



NATIONAL ASSEMBLY OF STATE ARTS AGENCIES
WORKSHOP: EXCELLENCE AND INNOVATION IN PUBLIC AGENCIES

TRANSFORMING GOVERNMENT

WHERE IS THE FOCUS?

DOING THE JOB WELL	A DIFFERENT FRAME FOR GOVERNMENT
Do your job well	Continuously improve results
Be guided by your profession	Be guided by data
Be clear about your role and the role of your division	Be clear about the outcomes of your work
Distinguish ourselves from other units by what we do	Integrate our work with other units to improve results

WHAT MATTERS?

DOING THE JOB WELL	A DIFFERENT FRAME FOR GOVERNMENT
What matters is how we do our job	What matters are results we produce
Today's crisis	Long term outcomes
Reviewing performance is about making a judgment	Reviewing performance is about learning
The boss is the best judge of our work	The customer is the best judge of our work
The boss motivates employees and relies on extrinsic rewards	Motivation comes from within individuals and relies on intrinsic rewards

WHOM DO WE SERVE?

DOING THE JOB WELL	A DIFFERENT FRAME FOR GOVERNMENT
I'm here to serve the boss	I'm here to serve my customers
Identity and loyalty is to the unit	Identity is with the value we create
Keep internal units happy	Keep outside people like taxpayers happy
Our customers are those whom we deal with (many non-compliers)	Our customers are those whose interests we serve (voluntary compliers)



HOW ARE THINGS CONTROLLED?

DOING THE JOB WELL	A DIFFERENT FRAME FOR GOVERNMENT
Control is focused on <i>how</i> we do our work	Control is focused on the results of our work
Achieve consistency and integration through centralization	Achieve consistency and integration through strategy
People can't be trusted; restrict freedom in the interest of public norms	People can be trusted; empower people in the interest of improved results
Get permission from the chain of command or from central administrative agencies when you want to do your job differently	Experiment with different ways to do your job seeing which approaches get the best results

WHAT IS OUR WORK CULTURE?

DOING THE JOB WELL	A DIFFERENT FRAME FOR GOVERNMENT
Measuring performance is about finding people to punish	Measuring performance is about learning
We derive most of our joy from the work itself	We derive most of our joy from the results of our work
When there is an obvious success or failure it is important to pin down who is responsible	When there is obvious success or failure it is important to pin down what has been learned
Good enough for government work	We want to excel

HOW DO WE GET THE INFORMATION WE NEED TO DO OUR JOBS?

DOING THE JOB WELL	A DIFFERENT FRAME FOR GOVERNMENT
Information comes through the chain of command	Information is available directly from the source
Information is closely guarded; associated with the job	Information is broadly shared; associated with the result
Performance reports are produced for the benefit of the "boss"	Performance reports are produced for the benefit of the people doing the work
Measure what we can control	Measure what the customer experiences

For more information see www.psg.us

