
SUBSTITUTE SENATE BILL 5921

State of Washington

59th Legislature

2005 Regular Session

By Senate Committee on Government Operations & Elections (originally sponsored by Senators Kastama, Kohl-Welles, Rockefeller and Rasmussen; by request of Governor Gregoire)

READ FIRST TIME 03/01/05.

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 a new section.

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 are engaged in the system and shall provide managers and staff with the
19 training necessary for successful implementation.

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

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

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

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

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

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

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

35 (g) Uses activity measures to report progress toward agency
36 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.

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

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

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

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

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

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

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

36 The senate and house of representatives shall each develop and

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

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

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

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