



State Governor's Office

Business Need:

Balanced Strategic Planning & Performance Management

Abstract:

Reporting directly to the State's Governor, our efforts serviced Executive Branch clients that included critical cabinet-level departments representing, Economic Development, Revenue, Finance, Tourism, Mental Health, Public Safety, and Senior Services.

Case Study: Performance Measurement & Management

Business Challenge & Client Vision

Under a regulatory mandate from the state legislature, this State's Governor is required to present an annual strategic plan to the legislature including both budget and service components. Recognizing that the State was facing a fiscal shortfall, the incoming Governor sought to change the traditional strategic planning process to focus on a break-through balanced approach to managing the state's executive branch. Our client sought to develop a performance management capability that not only met the requirements of the legislative regulation, but also provided the citizens of the state with an accountable mechanism for initiating program performance reform that included setting program goals, measuring program performance against those goals, and reporting publicly on their progress. Oculus Consulting Group was asked to organize, architect, and implement this strategic planning and performance management process in a way that would help our client realize their vision of balanced, efficient, and accountable accomplishments by each of the critical state agency service providers.

How Oculus Consulting Helped

Utilizing our strategic planning methodology and balanced scorecard approach, Oculus assisted the Governor and his cabinet in creating a clear link between the State Strategic Plan and the strategic plans of these critical state agencies. Agency Directors were challenged to develop strategic and tactical plans that were measurable in performance and actionable in their execution. By involving agency leadership and managers in target-setting and reporting, the planning effort increased the agency's knowledge of and involvement with the Governor's goals, objectives, and performance measures. The result was accountability from the lowest levels of the agency through the

Managers and Directors all the way up to the Governor. Managers and service providers who were responsible and accountable for goal accomplishment now had a meaningful influence on their performance. The focus on performance outcomes allowed these agencies to clarify for the Governor and the Legislature the activities that were most important and those that required additional funding, and also identified areas that needed additional examination. Following a comprehensive definition of these measures, Oculus Consulting Group was instrumental in assisting this client with the development and execution of its vision for comprehensive performance management. This included the identification of milestones, sample data, and an overall schedule for selecting and implementing performance change activities.

The Measurable Reality

Oculus Consulting Group led critical roles in helping this client institute a break-through strategic planning and performance management effort. For the first time in the state's history, agency heads were able to have substantive discussions with legislative appropriation committees regarding the critical performance and activity-based measures and could justify agency performance and budget appropriation requests. As just one example of the many measurable outcomes from this effort, the Youth Services Department reduced the cost of services provided by subcontractors by 50%. Overspending by state agencies before the process averaged 8%. The 2000 budget was much more realistic and only contained a cumulative overspend of 3%. Over the course of the Governor's term of office, independent assessments by Governing Magazine raised the grade of the State's financial management process from a "D" grade to its current above-average level. The fact that the State's performance management program not only has continued but also is still maturing is a testament to the program's success.



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Another Example of Transforming an Organization's Vision into Measurable Reality!

To find out how Oculus Consulting can transform your vision into a measurable reality, please call 314.422.6365 or e-mail: oculus.consulting.group.llc@gmail.com.