

## 7 Elements of the Gregoire Management Framework



### Governor Gregoire's Leadership Values

Governor Gregoire has a vision of a state government that is *strategic, responsive, and accountable*.

#### STRATEGIC

- Get the facts and drive decisions based on accurate, up-to-date data.
- Allocate resources to the highest priorities, and use strategies that are proven to work.
- Take calculated risks.
- Break down silos and actively collaborate

#### RESPONSIVE

- Focus on clear, measurable results for the public.
- Provide responsive, timely customer service.
- Be open and communicate in ways that are meaningful to citizens.

#### ACCOUNTABLE

- Deal squarely with the tough issues.
- Hold ourselves and each other accountable. Do what we say we will do.
- Persist and follow up until we achieve our desired results.

## The Gregoire Management Framework

THE MANAGEMENT FRAMEWORK is a tool to help managers understand Governor Gregoire's expectations for excellent performance.

This document attempts to capture and put into words what most agency leaders know so well it's just part of life – the process and tools you use every day to help achieve results.

It's also a way to understand the challenges we face. To see where and how our processes could better align so that, together, we can resolve those challenges strategically.

The Gregoire Management Framework is simply that – a framework. The real work happens within the framework. It's the work agencies do every day to deliver services in a way that meets the high standards of this administration.

The Management Framework is not an end to itself. The framework gives us the tools we need to **get the RESULTS** we want to achieve.

### Seven Elements of the Gregoire Management Framework

1. Create a Strategic Plan
2. Allocate Resources
3. Manage People
4. Monitor Progress
5. Respond: Make Decisions and Take Action
6. Improve Process
7. Communicate Results and Listen

## Key Results of the Gregoire Administration

The list below reflects the highest priorities of Governor Gregoire's administration. These goals cascade down into agency strategic action plans. The Governor will continue to work closely with agency leaders to review progress toward achieving these goals through her GMAP forums.

- **Education** – Focus on early childhood education, reduce high school dropouts, increase college graduations and target the skills and knowledge needed to compete in a global economy.
- **Economy** – Create jobs, export Washington products, develop our competitive advantage in industries such as alternative energy, and simplify business interactions with government.
- **Health care** – Create a sustainable, affordable, high-quality health care system, and make Washington's people the healthiest in the world.
- **Accountability** – Set priorities, measure performance, and inspire the workforce to improve the overall performance and customer service of state government.
- **Safe and Secure** – Protect our most vulnerable children and adults from abuse and neglect by responding quickly and ensure the state is prepared for emergency response.
- **Environment** – Improve water quality, protect fish and wildlife habitat, and keep our farms and forests working. Clean up Puget Sound by 2020.
- **Transportation** – Deliver highway construction projects on-time and within budget, maintain transportation assets to maximize benefit-to-cost, and design the transportation system of the future.

## 1. Create a Strategic Plan

- Articulate specific goals and values
- Identify a limited number of clear priorities
- Analyze external forces that influence your agency mission
- Assess your capacity to deliver services and manage effectively
- Understand customer and constituent expectations
- Develop strategies and tactics, from high-level results to your expectations for each employee
- Establish performance measures at all levels: how will you know if you're achieving your goals?

### Tools and Standards:

- ✓ Strategic planning guide from OFM
- ✓ Logic model
- ✓ Baldrige (quality) assessment tools
- ✓ *But We Can't Measure What We Do* Course
- ✓ *Linking Resources to Results* Course
- ✓ Plain Talk
- ✓ Employee job descriptions

*Check: Does our plan reflect a clear understanding of current customer, citizen and stakeholder expectations?*

## 2. Allocate Resources

- Take into account both agency and statewide priorities
- Align funding and workforce with priorities
- Consider what activities fall “below the line” and should be discontinued in order to free up resources for higher priorities
- Set meaningful targets for the performance measures

### Tools and Standards:

- ✓ Budget instructions
- ✓ Agency allotment process
- ✓ GMAP and POG team guidance
- ✓ Budget Development System
- ✓ Performance Measures Tracking system
- ✓ Business warehouse data
- ✓ Workforce planning process

*Check: Do performance targets reflect the right balance between vision and available resources?*

## 3. Manage People

- Connect your expectations for each employee to the desired results
- Make expectations as clear and specific as possible (who will do what by when)
- Engage employees in finding better ways to do our business
- Manage day-to-day operations

### Tools and Standards:

- ✓ Performance Development Plans
- ✓ Logic Model
- ✓ Employee evaluations and continuous feedback
- ✓ Workplans
- ✓ Job descriptions and competencies
- ✓ Performance management confirmation process

*Check: Are individual work plans and employee expectations clearly linked to organizational goals?*

*Check: Do work plans specify who will do what by when?*

## 4. Analyze Progress

- Collect useful data
- Analyze the data from multiple perspectives
  - Monitor customer satisfaction
  - Review employee survey
  - Seek and analyze industry (peer) benchmarks
- Create reports that are useful for decision-making
- Include proposed action plans and/or course corrections

### Tools and Standards:

- ✓ Information management systems
- ✓ HR, IT and Finance Reports
- ✓ GMAP reporting template
- ✓ Customer feedback
- ✓ Best practice comparisons
- ✓ *Understanding Data* course
- ✓ *Charts and Graphs* course

*Check: Did we do what we said we would do?*

*Check: Are we monitoring the goals in our strategic plan?*

## 5. Respond: Make Decisions and Take Action

- Convene the management team regularly to review reports and take action.

*Five key questions managers should ask:*

1. Are we where we thought we would be?
  2. Why or why not?
  3. Do we need to change our strategies, improve our processes, or recalibrate our targets?
  4. What actions need to be taken?
  5. What is the story to be told?
- **Respond** to identified challenges and take action.

### Tools and Standards:

- ✓ GMAP sessions
- ✓ Executive Management Meetings
- ✓ Follow-up reports or memos

## 6. Improve Process

- Take action promptly, and set a realistic due date by when you expect to see improved results
- Adjust plan, strategies or targets as needed
- Use process improvement tools such as Lean or Six Sigma
- Seek best practices from peer programs
- Collaborate in new ways with other agencies, governments and the private and nonprofit sectors
- Use technology to improve service delivery

### Tools and Standards:

- ✓ Process improvement tools
- ✓ Plain Talk
- ✓ Regulatory Improvement
- ✓ Performance audits
- ✓ Program evaluation
- ✓ Return on investment analysis

## 7. Communicate Results and Listen

- Communicate to:
  - Governor and Legislature
  - Employees
  - Partners (other agencies, local and federal governments, vendors, etc.)
  - Media
  - Customers, constituents and citizens
- Tell our story in clear, compelling terms
- LISTEN and use effective tools to gain a clear understanding of the concerns of customers, employees and citizens.

### Tools and Standards:

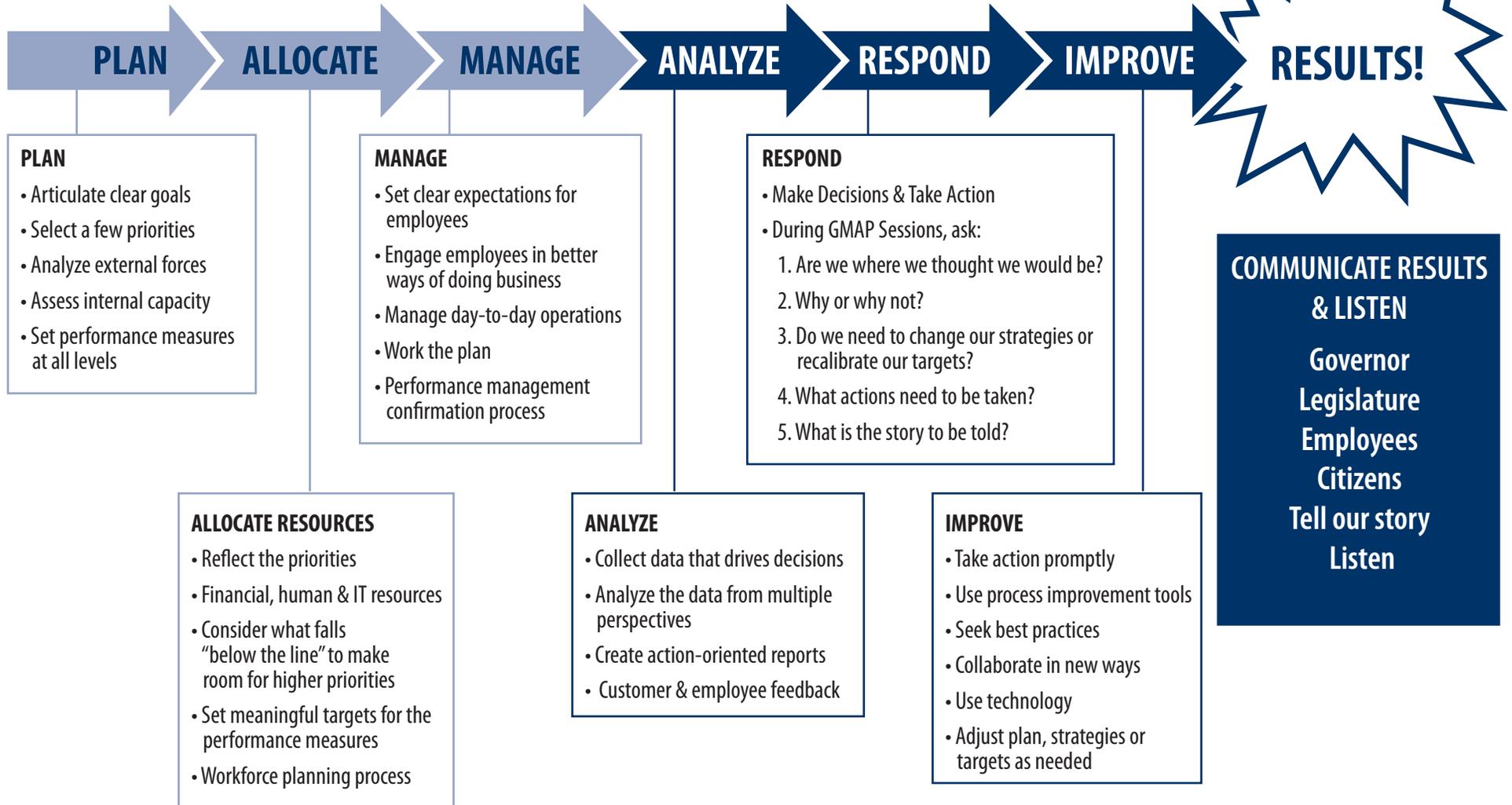
- ✓ Communications, including web, outreach, news releases and speeches
- ✓ Plain Talk
- ✓ Customer surveys
- ✓ Focus groups
- ✓ Meetings with advisory groups, key constituents and customers

*Check: Is our story resonating?*

*Check: Have citizen or customer needs or priorities changed since we developed our strategic plan?*

# Gregoire Management Framework

**GMAP = Analyze - Respond - Improve**



# Gregoire Management Framework STANDARDS AND TOOLS

**GMAP = Analyze - Respond - Improve**

