



State of California

LITTLE HOOVER COMMISSION

September 30, 2010

Stuart Drown
Executive Director

Dear Stakeholder:

I am pleased to present the advisory report, *Performance Management in California State Government: What Gets Measured Gets Done*. This report represents the collective work of leaders from more than two dozen state departments and agencies, known formally as the Performance Management Council.

For the first time, information has been collected about specific strategies state departments and agencies employ to improve program outcomes by tracking performance data to inform budget and management decisions. This report provides a street-level status report on these activities and concludes with a framework to better leverage, unify and grow these efforts across state government.

The process to develop this report is noteworthy in and of itself. The Little Hoover Commission – long focused on moving state government from a culture of compliance to a culture of performance – convened a group of department heads and managers in 2008 for a roundtable discussion about methods and approaches for measuring and reporting the performance of state programs. Participants expressed interest in continuing to meet to share stories about their efforts to measure the performance of their departments.

No one told them to participate or that they had to keep meeting. The size of the group grew, and they self-chartered the group as the Performance Management Council, which continues to meet monthly at, and with the support of, the University of Southern California State Capital Center. They have shared best practices and lessons learned. With the help of the Governor's Office, they conducted a survey to better understand how departments are using performance management strategies and what tools still are needed. They have testified before the Assembly Accountability and Administrative Review Committee. Perhaps most significantly, they have developed within themselves a network of resources and talent that leverages their skills and experiences across state government organizations. Their dedication is a testament to the pride of working for and ensuring the greatness of the State of California.

This advisory report is their product. I hope it informs, inspires and shapes discussions of how the state can do its best as it struggles to re-align programs and policies within a new budget reality.

Sincerely,

A handwritten signature in cursive script that reads "Stuart Drown".

Stuart Drown, Executive Director
Little Hoover Commission