
SENATE BILL 5921

State of Washington

59th Legislature

2005 Regular Session

By Senators Kastama, Kohl-Welles, Rockefeller and Rasmussen; by request of Governor Gregoire

Read first time 02/14/2005. Referred to Committee on Government Operations & Elections.

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

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

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

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

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

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

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

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

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

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

6 (2) "Management, accountability, and performance system" means an
7 integrated, interdisciplinary system of measures, tools, and reports
8 used to improve the performance of a work unit or organization.

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

11 (1) Each state agency shall, within available funds, develop and
12 implement a management, accountability, and performance system to
13 improve the public services it provides.

14 (2) Each agency shall ensure that managers and staff at all levels
15 are engaged in the system and shall provide managers and staff with the
16 training necessary for successful implementation.

17 (3) Each agency shall, within available funds, ensure that its
18 management, accountability, and performance system:

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

22 (b) Engages stakeholders and customers in establishing service
23 requirements and improving service delivery systems;

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

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

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

29 (f) Establishes performance goals and expectations for employees
30 that reflect the organization's objectives; and provides for regular
31 assessments of employee performance;

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

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

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

1 (4) State agencies whose chief executives are appointed by the
2 governor shall report to the governor on agency performance at least
3 quarterly.

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

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

9 (b) Improvements in agency management systems, fiscal efficiency,
10 process efficiency, asset management, personnel management, statutory
11 and regulatory compliance, and management of technology systems.

12 (6) Each state agency shall integrate efforts made under this
13 section with other management, accountability, and performance systems
14 undertaken under executive order or other authority.

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

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

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