

**DEPARTMENT OF MANAGEMENT  
STATE GOVERNMENT EFFICIENCY  
PRESENTATION**

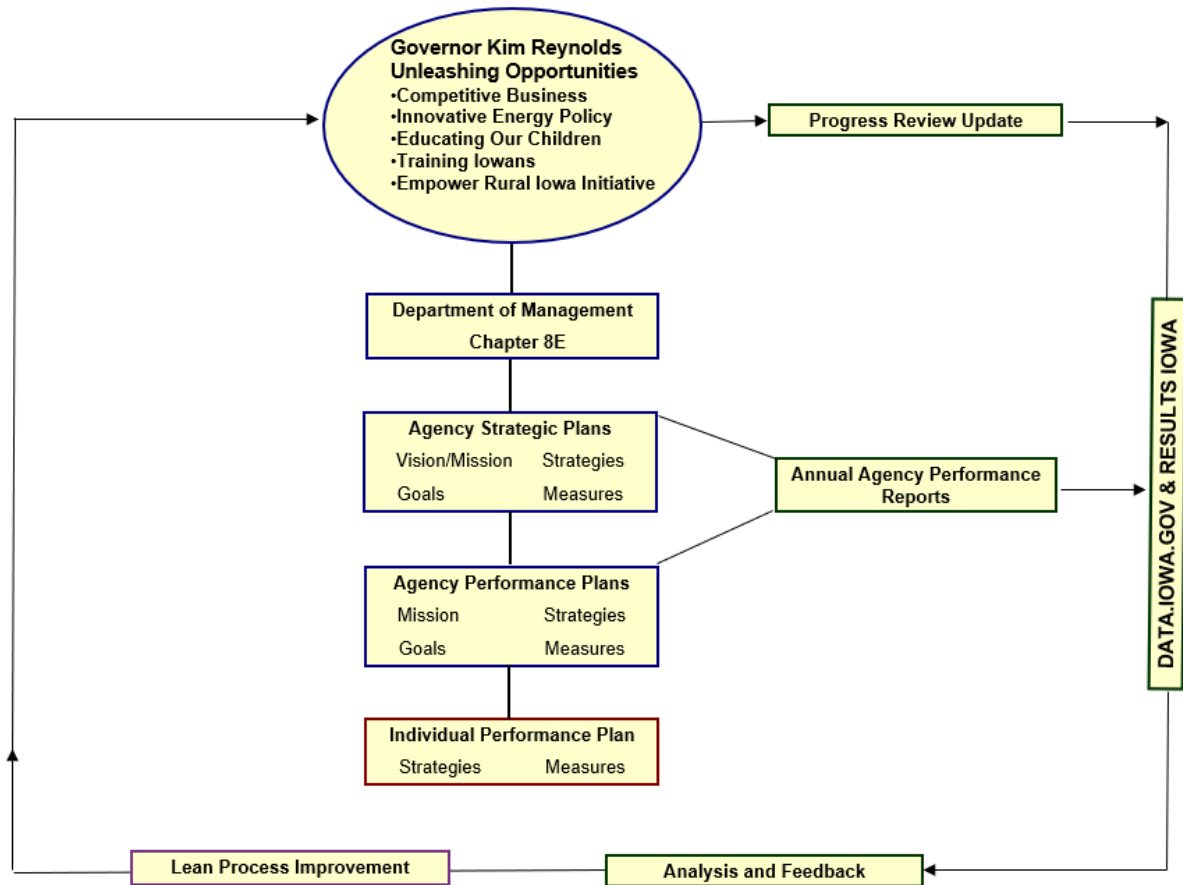


**Presented to the  
State Government Efficiency Review Committee  
November 13, 2019**

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# AGA Performance Results Framework



What are the benefits of Iowa's comprehensive, integrated performance system?

## I. Maximizes effectiveness and efficiency

- Provides direction so the organization is in alignment and working toward common purposes
- Focuses on performance, setting goals and targets for success
- Shines a light on superior performance or gaps in performance
- Promotes collaboration within and between departments
- Helps to identify quality improvement opportunities and make resource allocation decisions
- Improves communication
- Aligns with the trend toward data analytics

## II. Connects Iowans with state government

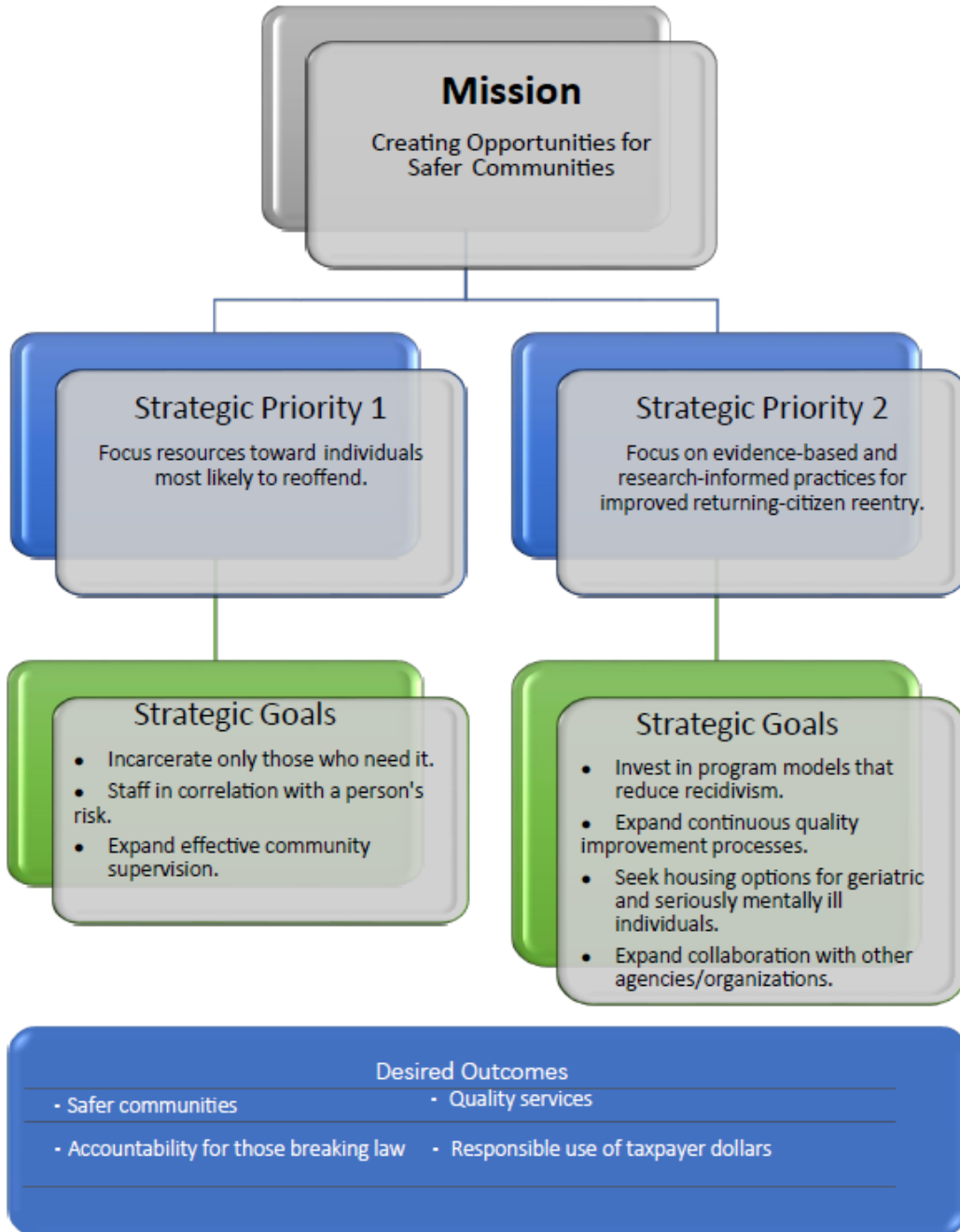
- Provides transparency for the public to see what state agencies are seeking to accomplish and how successful they are in those efforts
- Helps restore confidence in government and in government's ability to produce value, be responsive, and hold itself accountable.

# AGENCY RESULTS EXAMPLES

## EXCERPT 1 - DEPARTMENT OF CORRECTIONS PERFORMANCE REPORT

### Agency Overview

#### *Strategic Plan At-A-Glance*



# EXCERPT 1 - DEPARTMENT OF CORRECTIONS PERFORMANCE REPORT

## Agency Accomplishments

### Apprenticeship Program

Many "returning citizens" in the IDOC are taking advantage of opportunities in skill-based training and education programs. The IDOC has partnered with the U.S. Department of Labor (USDOL) Office of Apprenticeship to develop apprenticeship programs in all nine state correctional facilities. Since May of 2015, the IDOC apprenticeship program has grown 890% to 325 participants. On April 25, 2016, IDOC was designated as an Apprenticeship USA Leader by the USDOL. As of November of 2018 there have been 155 apprentices who completed their occupational training and become journeymen in their field.

There have been 3 new programs registered in 2018 bringing a total of 22 registered programs offered statewide. These include: Landscape Technician, Housekeeper (Commercial, Residential or Industrial), Cook (any industry), Maintenance Repairer (Building), Screen Printer, Upholsterer, Materials Coordinator, Computer Operator, Welder, Baker, Painter Construction, Sewing Machine Repair, Cabinet Maker, Electrician, Refrigeration and Air Conditioning Mechanic, Plumber, Fabricator-Assembler Metal Production, Powder Coating Technician, Peer Specialist, Office Manager, Job Printer, and Carpenter. These programs range from one to four years .

The IDOC continues to collaborate with colleges, manufacturers, labor unions, Iowa *WORKS*, and other community and state agencies to assist in developing a highly skilled workforce by training incarcerated individuals for skilled jobs that are in high demand. In 2018 IDOC implemented a learning management system to provide online training to apprentices. This online training will help bolster the collaboration efforts with employers and other training agencies by giving the apprentices access to the most up to date training required in today's workforce.



# EXCERPT 1.2 - IOWA WORKFORCE DEVELOPMENT PERFORMANCE REPORT

## OFFENDER REENTRY INITIATIVE

IWD has four full-time Workforce Advisors located in the Mitchellville, Newton, Rockwell City and Mount Pleasant correctional facilities. These staff assist offenders nearing release in finding employment and networking with employers to address the barriers they may have in hiring returning citizens. Some of the assistance provided includes resume development, job interviewing techniques, job search and application process. Each of the participants in the program completes the NCRC.

Nearly 95 percent of the offenders serving time in Iowa will leave the system at some time. This program gives returning citizens one more opportunity for success, which is finding employment and starting a new chapter in their lives.

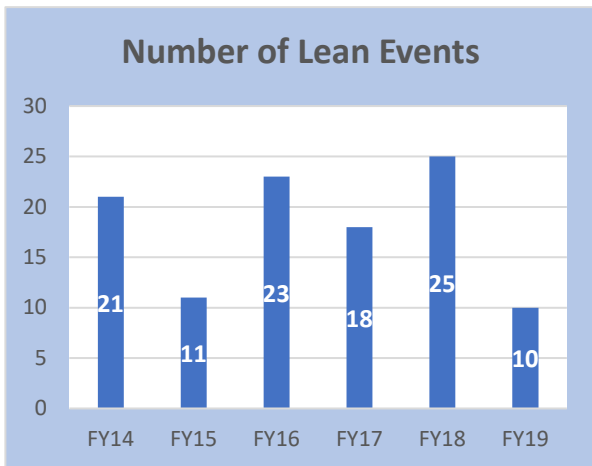
Without a job, it is nearly impossible for returning citizens to establish a new life and become productive in the community in which they live. Hiring a returning citizen can help them integrate into society and gain financial independence. Iowa's unemployment rate has been at historical lows during 2018; when given the opportunity, this group of candidates may help fill employer vacancies with successful employees.



# OFFICE OF LEAN ENTERPRISE



*Brings the people who do the work, people who have knowledge of the process, and the customer together to identify waste and improve the process.*



*Number of Lean Events declined in FY19 as staff learned about and began to use daily problem-solving tools.*



## WHAT IS LEAN?

**LEAN IS A COLLECTION OF PRINCIPLES, METHODS AND TOOLS THAT IMPROVE THE SPEED AND EFFICIENCY OF ANY PROCESS BY ELIMINATING WASTE.**

Office of Lean Enterprise is leading and supporting efforts to make government services simpler, faster and better through: Event-Based Process Improvements and Training of Simple Structured Methods for Daily Workplace Improvements.

### Event-Based Process Improvements:

A structured cross-functional team-based approach for improving a focused process.

### Results from 2004-2019:

- Over 310 reported events facilitated by Lean Enterprise Director and agency trained Lean facilitators.
- Sponsoring these events are 26 state agencies.
- 324 Staff trained on Lean tools and methods.
- 18 Agencies with designated Lean Facilitator.
- 47 Lean Facilitators.

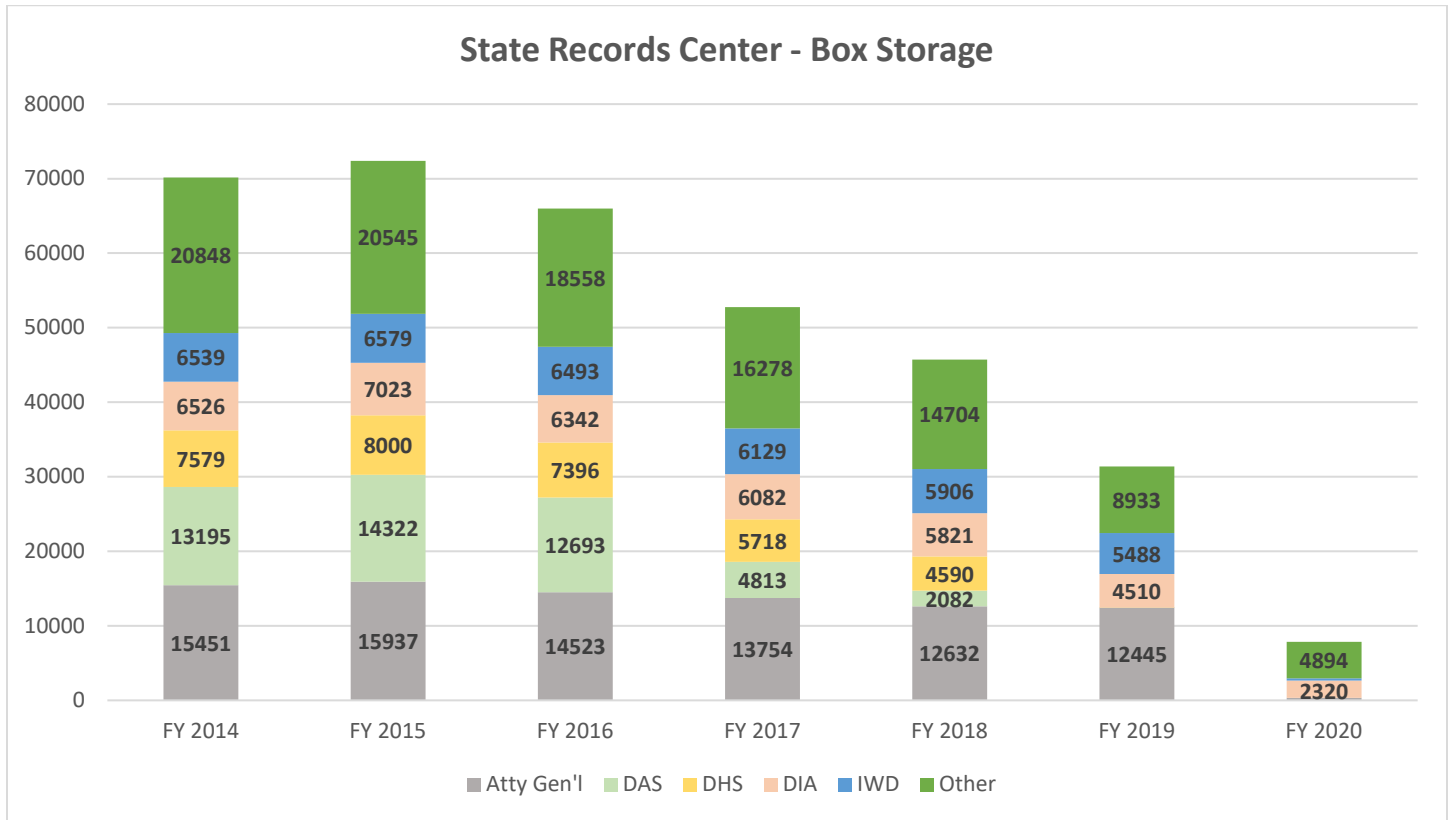


### IOWA'S OFFICE OF LEAN ENTERPRISE

State Capitol, 1007 E Grand Avenue, Des Moines, IA 50319  
515-725-6153 | [marcia.tope@iowa.gov](mailto:marcia.tope@iowa.gov) | <https://dom.iowa.gov/lean-enterprise>

# Results

Agency	Focus	Current State	Improved State
Iowa Utility Board	Billing Process	8-10 hours/billing cycle to prepare bills	1-2 hours per billing cycle to prepare bills
Iowa Economic Development Authority	Targeted Small Business Certification	32 Business Days to Process Application	2-5 Business Days to Process Applications
Department of Natural Resources	Construction Air Quality Permit	62 days to process 18 Hand-offs 600 application backlog	9 days to process 4 Hand-offs Backlog gone in 6 months
IPERS	Lump Sum Payment Process	2,489 applications processed with 87 hours OT (2017)	2,706 applications processed with 9 hours OT (2018)



AGENCY	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Atty Gen'l	15,451	15,937	14,523	13,754	12,632	12,445	325
DAS	13,195	14,322	12,693	4,813	2,082	4	0
DHS	7,579	8,000	7,396	5,718	4,590	1	0
DIA	6,526	7,023	6,342	6,082	5,821	4,510	2,320
IWD	6,539	6,579	6,493	6,129	5,906	5,488	298
Other	20,848	20,545	18,558	16,278	14,704	8,933	4,894
	<b>70,138</b>	<b>72,406</b>	<b>66,005</b>	<b>52,774</b>	<b>45,735</b>	<b>31,381</b>	<b>7,837</b>

Beginning in FY 2021  
Annual Savings of \$247,223








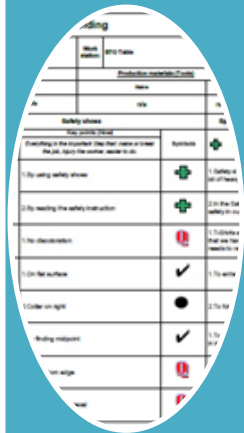
Lean Concepts Tools & Facilitation



Personal Efficiencies in the Workplace

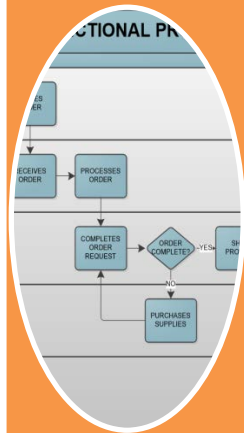


Gemba & Visual Management



Task	Standard	Notes
1. By using safety gloves	<input checked="" type="checkbox"/>	1. Safety is not optional
2. By holding the safety instruction	<input checked="" type="checkbox"/>	2. All the staff safety is our responsibility
3. No obstruction	<input checked="" type="checkbox"/>	3. To ensure that we have no accidents
4. On the surface	<input checked="" type="checkbox"/>	4. To safety
5. Order on sight	<input checked="" type="checkbox"/>	5. To be
6. Working independent	<input checked="" type="checkbox"/>	6. To be
7. No waste	<input checked="" type="checkbox"/>	7. To be

Standard Work




```

    graph TD
      A[RECEIVES ORDER] --> B[PROCESSES ORDER]
      B --> C{ORDER COMPLETE}
      C --> D[PURCHASES SUPPLIES]
      D --> C
  
```

Process Mapping



Problem Solving & Decision Making



The Art of Facilitation



Strategy Classes:

- Value Stream Mapping
- Kaizen/Design
- 5S

# Department of Management Value Stream Map for Budget Process



# IOWA'S DATA TRANSPARENCY PROGRAM

Iowa's data transparency program provides timely, high quality government data assets that are easy for citizens, government officials, businesses, researchers, and developers to find, access, understand and consume.

**Using Complex Data to Answer Questions**

## What We Do

- Make State data discoverable in one location
- Ensure quality data: granular, tidy, good content, described, current
- Turn complex data into charts, maps and stories that answer questions
- Provide applications that allow citizens to explore information

### Make Data Discoverable

data.iowa.gov

Home Catalog Iowa Checkbook Iowa Financial Resources Other Data Sites State Data Plan Sign In

Search

Search

Categories

- Communities & Commerce
- Education
- Government
- Health & Human Services

State of Iowa Catalog

Please explore our data and discover answers to the questions you have.

Featured Content

<a href="#">Assessed Property Values By Tax District and Year</a> August 13, 2019 2,805 Views	<a href="#">State of Iowa Salary Book</a> August 7, 2019 15.9K Views	<a href="#">Offenders Released from Prison</a> October 25, 2019 4,001 Views
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### Ensure Quality

## Offenders Released from Iowa Prisons

View Data Visualize Export API ...

Correctional System

This dataset provides information on offenders released from Iowa prisons beginning in FY 2009. It includes the fiscal year of when an offender is released from prison, their age groups, sex, race - ethnicity, closure type, convicting offense with description and the number of months served.

Updated  
October 25, 2019  
Data Provided by  
Iowa Department of Corrections

Less

### About this Dataset

Updated  
**October 25, 2019**

Data Last Updated  
October 25, 2019

Metadata Last Updated  
October 25, 2019

#### Data Management

Updates	Open
Publishing Agency	Corrections, Dept of/Parole, Board of

## Use complex data to answer questions

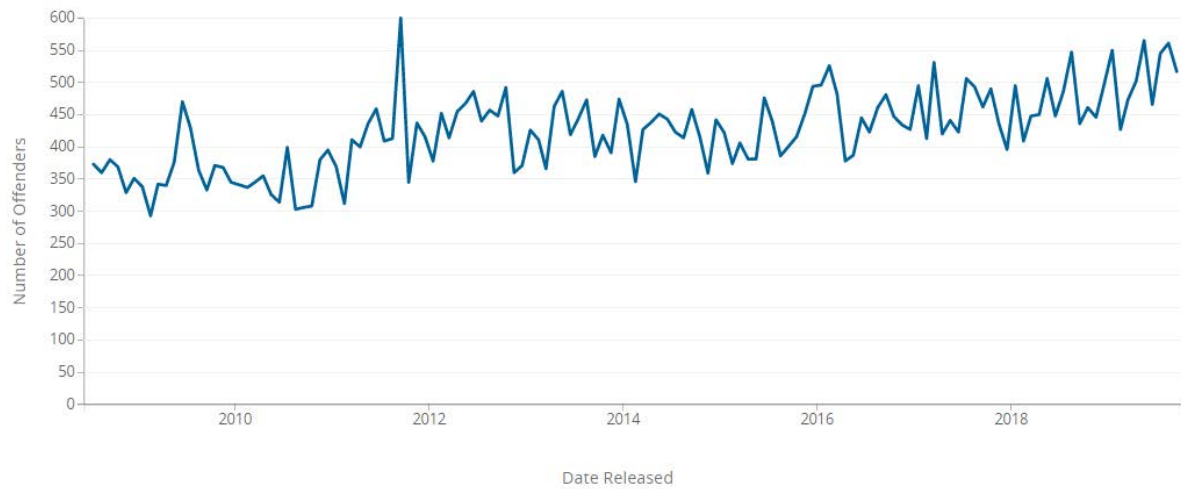
### Table Preview

[View Data](#)
[Create View](#)
[Create Visualization](#)

Reco...	Offe...	Rele...	Fisca...	Closu...	Supe...	Instit...	Offe...	Offe...	Offe...	Offe...	Offe...	Sex
20677755...	20677755	07/01/2008	2009	Parole Gr...	Prison	Iowa Stat...	Cody	Daniel	Scribner		09/03/1986	Male
30713703...	3071370	07/01/2008	2009	Discharge...	Prison	Anamosa...	Dana	Robert	Cherry		12/28/1969	Male
34541013...	3454101	07/01/2008	2009	Parole Gr...	Prison	Newton C...	Dontaye	Valdez	Wright		07/07/1980	Male
20625315...	20625315	07/01/2008	2009	Discharge...	Prison	Newton C...	George	Preston	Haynes	III	06/30/1965	Male
19277745...	19277745	07/01/2008	2009	Discharge...	Prison	Iowa Med...	Kelly	Reid	Randall		12/07/1979	Male
34011333...	3401133	07/01/2008	2009	Work Uni...	Work Rel...	Newton C...	Kevin	Dwayne	Heger		06/22/1966	Male
20161644...	20161644	07/01/2008	2009	Discharge...	Prison	Fort Dod...	Luke	Jacob	Steele		10/18/1987	Male
30058443...	3005844	07/01/2008	2009	Discharge...	Prison	Newton C...	Michael	Anthony	Reeves		01/02/1964	Male
33106233...	3310623	07/02/2008	2009	Work Rel...	Prison	Fort Dod...	Anthony		Riser		05/10/1978	Male

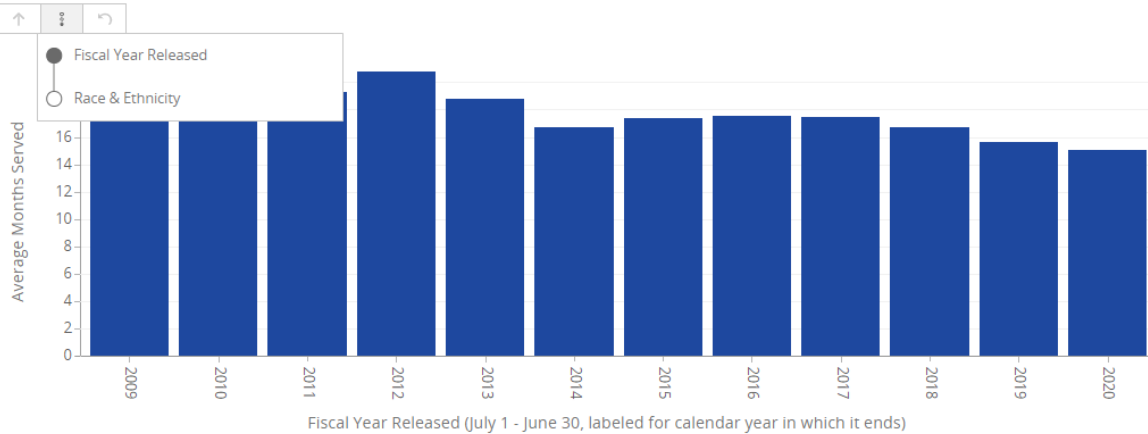
### Number of Offenders Released from Iowa Prisons

Chart is filterable by sex, and race & ethnicity.



### Average Months Served in Iowa Prisons by Fiscal Year Released and Race & Ethnicity

Click a fiscal year to view race and ethnicity.



# Types of Available Data and Usage

## data.iowa.gov

The total number of public assets (datasets, charts, maps, measures, documents, etc.) currently available on data.iowa.gov is 1,657.

The quality, quantity and variety of published data on the site also make it increasingly more meaningful and useful for our citizens, as shown in the table below. Portal improvements and expanded availability of data have resulted in significant growth in the data portal's use.

<b>Statistic</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>% Change</b>
<i>Unique Users</i>	70,149	80,593	14.89%
<i>Sessions</i>	95,810	111,820	16.71%
<i>Returning Sessions</i>	26,595	31,390	18.03%

*Google Analytics for data.iowa.gov*

## Interactive Checkbook

Additionally, Iowa's interactive checkbook ([checkbook.iowa.gov](http://checkbook.iowa.gov)), a companion website, gives the public access to 11.51 million checkbook level transactions, totaling \$108.33 billion from FY 2014 through FY 2020 YTD. The enhanced search capabilities and visual exploration make it easier for citizens to find the information they are interested in.