
SECOND SUBSTITUTE HOUSE BILL 1970

State of Washington 59th Legislature 2005 Regular Session

By House Committee on Appropriations (originally sponsored by Representatives P. Sullivan, Springer, Miloscia, Upthegrove, Morrell, Haigh, O'Brien, Linville and Takko; by request of Governor Gregoire)

READ FIRST TIME 03/07/05.

1 AN ACT Relating to improving government management, accountability,
2 and performance; adding new sections to chapter 43.17 RCW; adding a new
3 section to chapter 44.04 RCW; adding a new section to chapter 2.04 RCW;
4 and creating new sections.

5 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

6 NEW SECTION. **Sec. 1.** The legislature finds that:

7 (1) Citizens demand and deserve accountability of public programs
8 and activities. Public programs must continuously improve
9 accountability and performance reporting in order to increase public
10 trust.

11 (2) Washington state government agencies must continuously improve
12 their management and performance so citizens receive maximum value for
13 their tax dollars.

14 (3) The application of best practices in performance management has
15 improved results and accountability in many Washington state agencies
16 and other jurisdictions.

17 (4) All Washington state agencies must develop a performance-based
18 culture that can better demonstrate accountability and achievement.

1 NEW SECTION. **Sec. 2.** A new section is added to chapter 43.17 RCW
2 to read as follows:

3 As used in sections 3 and 4 of this act:

4 (1) "State agency" or "agency" means a state agency, department,
5 office, officer, board, commission, bureau, division, institution, or
6 institution of higher education, and all offices of executive branch
7 state government-elected officials.

8 (2) "Quality management, accountability, and performance system"
9 means a nationally recognized integrated, interdisciplinary system of
10 measures, tools, and reports used to improve the performance of a work
11 unit or organization.

12 NEW SECTION. **Sec. 3.** A new section is added to chapter 43.17 RCW
13 to read as follows:

14 (1) Each state agency shall, within available funds, develop and
15 implement a quality management, accountability, and performance system
16 to improve the public services it provides.

17 (2) Each agency shall ensure that managers and staff at all levels,
18 including those who directly deliver services, are engaged in the
19 system and shall provide managers and staff with the training necessary
20 for successful implementation.

21 (3) Each agency shall, within available funds, ensure that its
22 quality management, accountability, and performance system:

23 (a) Uses strategic business planning to establish goals,
24 objectives, and activities consistent with the priorities of
25 government, as provided in statute;

26 (b) Engages stakeholders and customers in establishing service
27 requirements and improving service delivery systems;

28 (c) Includes clear, relevant, and easy-to-understand measures for
29 each activity;

30 (d) Gathers, monitors, and analyzes activity data;

31 (e) Uses the data to evaluate the effectiveness of programs to
32 manage process performance, improve efficiency, and reduce costs;

33 (f) Establishes performance goals and expectations for employees
34 that reflect the organization's objectives; and provides for regular
35 assessments of employee performance;

36 (g) Uses activity measures to report progress toward agency
37 objectives to the agency director at least quarterly;

1 (h) Where performance is not meeting intended objectives, holds
2 regular problem-solving sessions to develop and implement a plan for
3 addressing gaps; and

4 (i) Allocates resources based on strategies to improve performance.

5 (4) Each agency shall conduct a yearly assessment of its quality
6 management, accountability, and performance system.

7 (5) State agencies whose chief executives are appointed by the
8 governor shall report to the governor on agency performance at least
9 quarterly. The reports shall be included on the agencies', the
10 governor's, and the office of financial management's web sites.

11 (6) The governor shall report annually to citizens on the
12 performance of state agency programs. The governor's report shall
13 include:

14 (a) Progress made toward the priorities of government as a result
15 of agency activities; and

16 (b) Improvements in agency quality management systems, fiscal
17 efficiency, process efficiency, asset management, personnel management,
18 statutory and regulatory compliance, and management of technology
19 systems.

20 (7) Each state agency shall integrate efforts made under this
21 section with other management, accountability, and performance systems
22 undertaken under executive order or other authority.

23 NEW SECTION. **Sec. 4.** A new section is added to chapter 43.17 RCW
24 to read as follows:

25 Starting no later than 2008, and at least once every three years
26 thereafter, each agency shall apply to the Washington state quality
27 award, or similar organization, for an independent assessment of its
28 quality management, accountability, and performance system. The
29 assessment shall evaluate the effectiveness of all elements of its
30 management, accountability, and performance system, including:
31 Leadership, strategic planning, customer focus, analysis and
32 information, employee performance management, and process improvement.
33 The purpose of the assessment is to recognize best practice and
34 identify improvement opportunities.

35 NEW SECTION. **Sec. 5.** A new section is added to chapter 44.04 RCW
36 to read as follows:

1 The senate and house of representatives shall each develop and
2 implement quality improvement programs as described under section 1 of
3 this act by June 30, 2005, and shall report the results of these
4 efforts to the leadership of each major political party caucus within
5 its respective house.

6 NEW SECTION. **Sec. 6.** A new section is added to chapter 2.04 RCW
7 to read as follows:

8 The supreme court is encouraged to develop and implement quality
9 improvement programs, as described under section 1 of this act, for the
10 judicial branch of government, by June 30, 2005, and shall report the
11 results of these efforts to the chief justice. The programs may be
12 implemented directly by the supreme court or may be delegated to the
13 administrator for the courts.

14 NEW SECTION. **Sec. 7.** If specific funding for the purposes of this
15 act, referencing this act by bill or chapter number, is not provided by
16 June 30, 2005, in the omnibus appropriations act, this act is null and
17 void.

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