseling services, alternative high schools, after school programs and Success.

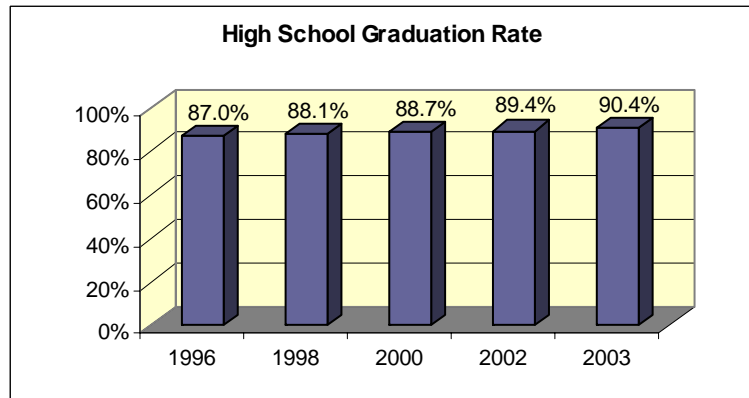
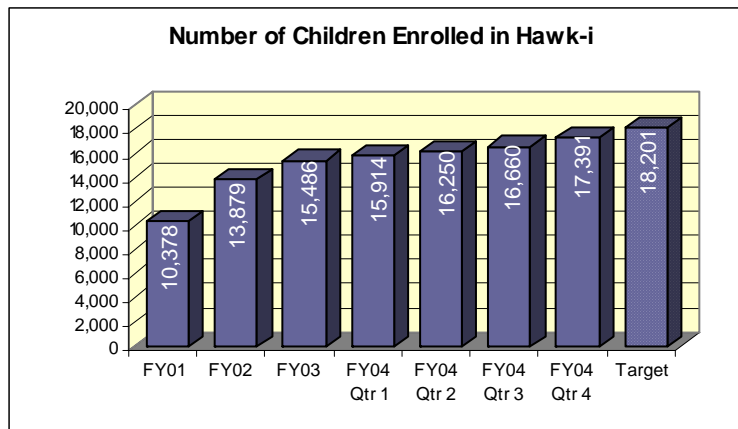


Figure 18

Performance Measure: Children's Health Care Access for children 0-18 years of age and at/or below 200% Federal Poverty Level

Why this is important: Access to health care improves health, wellness and quality of life. Healthy children are able to attend school, learn, grow, develop healthy lifestyles, and become productive adults. Iowa provides public health insurance to over 171,000 children (155,579 in Medicaid and 15,618 for Hawk-I). The Hawk-I program provides health care coverage to children in families at or below 200% of the Federal Poverty level who are uninsured and not eligible for Medicaid. The percentage of children who are uninsured (without public or private insurance) at this level is projected to be nearly 13% versus the average for all children in Iowa at 6% (regardless of income level).

What we're doing about this: The department continues to conduct grassroots outreach activities through a contract with the Department of Public Health as well as working cooperatively with schools, medical providers, businesses, faith-based organizations and other entities in contact with families and children. The Department is developing an automated referral system from Medicaid that is anticipated to be implemented within the next six months. Training is being provided across DHS emphasizing the importance of referring children to Hawk-I when they are identified as not being eligible for or lose their eligibility for Medicaid.



allocation, and to tell Iowans and other stakeholders what was accomplished.

Performance Measure Refinement – Completion of the 2004 agency performance report provided direct feedback to agencies on the effectiveness of performance measures selected. As they began to write the report, several agencies discovered they either didn't have the resources needed to gather and analyze all of the data or that measures selected didn't help in decision-making or documenting and improving results. Some agencies also discovered they had developed performance measures for which data were not available.

As a result, during the 2005 planning process, agencies were provided the opportunity to revise or rewrite performance measures based on what they had learned during the FY04 reporting process. More than half of the agencies elected to start over with the development of their performance measures.

Challenges of implementing performance reporting

Verifying the Validity of Data - While performance data is gathered and documented, currently there is no mechanism in place to ensure the validity of the information reported. Future performance audits will not only provide verification of

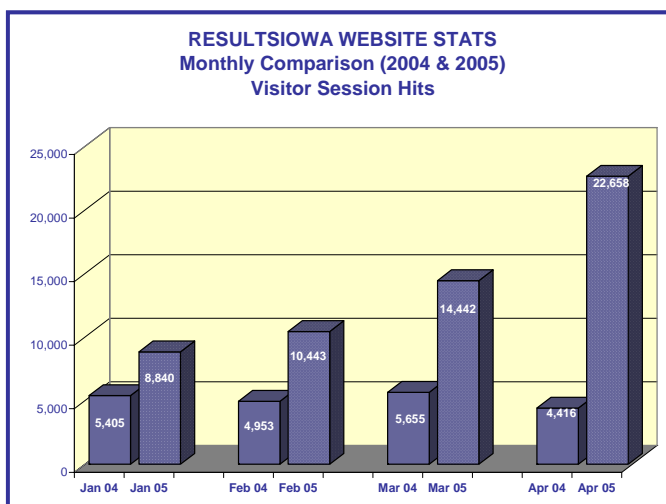
results data, it will provide an outside perspective to help identify improvement opportunities.

Establishing Trend Data - It is anticipated that performance measure refinement will occur over the next 1-3 years as agencies continuously improve the performance measure development process. As a result, it may take several years before 5 or more years of trend data are available for specific core functions, services, products and/or activities.

Making the Report User Friendly –The original format of the report required that comprehensive information and an in-depth analysis for each performance measure be provided. As a result the report was lengthy and contained duplicate information for measures that were closely related. A focus group was held and recommendations were made for how the report could be improved. To make the report more customer focused, the following recommendations were incorporated in the 2005 Performance Reporting guidelines:

1. Shortened the format by asking agencies to provide in-depth information on key department measures (key measures were defined as those that address strategic challenges, have a high impact on the achievement of the agency mission or are important to customers and stakeholders); and

Figure 19



Visitor Sessions: A session starts when one person begins to look at the site and ends when they go to a different site or close their web browser. They can view one page or all of the pages on the site in one session. If the same person comes back again, it will be logged as a new visitor session.

2. Document results for all performance plan measures using a standard, easy-to-read template.

Recommendations

Implement Audit Component. Resources have been secured to implement the AGA audit component. Implementation of the audit component will help to ensure the accuracy and validity of performance levels reported as provided by statutory authority. Audits also provide an outside perspective and can be a source of recommended improvement opportunities.

Provide More Technical Assistance to Agencies - It is recommended that more one-on-one technical assistance be provided to agencies to help them define services, products and activities (SPAs) and develop performance measures. Many of the challenges encountered as agencies built their plans, resulted from a lack of agency

knowledge and/or experience in developing SPAs and performance measures. Although guidebooks and training are available, providing more one-on-one assistance to agencies in developing the performance plan components may help to improve the quality and consistency of data gathered and reported across state government.

Expand Usage of the Agency Performance Report -The dissemination of agency performance reports is limited to posting on the Iowa Department of Management and the Results Iowa Web sites. It may be beneficial to make a more concerted effort to provide report data to other partners. For example, it may be helpful for an agency board, Legislative Service Agency, or a legislative sub-committee to review results achieved for the previous fiscal year(s). Therefore, it is recommended that more avenues be identified or existing avenues be improved to facilitate the use of this reporting data by stakeholders.

PERFORMANCE AUDITS

Background

Section 21. 8E.209 of the *Code of Iowa* requires

“The department [of Management], in consultation with the legislative fiscal bureau, the auditor of state, and agencies, shall establish and implement a system of periodic performance audits. The purpose of a performance audit is to assess the performance of an agency in carrying out its programs in light of the agency strategic plan, including the effectiveness of its programs, based on performance measures, performance targets, and performance data. The department may make recommendations to improve agency performance which may include modifying, streamlining, consolidating, expanding, redesigning, or eliminating programs.”

In 2001, when the AGA was passed, IDOM advised legislators that the performance audit component could not be implemented under current resource constraints. Some initial discussions were undertaken with LSA and the Auditor about this component, however.

Initial funding for performance audits was included in the FY06 budget and IDOM is now implementing the component.

Implementation

To design performance audits that would best fit Iowa’s circumstances and be as results-oriented as possible, IDOM researched other related programs around the country and in Canada and conducted two major input meetings in the summer of 2005, one with about 35 agency representatives and the other with LSA and the Auditor.

Armed with that research and input, IDOM is now preparing to pilot two types of performance

audits. Once the results and follow-on activities of these initial audits are in, IDOM will assess options and institute a more permanent system of performance audits.

The first type of audit seeks to capitalize on Iowa’s strong investment in using the Malcolm Baldrige National Quality Program’s Criteria of Performance Excellence, known as Iowa Excellence, to achieve better results. These audits will track existing Iowa Excellence criteria and assessment and at this point include the following steps:

1. Agency conducts Iowa Excellence Assessment (written assessment, or survey)
2. Assessment documentation, as specified by the Performance Auditor, submitted to IDOM
3. Assessment reviewed by a team of examiners (individual and consensus)
4. Written feedback provided to agency identifying strengths and opportunities for improvement.
5. Performance Review Team, which is selected, organized, and led by the Performance Auditor, preps for site visit by reviewing relevant performance information (Iowa Excellence Assessment, Examiner Feedback report, Results Web site, *Code of Iowa*, Annual report, Agency Strategic Plan, Agency Performance Plan, Director’s Flexible Performance Agreement, and Charter Agency Agreement if applicable)
6. Performance Review Team drafts initial comments and questions. These comments and questions are responsive to the assessment documentation. The comments and questions are designed to clarify, fill gaps, and expand the information available and upon which audit conclusions will rest.
7. Comments and questions are reviewed by the Performance Auditor, and revised as appropriate
8. Initial questions and areas for review are sent to agency at least 3 weeks in advance and a site visit is scheduled

9. Site visit led by the Performance Auditor and conducted by the Performance Review Team. The site visit explores the information and data provided by the agency and seeks any additional, clarifying, or correcting data and information on each of the seven Iowa Excellence criteria. During the site visit, the Performance Review Team will interact with a broad range of agency staff, including the Director, leadership team, managers, and front-line staff. The Team may also interact with stakeholders and customers as part of the site visit.
10. Findings & Recommendations documented in a feedback report
11. Performance Review Team meets with director and designees of department under review and discusses comments, findings, recommendations for improvement
12. Written comments and improvement action plan submitted to IDOM by department under review
13. Final Performance Review Report issued by the Performance Auditor, including the written comments and improvement action plan received from department under review
14. Quarterly review for progress updates organized and supervised by the Performance Auditor and conducted by assigned IDOM staff.

The second type of audit, which is independent and separate from the first type of audit, employs a more streamlined approach emphasizing results and is based more narrowly on the AGA requirements. The second kind of audit adopts a process that as quickly and easily as possible answers the following ten questions (audit criteria):

1. Does the agency's strategic plan provide long-term direction and a basis for making strategic decisions, including resource allocation decisions?
2. Do the agency's activities align with its strategic plan?
3. Is the mission or purpose clear? (could be multiple purposes, but they should not be conflicting)
4. Are there a limited number of results indicators, with baselines, targets, and data, which show effectiveness?

5. Do the results data show progress is being made?
6. Are there performance measures, with baselines, targets, and data, which show progress towards results?
7. Are the performance measures valid and reliable?
8. Do the performance data show progress is being made?
9. How does performance compare to others conducting similar activities?
10. What best practices can be recognized and shared?
11. How can the agency improve their results?

In the case of these audits the Performance Auditor, and/or others under the Auditor's leadership, will conduct the audit per the criteria immediately above. At this point, the Performance Auditor's action steps are anticipated to resemble the following:

1. Review available documentation on agency direction and performance, principally the agency's strategic plan, performance plans, performance and annual reports, ResultsIowa site data, and the agency's Web pages.
2. Conduct a preliminary evaluation of the eleven questions based on that documentation. Prepare a list of questions, comments, and the remaining data and information needs and communicate them to the agency.
3. Conduct a site visit (similar to that described above) to verify information, answer the questions, and complete the gathering of all information and data needed to complete the audit report. Subsequent visits may also be needed as report writing progresses. Telephone and e-mail communications can also facilitate this process.

IDOM has also been working with DAS-HRE to create a position description for this new position. This task has taken longer than expected, in part because this is a new classification for the personnel system and IDOM's expectations do not closely align with existing classifications. The hiring process will follow shortly.

Once the performance auditor is on board, the design for each kind of pilot audit will be completed and audits can commence.

Key findings and recommendations will be formulated once pilot implementation results are achieved and analyzed.

SERVICE CONTRACTS

Background

The Accountable Government Act (AGA), Section 5. 8.47 of the *Code of Iowa* requires

1. “The department of general services, in cooperation with the office of attorney general, the department of management, the department of personnel, and the department of revenue and finance, shall adopt uniform terms and conditions for service contracts executed by a department or establishment benefiting from service contracts. The terms and conditions shall include but are not limited to all of the following:
 - a. The amount or basis for paying consideration to the party based on the party's performance under the service contract.
 - b. Methods to effectively oversee the party's compliance with the service contract by the department or establishment receiving the services during performance, including the delivery of invoices itemizing work performed under the service contract prior to payment.
 - c. Methods to effectively review performance of a service contract, including but not limited to performance measurements developed pursuant to chapter 8E.
2. Departments or establishments, with the approval of the department of management acting in cooperation with the office of attorney general, the department of general services, the department of personnel, and the department of revenue and finance, may adopt special terms and conditions for use by the departments or establishments in their service contracts.
3. The state board of regents shall establish terms and conditions for service

contracts executed by institutions governed by the state board of regents.”

In essence, the legislation encourages state agencies to enter into contracts that are specific and time limited. In addition state agencies should only pay for services that meet the agreed to standards.

Implementation

Staff from the Iowa Department of Management served on a work group of representatives from the office of the Attorney General, the departments of personnel, revenue and human services to develop uniform terms and conditions for service contracts.

A second work group focused on operationalizing the Administrative Rules, writing a guidebook in multiple formats and developing training for staff who would be implementing the new rules in the agencies. This work group included representatives from Management, Personnel, Finance, the Office of the Attorney General, and Human Services.

The Service Contract Guidebook can be found at <http://das.gse.iowa.gov/services/scguide>. Training is available through the Department of Administrative Services / Human Resources Enterprise.

Key Findings

Measures selected to monitor a service must be directly related to the service to be provided and should cover only the specific service being proposed - For example if a contract were being proposed for job development activities, the performance measure should not be the unemployment rate because the unemployment rate is not within the direct scope of the service contract. A more appropriate measure would be the number of new

jobs identified, or the number of individuals placed in permanent positions. Contracts can seek results for which the contractor can at least influence, if not fully control.

Performance measures developed to monitor a contract need to be limited to the time period of the contract, which can include post-activity measurement. The measures need to be based upon performance that occurs during the lifetime of the contract, though in some cases results measurement may not occur until a later time, as agreed by the parties.

Measurement must be based upon data or information that is readily available during the contract, or at least timely enough that payments can reasonably be based upon the information. Example: Since payment cannot be made without proof the contract requirements were met, it is necessary to have data available prior to payment.

List the Service, Product, or Activity that is the Basis for the Contract – It is important that agencies be concrete when listing the service(s) and/or activities that will be covered in the contract.

Example: A service contract for grounds maintenance, should list each activity expect that will be preformed, such as mow the grass, clear snow from parking lots, trim trees, etc. It would not suffice to say “assist in maintaining the grounds.”

List the measures that will tell you if the terms of the contract have been met -

Examples of measures might include:

- Outputs. Number of clients served, the hours it took to perform the service or activity, the number of billings prepared, the number of keystrokes, or the number of forms completed. Most service contracts will likely contain at least one output measure.
- Outcome measures (short-term). The outcome measure needs to be tied directly to the service or activity of the contract, be influ-

enced or controlled by the contractor/vendor, and be measurable during the duration of the contract. For client service contracts, use outcome measures that are more “intermediate” than long-term. For example, a healthy outcome for a pregnancy might be measured by low birth weight percentages rather than infant mortality rates.

- Efficiency. Report turn-around time, cost per unit, percent of on-time deliveries, average response time, pages transcribed per hour.
- Quality. Contracting on behalf of other customers...what do those customers define as quality? Efficiency measures may also define quality. Contracting for printing...turn-around time and on-time deliveries are both efficiency and quality measures. Quantify error rates, customer satisfaction (if it is tied directly to services in the contract), cost benefit ratios, to name a few.

Recommendations

Challenges of implementing service contracting

Streamline where Feasible - The contract template covers all exigencies, but it is lengthy and complex and overwhelming to many small agencies and small providers. It would be advantageous to have a system whereby contracts for less than a specific dollar amount did not have to meet the burden placed on them by the administrative rules.

Clarify - It appears that many are interpreting AGA service contracting requirements in overly literal or formalistic ways. The key to value in this component lies in creating contracts that ensure that the State receives value for its contracting dollars and that vendors are incented to provide value. Agencies should have maximum flexibility to accomplish these ends.

RETURN ON INVESTMENT & COST BENEFIT

Background

The Accountable Government Act (AGA), section 23. 8E.301 of the *Code of Iowa* requires

“The department, in cooperation with agencies, shall establish methodologies for use in making major investment decisions, including methodologies based on return on investment and cost-benefit analysis. The department and agencies may also utilize these methodologies to review current investment decisions. The department shall establish procedures for implementing the methodologies, requiring independent verification and validation of investment results, and providing reports to the governor and the legislative fiscal bureau regarding the implementation.”

Prior to establishment of the AGA, Governor Vil-sack requested the Department of Administrative Services - Information Technology Enterprise (DAS-ITE) to establish a methodology for evaluating the benefits of agency or enterprise information technology projects. For the past 5 years, DAS-ITE has administered a return on investment evaluation process that provides useful information on the projected or actual return on

investment yield from information technology projects.

In consideration of DAS-ITE’s establishment of a return on investment methodology for technology projects, in conjunction with the wide scope of priorities addressed under the AGA and staffing limitations of many agencies in applying these priorities, the Department of Management has addressed this area of the AGA at a limited level to date.

Implementation

The Department of Management worked with Iowa State University and DAS in 2002 to create a training course that would begin to acclimate agencies with the possibilities for broader application of the concepts of return on investment and cost benefit. Evaluation tools covered in the course include:

- return on investment
- cash-flow analysis
- life-cycle analysis
- cost effectiveness analysis
- cost benefit analysis
- impact model I/O tools
- providing insights into data sources
- estimations of costs and values

APPENDICIES

APPENDIX A: CODE OF IOWA, CHAPTER 8E

CHAPTER 8E

STATE GOVERNMENT ACCOUNTABILITY (ACCOUNTABLE GOVERNMENT ACT)

SUBCHAPTER I

GENERAL PROVISIONS

- 8E.101 Title.
- 8E.102 Purposes.
- 8E.103 Definitions.
- 8E.104 Administration.
- 8E.105 Chapter evaluation.

SUBCHAPTER II

STRATEGIC PLANNING AND PERFORMANCE MEASUREMENT

- 8E.201 Agency duties and powers.
- 8E.202 Reports and records — access and purpose.
- 8E.203 Strategic plan — purposes.

- 8E.204 Adoption and revision of an enterprise strategic plan and agency strategic plans.
- 8E.205 Enterprise strategic plan.
- 8E.206 Agency strategic plans.
- 8E.207 Agency performance plans.
- 8E.208 Performance measures, performance targets, and performance data.
- 8E.209 Periodic performance audits and performance data validation.
- 8E.210 Reporting requirements.

SUBCHAPTER III

INVESTMENT DECISIONS

- 8E.301 Scope.

SUBCHAPTER I

GENERAL PROVISIONS

- 8E.101 Title.**
This chapter shall be known and may be cited as the “*Accountable Government Act*”.
2001 Acts, ch 169, §8

8E.102 Purposes.

This chapter is intended to create mechanisms to most effectively and efficiently respond to the needs of Iowans and continuously improve state government performance, including by doing all of the following:

1. Allocating human and material resources available to state government to maximize measurable results for Iowans.
2. Improving decision making at all levels of

state government.

3. Enhancing state government's relationship with citizens and taxpayers by providing for the greatest possible accountability of the government to the public.

2001 Acts, ch 169, §9

8E.103 Definitions.

As used in this chapter, unless the context otherwise requires:

1. "Agency" means a principal central department enumerated in section 7E.5. However, for purposes of this chapter, all of the following apply:

a. The department of agriculture and land stewardship is not considered an agency.

b. Each division within the department of commerce is considered an agency, and each bureau within a division of the department of commerce is considered a division, as otherwise provided in chapter 7E.

2. "Agency performance plan" means an action plan based on an agency strategic plan which utilizes performance measures, data sources, and performance targets to achieve the agency's goals adopted pursuant to section 8E.208.

3. "Agency strategic plan" means the strategic plan for the agency adopted pursuant to section 8E.206.

4. "Department" means the department of management.

5. "Enterprise strategic plan" means the strategic plan for the executive branch of state government adopted pursuant to section 8E.204.

6. "Performance target" means a desired level of performance, demonstrating specific progress toward the attainment of a goal which is part of a strategic plan as provided in section 8E.208.

7. "Strategic plan" means an enterprise strategic plan or an agency strategic plan.

2001 Acts, ch 169, §10; 2004 Acts, ch 1082, §11

Subsection 1 amended

8E.104 Administration.

The department shall oversee the administration of this chapter in cooperation with agencies as provided in this chapter. The department shall adopt rules as necessary in order to administer this chapter. However, the state board of regents shall oversee and implement the provisions of this chapter for institutions governed under chapter 262.

2001 Acts, ch 169, §11

8E.105 Chapter evaluation.

The department shall conduct an evaluation of the effectiveness of this chapter in carrying out the purposes of this chapter as provided in section 8E.102. The department shall submit a report of its findings and recommendations to the governor and general assembly not later than January 10, 2006.

2001 Acts, ch 169, §12

SUBCHAPTER II

STRATEGIC PLANNING AND PERFORMANCE MEASUREMENT

8E.201 Agency duties and powers.

Each agency shall administer the application of this chapter to the agency in cooperation with the department. Each agency shall measure and monitor progress toward achieving goals which relate to programs administered by the agency pursuant to the enterprise strategic plan, the agency strategic plan, and the agency performance plan.

2001 Acts, ch 169, §13

8E.202 Reports and records — access and purpose.

1. The department and each agency shall provide for the widest possible dissemination of information between agencies and the public relating to the enterprise strategic plan and agency strategic plans, including but not limited to internet access. This section does not require the department or an agency to release information which is classified as a confidential record under this Code, including but not limited to section 22.7.

a. In administering this subsection, the department shall provide for the dissemination of all of the following:

(1) The enterprise strategic plan, performance measures, performance targets based on performance data, performance data, and data sources used to evaluate agency performance, and explanations of the plan's provisions.

(2) Methods for the public and state employees to provide input including written and oral comments for the enterprise strategic plan, including a schedule of any public hearings relating to the plan or revisions.

b. In administering this subsection, each agency shall provide for the dissemination of all of the following:

(1) The agency strategic plan, performance measures, performance targets based on performance data, performance data, and data sources used by the agency to evaluate its performance, and explanations of the plan's provisions.

(2) Methods for the public and agency employees to provide input including written and oral comments for the agency strategic plan, including a schedule of any public hearings relating to the plan or revisions.

2. The department may review any records of an agency that relate to an agency strategic plan, an agency performance plan, or a performance audit conducted pursuant to section 8E.209.

3. A record which is confidential under this Code, including but not limited to section 22.7, shall not be released to the public under this section.

2001 Acts, ch 169, §14

8E.203 Strategic plan — purposes.

The purposes of strategic plans are to promote long-term and broad thinking, focus on results for Iowans, and guide the allocation of human and material resources and day-to-day activities.

2001 Acts, ch 169, §15

8E.204 Adoption and revision of an enterprise strategic plan and agency strategic plans.

1. The department, in consultation with agencies, shall adopt an enterprise strategic plan. Each agency shall adopt an agency strategic plan aligned with the enterprise strategic plan.

2. The department or an agency shall adopt and revise a strategic plan which includes input from customers and stakeholders following an opportunity for broad public participation in strategic planning. The department or an agency developing or revising a strategic plan shall include input from state employees, including written and oral comments. Upon adoption of the enterprise strategic plan by the department, the plan shall be disseminated to each agency and made available to all state employees. Upon adoption of the agency's strategic plan, the agency shall provide the department with a copy of the agency strategic plan and make the strategic plan available to all agency employees. The enterprise strategic plan and all agency strategic plans shall be available to the public.

3. The department and agencies shall annually review the enterprise strategic plan. An agency shall conduct an annual review of its agency strategic plan. Revisions in the strategic plan may be prompted by a reexamination of priorities or the need to redirect state resources based on new circumstances, including events or trends.

2001 Acts, ch 169, §16

8E.205 Enterprise strategic plan.

The enterprise strategic plan shall identify major policy goals of the state. The enterprise strategic plan shall also describe multiagency strategies to achieve major policy goals, and establish the means to gauge progress toward achieving the major policy goals.

2001 Acts, ch 169, §17

8E.206 Agency strategic plans.

1. An agency shall adopt an agency strategic plan which shall follow a format and include elements as determined by the department in consultation with agencies.

2. An agency shall align its agency strategic plan with the enterprise strategic plan and show the alignment.

2001 Acts, ch 169, §18

8E.207 Agency performance plans.

Each agency shall develop an annual performance plan to achieve the goals provided in the agency strategic plan, including the development of performance targets using its performance measures. The agency shall use its performance plan to guide its day-to-day operations and track its progress in achieving the goals specified in its agency strategic plan.

1. An agency shall align its agency performance plan with the agency strategic plan and show the alignment in the agency performance plan.

2. An agency shall align individual performance instruments with its agency performance plan.

2001 Acts, ch 169, §19

8E.208 Performance measures, performance targets, and performance data.

The department, in consultation with agencies, shall establish guidelines that will be used to create performance measures, performance targets, and data sources for each agency and each agency's functions.

2001 Acts, ch 169, §20

8E.209 Periodic performance audits and performance data validation.

1. The department, in consultation with the legislative services agency, the auditor of state, and agencies, shall establish and implement a system of periodic performance audits. The purpose of a performance audit is to assess the performance of an agency in carrying out its programs in light of the agency strategic plan, including the effectiveness of its programs, based on performance measures, performance targets, and performance data. The department may make recommendations to improve agency performance which may include modifying, streamlining, consolidating, expanding, redesigning, or eliminating programs.

2. The department, in cooperation with the legislative services agency and the auditor of state, shall provide for the analysis of the integrity and validity of performance data.

2001 Acts, ch 169, §21; 2003 Acts, ch 35, §45, 49

8E.210 Reporting requirements.

1. Each agency shall prepare an annual performance report stating the agency's progress in meeting performance targets and achieving its goals consistent with the enterprise strategic plan, its agency strategic plan, and its performance plan. An annual performance report shall include a description of how the agency has reallocated human and material resources in the previous fiscal year. The department, in conjunction with agencies, shall develop guidelines for annual performance reports, including but not limited to a reporting schedule. An agency may incorporate

its annual performance report into another report that the agency is required to submit to the department.

2. The annual performance reporting required under this section shall be used to improve performance, improve strategic planning and policy decision making, better allocate human and material resources, recognize superior performance, and inform Iowans about their return from investment in state government.

2001 Acts, ch 169, §22

SUBCHAPTER III INVESTMENT DECISIONS

8E.301 Scope.

The department, in cooperation with agencies,

shall establish methodologies for use in making major investment decisions, including methodologies based on return on investment and cost-benefit analysis. The department and agencies may also utilize these methodologies to review current investment decisions. The department shall establish procedures for implementing the methodologies, requiring independent verification and validation of investment results, and providing reports to the governor and the legislative services agency regarding the implementation.

2001 Acts, ch 169, §23; 2003 Acts, ch 35, §45, 49
See also §12B.10

APPENDIX B: ACCOUNTABLE GOVERNMENT ACT IMPLEMENTATION PLAN

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Administrative Rules					
Determine scope of rules	IDOM	3/02/02	Staff	Scope defined	
Write rules to administer chapter (basic date, requirements)	IDOM	7/01/02	Staff	Rules written	
Adopt uniform standards and conditions	IDOM	7/01/02	Staff	Standards adopted	
Develop alignment	IDOM	7/01/02	Staff	Alignment developed	
Regents to oversee and implement provisions for institutions governed under Chapter 262	Regents/IDOM	7/01/02	Regents Staff		
Enterprise Strategic Planning					
Identify implementation team	IDOM	1/02/002	Staff	Team identified	
Determine the scope of the enterprise plan	IDOM/IGOV	1/31/02	Staff	Scope defined	SPN
Develop process, standards include multi-agency strategies & major policy goals & establish means to gauge progress achieving major policy goals	Implementation Team	4/01/02 for FY03	Staff	Process developed	SPN
Develop/identify methods for public and state employee input including written and oral comments for the ESP, include a schedule of public hearings relating to plan or revisions	Implementation Team	4/01/02 for FY03	Staff	1) Methods identified 2) Public hearings held	SPN
Develop process for aligning with other AGA elements	IDOM/Budget Redesign Team,	4/01/02	Staff	Alignment developed	BUDGET
Identify alignment link with Leadership Agenda	IDOM/IGOV	4/01/02	Staff	Plan linked to GLA	LA
Incorporate into budget/ planning timeline	IDOM/ Implement. Team	4/01/02	Staff	Planning timeline developed	BUDGET

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Develop process/guidelines for annual review of plan including how to measure and monitor progress in achieving goals	IDOM/SPN & Measures team	04/01/02	Staff	Review process developed	PMG
Develop format for Enterprise Performance Report	IDOM	04/01/02	Staff	Report format developed	PMG
Develop process to disseminate information to public, agencies, LSA & state employees including the plan, performance measures, performance targets based on performance data, performance data, data sources used to evaluate performance, & explanations of the plan's provisions	IDOM/Governor's Office, PIOs	04/01/02	Staff	Enterprise strategic plan disseminated	PIO
Conduct enterprise strategic planning	IDOM/Agencies	5/02-6/03	Agency Staff	Enterprise strategic plan developed	ASP, PMG
Agency Strategic Planning					
Identify implementation team	IDOM	9/15/01	Staff	Team identified	
Review and refine strategic planning guide. Add format & elements, alignment with Enterprise plan	IDOM/SPN Implement. Team & Agencies	12/31/01	Staff	Agency strategic planning guide developed	ESP
Develop/identify methods for public and state employee input including written and oral comments for the ASP, include a schedule of public hearings relating to plan or revisions	Agencies	02-15-02	Staff	1) Methods identified 2) Public hearings held	
Develop training/build capacity	IDOP/SPN	12/31/01	Staff	1) Training developed 2) Training delivered	
Conduct agency strategic planning	Agencies	02 thru 05-02	Agency Staff	Agency strategic plans developed	ESP, PMG

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Develop process/guidelines for annual review of plan including how to measure and monitor agency progress in achieving goals	IDOM/Agencies	12/31/01	Staff	Review process developed	
Develop process to disseminate information to public, agencies, LFB & state employees including the plan, performance measures, performance targets based on performance data, performance data, data sources used to evaluate performance, & explanations of the plan's provisions	Agencies	06-01-02	Staff	Agency strategic plan disseminated	ESP, PMG
Link with Iowa Excellence	IDOM	04/01/02	Staff	ASP linked to IE	
Agency Performance Planning					
Identify implementation team	IDOM	01/02/02	Staff	Team identified	
Research federal & state models	Implementation Team	2/15/02	Staff	Findings incorporated into Iowa model	
Identify scope of agency performance plans	IDOM/Implementation Team	03/15/02	Staff	Scope defined	ASP, I/3 Budget
Align with agency strategic plan and individual performance plan	Implementation Team	04/30/02	Staff	Alignment defined	ASP, IPPE, PMG
Develop process/template/guidelines	Implementation Team	04/30/02	Staff	Guidebook complete	ASP, PMG
Develop process/guidelines for annual review of plan including how to measure and monitor progress in achieving goals	IDOM/Implementation Team	04/30/02	Staff	Process developed	
Develop training/build capacity	IDOP/IDOM & Implementation Team	05/15/02	Staff	Training curriculum developed and # trained	DAS-HRE
Develop process to disseminate information	IDOM/Implementation Team	6/15/02	Staff	Process developed	

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Develop and submit agency performance plans both draft and final	Agencies	06/15/03	Agency Staff	% of agencies with plans submitted	
Use plan to guide day to day operations and track progress	Agencies	Ongoing	Agency Staff	% of agencies that use plan to track progress	
Enter performance plan data into I/3 Budget	Agencies	08/31/03	Agency Staff	% of agencies with plans entered	I/3 Budget
Performance Measurement & Targets					
Establish guidelines to create performance measures, performance targets and data sources for each agency and each agency's functions	IDOM/Measures Group	01/31/02	Staff	Performance measure guidelines developed	
Refine Enterprise measures and fully develop	IDOM/Measures Group	04/01/02	Staff	Enterprise measures developed	
Data Evaluation					
Identify implementation team (8E.209)	IDOM/Measures Group	01/31/02	Staff	Team identified	
Develop process to ensure integrity and validation of data (8E.209)	IDOM/Measures Group	04/01/02	Staff	Process developed	
Develop implementation plan and timeline for data integrity and data validation			Staff	Plan and timeline developed	
Conduct validation of data			Staff	Data verified	
Budgeting					
Implement a budget system to support the linkage of planning, measures, and other AGA requirements	IDOM	10/1/03	\$1,300,000	Budget system Implemented	
Correlate budget process with enterprise strategic plan (ESP and ASP) pursuant to section 8E.204 (goals/measures)	IDOM/Budget Redesign Team/Agencies	6/15/03	Staff	Budget linked to enterprise strategic plan	ESP, ASP, PMG

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Develop budget include estimates accompanied by performance measures for evaluating program effectiveness. Estimates based on achieving goals contained in ESP and ASP	Agencies	10/1/04 for FY05 budget	Agency Staff	Percent of agencies with measures tied to budget request	ESP, ASP, PMG
Develop process to evaluate effectiveness of agency in meeting enterprise strategic goals with allocated resources	IDOM	07/01/03	Staff	Process Developed	ESP, ASP, PMG
Individual Performance Plan and Evaluation					
Identify implementation team	DAS-HRE IDOM	6/1/02	Staff	Team identified	
Develop Individual Performance Plan and Evaluation tool and process aligned with agency performance plan	Implementation Team	5/15/03	Staff	Aligned IPPE Tool developed	ESP, ASP, APP
Develop training/build capacity	DAS-HRE IDOM	5/15/03	Staff	Training curriculum developed and # trained	ESP, ASP, APP
Individual Performance Plans in place for all state employees	Agencies	7/01/04	Staff	% of employee with IPPE in place	DAS-HRE
Reporting Requirements					
Identify implementation team	IDOM	2/01/03	Staff	Team identified	
Align & integrate with other AGA elements	IDOM & Implementation Team	5/15/03	Staff	Alignment defined	ESP, ASP, APP
Incorporate into budgeting/planning timeline	Implementation Team	5/15/03	Staff	Timeline developed	ESP, ASP, APP
Develop criteria/template/guidelines & schedule for annual performance report	Implementation Team	3/01/04	Staff	Guidebook complete	ESP, ASP, APP
Develop training/build capacity	Implementation Team	3/01/04	Staff	Training developed	DAS-HRE
Develop process to disseminate information	IDOM/ Implementation Team	3/01/04	Staff	Processed developed	
Develop and submit performance reports	Agencies	12/15/04	Agency Staff	Reports submitted	ASP

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Performance Audits					
Identify implementation team	IDOM		Staff	Team identified	
Develop process for periodic performance audits & improvement recommendations	GAAP Advisory Committee		Staff	Process developed	LSA, AUDITOR, Agencies
Coordinate with Iowa Code re: auditor	GAAP		Staff	Coordination established	LSA, AUDITOR
Develop process to ensure integrity and validation of data	GAAP		Staff	Process developed	LSA, AUDITOR
Conduct Audits	IDOM	7/1/06	4 FTES	# of audits conducted	LSA, AUDITOR
Service Contracts					
Identify implementation team(s)	DGS/IDOM, DAS-HRE, DRF, AG	09/15/01	Staff	Team(s) identified	
Adopt uniform terms & conditions for service contracts include: amount or basis for paying, compliance, performance review, & include allowance for special terms/conditions	DGS/Team	12/31/01	Staff	Terms & conditions adopted	PMG-Resource
Regents establish terms and conditions for service contracts executed by institutions they govern	Regents	12/31/01	Regents Staff	Terms & conditions adopted for Regents	
ROI & Cost/Benefit					
Identify implementation team	DAS-HRE/ITD		Staff	Team identified	
Develop templates/guidelines	Team		Staff	Guidelines and template developed	
Develop training/build capacity	DAS-HRE IDOM, ITD		Staff	Course available through DAS – HRE training	

Action	Lead/Players	Timeline	Resources	Measures	Linkages
Chapter Evaluation					
Develop process and conduct an evaluation of the effectiveness of Chapter.	IDOM	12/31/01	Staff	Processed developed	PMG
Identify criteria-compliance & qualitative.	IDOM	12/31/01	Staff	Criteria identified	
Submit report of findings & recommendations to Governor & Legislature	IDOM	1/10/06		Report completed and submitted	
Other					
Develop internal and external communication strategies	IDOM/Agencies		Staff	Communication strategies developed	
Create an overview to be included in all guidebooks and as a preamble to PDS courses and other presentations	IDOM	7/1/03	Staff	Overview completed	

APPENDIX C: ACCOUNTABLE GOVERNMENT ACT COLOR CHART

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AGA Budgeting		December-01	January-02	February-02	March-02	April-02	May-02	June-02	July-02	August-02	September-02	October-02	November-02	December-02	January-03	February-03	March-03	April-03	May-03	June-03	July-03	August-03	September-03	October-03	October-04	October-05
Overall Agency Performance Reporting Implementation Progress Implement a budget system to support the linkage to planning, measures, and other requirements of AGA. (10/1/03) Correlate budget with ASP and ESP, and provide evaluation of agency progress to enterprise strategic goals. (06/03) Develop budget estimates based on plan goals and accompanied by results and measures. (10/1/04) Develop alignment and linkages with other AGA system elements. (7/1/03)		G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	Y	G	B	
		G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	B			
		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	Y	Y	Y	Y	Y	G	B
		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	Y	Y	G	B
		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	Y	Y	G	B
Component fully implemented 10/1/05																										
LEGEND		G	Green indicates an activity is maintaining satisfactory progress.																							
		Y	Yellow indicates an activity requires close monitoring by IDOM team.																							
		R	Red indicates an activity requires immediate attention by IDOM team for resolution.																							
		B	Blue indicates the completion of an activity.																							
Status as of December 31, 2005		C	Clear indicates no reportable progress on an activity.																							

AGA Performance Audits																			
Overall Performance Audits Implementation Progress																			
Identify implementation team (1/02/02) Develop system for periodic performance audits and improvement recommendations. (12/1/02) Coordinate with code re. auditor's performance audit responsibilities. (TBD) Develop implementation plan and timeline. (10/1/02.....ongoing) Conduct performance audits. (TBD)	December-01	January-02	February-02	March-02	April-02	May-02	June-02	July-02	August-02	September-02	October-02	November-02	December-02	January-03	January-04	January-05	January-06		
	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C		
	B																		
			C	C	C	C	C	C	C	C	C	C	C	C	C	C	C		
			C	C	C	C	C	C	C	C	C	C	C	C	C	C	C		
Component not yet implemented																			
LEGEND	G																		
	Y																		
	R																		
	B																		
	C																		
Status as of December 31, 2005																			
Clear indicates no reportable progress on an activity.																			

Green indicates an activity is maintaining satisfactory progress.

Yellow indicates an activity requires close monitoring by the IDOM Team

Red indicates an activity requires immediate attention by the IDOM Team for resolution.

Blue indicates the completion of an activity.

Clear indicates no reportable progress on an activity.

AGA Investment Decisions/ROI	December-01	January-02	February-02	March-02	April-02	May-02	June-02	July-02	August-02	September-02	October-02	November-02	December-02	January-03	February-03	March-03	April-03	May-03	June-03	July-03	August-03	September-03
Overall Agency Performance Reporting Implementation Progress	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G					
Identify implementation team (1/1/02)	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G					
Develop templates/guidelines and implementation plan for methodologies. (7/1/02)	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C					
Agencies use methodologies on planned and current investments. (2003)	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C					
Develop training/build capacity (1/02, ongoing)	C	C	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G					
Establish procedures and implementation plan for independent verification/validation of investment results. (10/1/02)	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C					
Develop schedule for reporting (3/31/03)	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C					
Verify/validate investment results. (TBD)	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C					
Reports to governor/legislature on implementation (12/31/02-annual)	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C					
Unable to fully implement component																						
LEGEND	G																					
	Y																					
	R																					
	B																					
Status as of December 31, 2005	C																					

Green indicates an activity is maintaining satisfactory progress.

Yellow indicates an activity requires close monitoring by the IDOM Team

Red indicates an activity requires immediate attention by the IDOM Team for resolution.

Blue indicates the completion of an activity.

Clear indicates no reportable progress on an activity.

APPENDIX D: FY04 ENTERPRISE STRATEGIC PLAN

IOWA ENTERPRISE STRATEGIC PLAN Achieving the Vilsack-Pederson Leadership Agenda

June 26, 2003

1. Double the number of employed workers with college experience and create 100,000 high-paid, high-skill jobs that require two years post-secondary education within four years
2. 90% of children have a quality preschool experience and 90% of students have at least two years of higher education
3. All Iowans have access to quality health care, including access to mental health and substance abuse treatment services
4. Seniors, adults with disabilities and those at risk of abuse have safe quality living options in their communities
5. By 2010, eliminate all impaired waterways

For each of the five goals, enterprise teams present their strategies.

1. **Double the number of employed workers with college experience and create 100,000 high-paid, high-skill jobs that require two years post-secondary education within four years**

From the New Economy EMT

- 1.1 Implement the Iowa Values Fund:
 - Increase state marketing, business financial assistance, university research, and product development toward industries that create high-wage, high-skill jobs.
 - Encourage the creation of regional economic development groups, organized to serve areas of three counties or more in size.
 - Encourage the growth of firms in the high-wage, high skill industry clusters

- of life sciences, information solutions, and advanced manufacturing. Identify clusters through data analysis and provide targeted resources toward firms expanding, starting up, or relocating to Iowa that are within these clusters.
- Provide comprehensive business development information, site selection assistance, and other services to businesses considering starting up, expanding, or relocating in Iowa.
 - Provide labor market information and labor availability data through labor-shed studies to support regional economic development strategies and business recruitment and expansion efforts.
- 1.2 Provide post-secondary training and education to unemployed and dislocated workers, new entrants to the workforce and incumbent workers through:
- Iowa New Jobs Training Program (260E), the Iowa Jobs Training Program (260F), and Accelerated Career Education Program, Workforce Investment Act, Trade Adjustment Act, PROMISE JOBS and the New Employment Opportunities Fund; and
 - Coordinate all programs to focus training and education efforts on targeted industries and occupations and conduct joint training and education sessions.
- 1.3 Recruit new employees from outside Iowa, particularly among college-educated former Iowans and, within Iowa, from underutilized populations.

From the Education EMT

- 1.1 Enhance postsecondary educational opportunities for a highly skilled workforce.
- 1.2 Capitalize on beneficial research and discovery applications to stimulate economic growth.
- 1.3 Build on research strengths and increasing technology transfer to commercial and nonprofit entities, in order to help attract investment to Iowa that grows a variety of business opportunities.
- 1.4 Ensure availability of services critical to the quality of life, including tertiary health care.

From the Accountable Government EMT

- 1.1 Work toward establishing and maintaining tax policies that attract employees and employers and administer those policies equitably.
- 1.2 Help our colleges, universities, and community colleges meet the training and educational needs of traditional and non-traditional Iowa students:
- Use existing state-owned technology to provide post-secondary education and training opportunities to Iowans,
 - Expand high-speed Internet access in Iowa,
 - Evaluate ICN ownership options, and

- Expand E-Government.
- 1.3 Increase jobs through public awareness of and participation in the Targeted Small Business Certification (TSB) Certification Program and implement an electronic web-based certification system for TSB.

2. 90% of children have a quality preschool experience and 90% of students have at least two years of higher education

From the Education EMT

- 2.1 Generate information, stimulate advocacy efforts, and generate statewide support for the goals of 90% of Iowa children having a quality preschool experience AND for 90% of Iowa students having at least 2 years of post high-school education.
- 2.2 Through the Iowa Learns Council, foster seamless transitions for students between all levels of the education system.
- 2.3 Increase the number of providers that offer quality preschool programs; focus initially on quality preschool programs for three and four year old children.
- 2.4 Use high quality instruction, rich curriculum offerings, and good data to assure that all K-12 students achieve at high levels and graduate prepared to succeed in postsecondary.
- 2.5. Provide access to high-quality educational opportunities at the postsecondary level.

From the New Economy EMT

- 2.1 The departments within the New Economy EPT will support day care programs throughout Iowa by offering educational experiences to Iowa's preschool children, including Character Counts (DCA); by allowing training participants who receive childcare supports to only use registered and licensed day care providers (IWD); and by supporting day care center construction (DED).
- 2.2 Provide post-secondary training and education to unemployed and dislocated workers, new entrants to the workforce and incumbent workers through: Iowa New Jobs Training Program (260E), the Iowa Jobs Training Program (260F), and Accelerated Career Education Program, Workforce Investment Act, Trade Adjustment Act, PROMISE JOBS and the New Employment Opportunities Fund.
Coordinate all programs to focus training and education efforts on targeted industries and occupations and conduct joint training and education sessions.
- 2.3 The Iowa Arts Scholarship Program and the Iowa History Day Scholarship Program provide funding to Iowa students staying in Iowa and attending college.

From the Health EMT

- 2.1 Improve childcare services by providing financial and placement assistance to providers seeking education and training in early childhood education or child development.
- 2.2 Provide support services for providers and families to ensure the well being of families and optimal child development.
- 2.3 Promote careers in health through workforce development.

From the Accountable Government EMT

- 1.1 Supplement individual training for pre-school instructors with instruction given by live educators via ICN classrooms and develop an on-line certification and licensing program.
- 1.2 Work with Department of Education to implement Project EASIER, which facilitates transmission of high school transcripts to institutions of higher learning and maintain a web-accessible database for recording, analyzing, and reporting test results.

3. All Iowans have access to quality health care, including access to mental health and substance abuse treatment services

From the Health EMT

- 3.1 Expand comprehensive health care access for children, the elderly, persons with disabilities, minorities, immigrant groups, and low-income populations by providing increased education, outreach, and home and community based services (HCBS).
- 3.2 Improve access to and use of diagnostic screening and treatment services for children, the elderly, persons with disabilities, minorities, immigrant groups, and low-income populations.
- 3.3 Increase the ability to address existing and emerging issues affecting the health and well being of the people of Iowa by promoting workforce development and ensuring a competent workforce.
- 3.4 Enhance the availability of an efficacious mental health and substance abuse treatment system through improved individual assessment, increasing outreach for prevention and treatment services, evaluating licensed treatment programs and offering assistance with plans to improve their quality, and MH/DD redesign.

From the New Economy EMT

- 3.1 The departments within the New Economy EMT will support access to quality health care by providing mental health therapy to seniors in Iowa (DCA); Trade Adjustment Act participants with COBRA cover-

age (IWD); health care services to homeless persons through the Emergency Shelter Grant and Homeless Shelter Operating Grant programs (DED); and requiring health care benefits for jobs created under state business financial assistance programs (DED).

From the Accountable Government EMT

- .31 Expand the utilization of web-based licensing and credentialing systems for health care facilities and providers.
- 3.2 Continue providing high-bandwidth connections to medical facilities in rural hospitals and medical facilities to support remote medical service delivery via the ICN.
- 3.3 Develop e-forms, workflow systems, and other alternative methods to ensure adequate, timely and accurate compliance of health care facilities and programs.
- 3.4 Expedite the resolution of Medicaid fraud program cases, initiate the recovery of program dollars, and encourage compliance through collaboration with other entities in the conduct of investigations and audits.

4. Seniors, adults with disabilities and those at risk of abuse have safe quality living options in their communities

From the New Economy EMT

- 4.1 Provide housing, shelter, and related services to seniors, adults with disabilities, and those at risk through the HOME Investment Partnership program, the Local Housing Assistance Program, the housing portion of the Community Development Block Grant, Low Income Tax Credit Program, State Tax Credit for Rehabilitation of historic buildings, and the Senior Living Trust Fund.
- 4.2 The “Age Exchange” program provides quality of life experiences to seniors in senior and assisted living housing through allowing seniors the opportunity to grow their creative abilities.
- 4.3 Maintain the structural and financial integrity of the IPERS system through fiduciary responsibility and statutory compliance to ensure a reliable retirement income for IPERS retirees.

From the Health EMT

- 4.1 Enhance the safety and security of at-risk populations through improved abuse awareness/outreach, reporting, and response.
- 4.2 Reduce premature or inappropriate institutionalization of the elderly, persons with disabilities, and others by providing community-based services and living options.

From the Safe Communities EMT

- 4.1 Systems Approach to Dependent Adult Abuse and Elder Abuse. This initiative will attempt to develop a coordinated approach involving various state and local agencies, along with private service providers, to enhance identification of and response to individuals who are subject to or at risk of abuse.
- 4.2 Drug-Endangered Children Initiative, which is developing a multi-agency response to more effectively identify and treat the needs of children at risk because of involvement of adults in their families with illicit drugs.
- 4.3 Rural Family Violence Response Team, which is an interdepartmental effort organized by the Attorney General to respond to the needs of children affected by domestic abuse.

From the Accountable Government EMT

- 4.1 Provide consumers electronic access to comprehensive data and referral services related to the Federal 211 program by consolidating existing databases meeting the program requirements, such as the Iowa Resource Network project, and by enhancing software features.
- 4.2 Expand available data and usage of the single contact repository (SING) and enhance response time to ensure the more vulnerable population are at less risk for abuse by persons interacting with them.

5. By 2010, eliminate all impaired waterways

From the New Economy EMT

- 5.1 Utilize the Governor's Water Quality Summit, and the associated public events and workgroup activities leading up to the Summit, to build informed awareness, identify measurable goals, and select consensus strategies to bring Iowa's waters into compliance with existing and imminent water quality standards.
- 5.2 Actively recruit landowners into federal Farm Bill Conservation programs and provide planning assistance to landowners and other conservation partners to implement practices onto the land.
- 5.3 Provide planning and funding assistance through the State Revolving Fund (non-point pollution projects), EPA 319 funds, TMDL planning process, the Community Development Block Grant program (waste water collection and treatment and storm drainage systems for lower-income communities), and assistance for brownfield cleanup.
- 5.4 Promote citizen involvement in water quality monitoring and participation in local lake protection, river protection, and watershed protection activities.

From the Health EMT

- 5.1 Build awareness, develop and implement strategies, and provide education related to water quality by participating in statewide and community planning events, and by providing technical assistance to local boards of health.

From the Accountable Government EMT

- 5.1 Improve water-quality reporting and monitoring services through technology upgrades such as enhancements in electronic services and wireless access to remote sensing quality monitors.
- 5.2 Ensure a quality workforce force by working with colleges and universities to establish paid and voluntary internship programs and college credit for work with the state environmental programs.
- 5.3 Improve the timeliness of Department of Natural Resource contested case hearings related to water quality and environment by offering the hearings over the ICN.

APPENDIX E: CORE FUNCTIONS

Agency Core Function Definitions

Adjudication/Dispute Resolution

Enforce and adjudicate the rights and duties of Iowa citizens and organizations according to Iowa laws. Activities may include mediation, worker's compensation adjudication, compliance and education services as well as appeals. May also include activities associated with the act of a court issuing an order, judgment or decree or with quasi-judicial case hearings involving Iowans who disagree with a ruling issued by a state government agency.

Advocacy

Advocates for changes in policy, practices and programs that potentially or actually impact specific populations of Iowans. Activities may include public hearings; policy development; conferences; awareness presentations and seminars; research, analysis and information dissemination; outreach and referral; coalition building; and empowerment.

Audits

The examination and verification of accounts and records to ensure compliance with Iowa laws.

Child & Adult Protection

Provides an array of services and supports to strengthen families and communities to increase the likelihood that children and adults are safe in their homes and communities. Activities may include child and dependent adult protective services, community based/prevention and support services, foster care, family centered services, protective childcare assistance, and facility based care for children in need of assistance and delinquent youth.

Community Coordination & Development

Develop the economic security and quality of life of Iowans by working with local governments, community organizations, business and others to build the organizational, cultural, entrepreneurial, economic and physical capacity needed for community improvement. Activities may include tourism; film production; volunteer services; housing; community facilities and services; growth management; and/or downtown development; facilitation & coordination; prevention efforts to enhance community, family and individual well being, administration of grants to enhance services or response at the state and local levels; fiscal and program oversight; and technical assistance and support.

Conservation, Preservation & Stewardship

Protect, manage, and ensure the maintenance and preservation of natural and historical resources through the effective use of policies and procedures. Activities may include serving as a resource for the management of private-owned, natural and historical resources, supporting conservation, and en-

hancing resources.

Economic Growth & Expansion

Build and support Iowa's businesses and economy. Activities may include promoting Iowa goods and services worldwide; attracting/retaining skilled workers; attracting/retaining business location investment; facilitating the growth of Iowa's entrepreneurial and existing businesses; business expansion; business assistance; international trade and reverse investment; and business finance.

Economic Supports

Provide direct and in-direct economic supports to families in need to assist them in having sufficient resources to meet and provide for basic needs. Activities may include eligibility determination; cash assistance; food stamps; employment and training opportunities; quality child care; child support, unemployment insurance; disability benefits; energy and weatherization assistance grants.

Education

Impart knowledge or develop skills and competencies through formal instruction, financial support or other avenues. Activities may include a formal training academy; planning, research and evaluation; technical assistance; curriculum development; fiscal and/or program oversight; administration of state funded scholarships, grants, and loans and student financial aid information services.

Emergency Management, Domestic Security & Public Health Disaster Preparedness

Support, coordinate, & maintain state and federal emergency management, domestic security, and public health disaster preparedness for Iowa and its citizens.

Enforcement & Investigation (public safety)

Enhance the safety and well being of the public through the enforcement of state and federal laws and to investigate those incidences where laws have been violated. Activities may include patrolling highways; investigating major crimes, alleged fraud, or other incidents of law violations; enforcement of gaming laws; laws involving wildlife harvest; and motor carrier enforcement.

Health & Support Services

Provide individual, community based and facility based prevention services, health care, long-term health care, mental health, population based services, and substance abuse prevention and treatment. Activities may include funding community based services and prevention, targeted case management, acute psychiatric inpatient care, and outpatient psychiatric, outpatient and in-patient substance abuse treatment, nursing, food and nutrition, pharmacy, and medical services. This may also include the provision of publicly funded children and adult health insurance coverage and partnering with public and private entities to secure access to services.

Legal Representation

Provision of legal counsel. Activities may include representation of indigent clients who are accused of committing crimes or involved in juvenile court matters or representing the state in legal affairs.

Library Services

Acquires, manages and circulates information to eligible borrowers. Collections may include books, journals, databases, videos, state and federal documents and access to Web sites.

Local Government Assistance

Provide assistance and support to local entities. This would include certification of budgets, tax equalization, and other types of technical assistance that support funds' transfers that are separate from contracted services as well as assistance that is not specifically tied to a requirement for the provision of services.

Military Readiness & Defense

Provide combat ready units in support of the national military strategy.

Offender Release Assessment

Assess and determine eligibility for work release and parole of offenders committed to the custody of the Iowa Department of Corrections. Activities may include risk assessment, eligibility determination, parole (grants and revocations,) work release (grants and revocations,) victim notification, program review, and research and analysis of issues related to operations.

Offender Supervision and Custody & Treatment

Manages offenders in appropriate settings, either institutional or community supervision. Activities include offender assessment and assignment; accountability and rehabilitation programs (i.e. work, education and treatment); offender monitoring through probation, parole, and community service; and housing and subsistence.

Physical Assets Management

Manages state government assets including but not limited to state government buildings, monuments & vehicles. Activities may include property surplus; parking and grounds maintenance; design, construction and maintenance of facilities; space utilization; and the upkeep of state vehicles.

Public Broadcast & Telecommunication Services

Provides public television and other media services and integrates private and public telecommunications capabilities to produce cost effective finished services to support education, medical, judicial and government and enrich people's lives. Activities may include programming; video creation; digital educational opportunities; network management, data management, and asset management.

Recreation

Provide sustainable, responsible recreation opportunities. Recreational activities may include camping, visiting state parks, museums and nature centers, hunting, fishing, boating and other activities related to use of our natural resources.

Regulation & Compliance

Enhance the safety, health and economic well being of the public through consultation and enforcement of state regulations. Activities may include: examining; accreditation; inspections and compliance; complaint investigation; and various licensing, permit and registration activities.

Research, Analysis and Information Management

Provides relevant information and technical services in a timely manner to customers, stakeholders and policy makers to help make informed decisions. Activities may include collection, analysis, management, interpretation and dissemination of information.

Resource Management (Enterprise or Agency)

Provides all vital infrastructure needs necessary to administer and support agency operations. Key activities may include financial and personnel services such as payroll, accounting and budget; purchasing of goods and services; media management; information technology enhancement, management and support; staff development; leadership; planning; policy development; maintenance of physical infrastructure and governance system development to achieve results for Iowans.

Retirement System Services and Benefits

Administer a responsible retirement system for the exclusive benefit of its public employee members and their beneficiaries.

Revenue Collection & Compliance

Collect revenues in compliance with Iowa's laws, e.g. Iowa tax laws. Key activities may include tax processing, accounting, collections, research and assistance, policy development, examination, audit, and timely resolution of disputed tax issues.

Sales & Distribution

Encompasses the activities involved with the sales and distribution of products such as the wholesaling of liquor to licensed retailers and the sales of lottery tickets.

Transportation Systems

Build and maintain Iowa's transportation to ensure public safety and meet the various needs of Iowans. Transportation includes the following key activities: highway maintenance, construction, planning, design and research; rail; water; transit; and air transportation systems.

Vocational Rehabilitation Services & Independent Living

Provide vocational rehabilitation services to eligible Iowans with a defined disability seeking employment. Activities may include assessment; training; guidance and counseling; referrals; employer assistance; job placement rehabilitative technology services; post-employment follow-up; and coordination of community services.

Workforce Development Services

Provide those services necessary to promote a successful labor exchange system for businesses and job seekers. This may include job matching and placement, skill assessment and enhancement, provision of child labor forms and information, specialized services for various population groups, and other services for employers and job seekers.

Reconciliation Clearing Account*

This Core Function exists to avoid a double counting of resources that are appropriated to or received in one budget org and then transferred to an operating account in another budget org. Data included in this core function accounts for the pre-transfer dollars. Actual operational expenditures (post-transfer dollars) are accounted for in a separate SPA that lists the actual programs/services that benefit from the resources.

**Created for budgeting purposes only. Not linked to operational performance.*

APPENDIX F: STANDARD REPORT EXAMPLE

Report ID: AGA BUD REQ - SEEC DEPT STATE OF IOWA Page: 1 of 15
 System: I3 BUDGET AGA PERFORMANCE BUDGET REQUEST RESULTS SUMMARY BY SPECIAL DEPARTMENT Run Date: 11/30/2005
 Run Time: 09:04:28 AM

Special Department: 770SD - Public Safety, Department of
 Provide public safety and criminal justice services that allow people in Iowa to enjoy a high quality of life in safe communities and that facilitate economic growth.

Department: 595 - Public Safety, Department of

Mission: Provide public safety and criminal justice services that allow people in Iowa to enjoy a high quality of life in safe communities and that facilitate economic growth.

Core Function: 25 - Education

Impart knowledge or develop skills and competencies through formal instruction, financial support or other avenues. Activities may include a formal training academy, planning, research and evaluation, technical assistance, curriculum development, fiscal and/or program oversight, administration of statefunded scholarships, grants, and loans and student financial aid information services.

Core Function Measure	FY 2005 Actuals	FY 2006 Targets	FY 2007 Dept Req Targets	FY 2007 Gov Rec Targets
595_25_001 Percent Fire Depts with Certified Instructor	45,000	25,000	25,000	0,000
595_25_002 Percent Fire Depts. w/50% Fire Fighters Trained to FF1 Level	0,000	50,000	50,000	0,000

SPA: 595_25100 - Fire Training Programs

Develop and deliver fire service training programs.

SPA Measure	FY 2005 Actuals	FY 2006 Targets	FY 2007 Dept Req Targets	FY 2007 Gov Rec Targets
595_25100_001 Ratio of Fire Fighters Receiving Live Fire Trng to Depts.	1,007,000	1,000,000	1,000,000	0,000
595_25100_002 Number of Fire Fighter Training Course Curricula Developed	0,000	0,000	20,000	0,000
595_25100_003_5 Mean Fire Service Course Rating on Scale of 1 to 5	4,000	4,000	4,000	0,000

State of Iowa Individual Performance Plan and Evaluation – Part 2 – Alignment with the Agency Performance Plan

STRATEGIES FOR THIS RATING PERIOD

EXPECTATIONS AND EVALUATION

<i>Individual Performance Strategy (Goal)</i>	<i>Action Steps</i>	<i>Performance Criteria</i>	<i>Timetable</i>
1. Revamp supervisor's correspondence files so they are easier to retrieve	1. Flowchart current log-in procedure 2. Identify bottlenecks 3. Develop revised log-in procedure 4. Prepare procedural manual for reference 5. Refile all correspondence using new procedure	1. Flowchart completed 2. Bottlenecks identified 3. Procedure completed and approved by supervisor 4. Manual completed, available in electronic format, and approved by supervisor 5. Correspondence refiled 6. Following refiling, any correspondence can be retrieved within 3 minutes	1. August 1, 2003 2. September 1, 2003 3. October 15, 2003 4. December 15, 2003 5. February 1, 2004 6. March 1, 2004

RESULTS:

☐ Exceeds Expectations
 ☐ Meets Expectations
 ☐ Does Not Meet Expectations

<i>Individual Performance Strategy (Goal)</i>	<i>Action Steps</i>	<i>Performance Criteria</i>	<i>Timetable</i>
1. Improve accuracy of daily XYZ report	1. Track # of daily errors 2. Identify reasons for errors 3. Develop at least 3 ways to reduce errors 4. Compare # of daily errors to previous log	1. Tracking system established 2. Errors tracked for two months 3. Reasons identified 4. At least 3 error reduction ideas listed 5. # errors reduced by 95%	1. October 1, 2003 2. December 1, 2003 3. December 15, 2003 4. January 15, 2004 5. March 15, 2004
RESULTS: <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Does Not Meet Expectations			

<i>Individual Performance Strategy (Goal)</i>	<i>Action Steps</i>	<i>Performance Criteria</i>	<i>Timetable</i>
2. Develop desk manual	1. Establish work plan 2. Complete work plan	1. Work plan established 2. Work plan completed	1. October 1, 2003 2. April 1, 2004
RESULTS: <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Does Not Meet Expectations			

<i>Individual Performance Strategy (Goal)</i>	<i>Action Steps</i>	<i>Performance Criteria</i>	<i>Timetable</i>
1. Performs job duties and responsibilities according to position standards.	1. Reviews and processes ABC applications 2. Maintains supervisor's calendar 3. Maintains supervisor's correspondence files 4. Prepares written correspondence 5. Answers phone 6. Prepares various reports (see Reports List for specifics)	1a. ABC applications are processed within 1 day of receipt 1b. ABC applications are processed with an accuracy rate of at least 95% 2. Supervisor's calendar is updated daily by close of business 3. All filing is completed by the close of business each Friday 4a. All written correspondence prepared for supervisor contains 0 errors 4b. Written correspondence is prepared within one day of receipt 5. Phone is answered within two rings - no more than two substantiated complaints per year related to responding to caller in a professional manner 6. Reports are completed according to specifications in the Reports List	1-6 Ongoing
RESULTS: <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Does Not Meet Expectations			

State of Iowa Individual Performance Plan and Evaluation – Part 3 – Achievements, Strengths, and Overall Rating

Supervisor's Comments:	Employee's Comments:
Achievements and Strengths:	My noteworthy achievements:
Additional comments:	Additional comments:
Development Plans:	Support I need to improve my performance:
<p>Exceeds Expectations: The employee consistently performs well beyond expectations (strategies/goals, action steps, performance criteria, and timetables) and does outstanding work.</p> <p>Meets Expectations: Performance consistently fulfills the job requirements and expectations (strategies/goals, action steps, performance criteria, and timetables). The employee is doing the job expected for employees in this classification.</p> <p>Does Not Meet Expectations: Performance does not consistently meet expectations (strategies/goals, action steps, performance criteria, and timetables).</p>	
<p>Overall Rating: <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Does Not Meet Expectations</p> <p>I have received a copy of this performance evaluation and it has been discussed with me. I understand that my signature does not necessarily indicate agreement.</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div>Employee Signature: _____</div> <div>Date: _____</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div>Supervisor Signature: _____</div> <div>Date: _____</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div>Next Higher Level Management Signature: _____</div> <div>Date: _____</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div>Recommended Actions: Salary Increase (for non-contractual positions only) <input type="checkbox"/> Yes <input type="checkbox"/> No</div> <div><input type="checkbox"/> Permanent Status <input type="checkbox"/> Other (specify): _____</div> </div>	

CONTACTS

For further information or questions, feel free to draw on these resources within Iowa state government:

Enterprise Strategic Planning

Jim Chrisinger, Department of Management
Phone: (515) 281-6537
FAX: (515) 242-5897
E-Mail: Jim.Chrisinger@iowa.gov

Agency Strategic Planning

Return on Investment & Cost Benefit

Steve Maslikowski, Dept of Management
Phone (515) 281-8822
FAX: (515) 242-5897
E-Mail: Steve.Maslikowski@iowa.gov

Agency Performance Planning

Agency Performance Reporting

Linda Leto, Department of Management
Phone: (515) 281-3853
FAX: (515) 242-5897
E-Mail: Linda.Leto@iowa.gov

Administrative Rules

Performance Measurement & Targets

Performance Audits & Data Evaluation

Service Contracting

Mary Noss Reavely, Dept of Management
Phone: (515) 281-5363
FAX: (515) 242-5897
E-Mail: Mary.Reavely@iowa.gov

Individual Performance Plan & Evaluation

Barb Kroon, Department of Administrative Services- HRE
Phone (515) 281-6388
FAX (515) 281-5102
E-Mail: Barbara.Kroon@iowa.gov

Linda Leto, Department of Management

Phone: (515) 281-3853

FAX: (515) 242-5897

E-Mail: Linda.Leto@iowa.gov

I/3 Performance Budgeting

Nickie Whitaker, Department of Management (Budget)

Phone: (515) 281-5417

Fax: (515) 242-5897

E-mail: Nickie.Whitaker@iowa.gov

Linda Leto, Department of Management (Performance Data)

Phone: (515) 281-3853

FAX: (515) 242-5897

E-Mail: Linda.Leto@iowa.gov

Jim Chrisinger, Department of Management (Purchasing Results)

Phone: (515) 281-6537

FAX: (515) 242-5897

E-Mail: Jim.Chrisinger@iowa.gov