

# SENATE BILL REPORT

## SB 5921

---

---

As Reported By Senate Committee On:  
Government Operations & Elections, February 28, 2005

**Title:** An act relating to improving government management, accountability, and performance.

**Brief Description:** Improving government management, accountability, and performance.

**Sponsors:** Senators Kastama, Kohl-Welles, Rockefeller and Rasmussen; by request of Governor Gregoire.

**Brief History:**

**Committee Activity:** Government Operations & Elections: 2/28/05 [DPS, w/oRec].

---

### SENATE COMMITTEE ON GOVERNMENT OPERATIONS & ELECTIONS

**Majority Report:** That Substitute Senate Bill No. 5921 be substituted therefor, and the substitute bill do pass.

Signed by Senators Kastama, Chair; Berkey, Vice Chair; Roach, Ranking Minority Member; Fairley, Haugen, Kline and Pridemore.

**Minority Report:** That it be referred without recommendation.

Signed by Senators Benton and Mulliken.

**Staff:** Diane Smith (786-7410)

**Background:** Numbers of programs have been instituted to improve government efficiency and accountability. Legislation was enacted in 1996 establishing a performance based budgeting system for state agencies. Agencies are expected to: (1) establish mission statements and set goals; (2) develop strategies to achieve goals; (3) set outcome based objectives; (4) provide continuous self-assessment of each program; (5) link budget proposals with their mission statements and goals; and (6) objectively determine the success in achieving goals.

Executive Order 97-03, issued in 1997, required all state agencies to develop and implement programs to improve the quality, efficiency, and effectiveness of public services they provide using quality improvement, business process redesign, employee involvement, and other quality improvement techniques. Executive Order 97-02 established a rules review process for state agencies to periodically review their rules to determine if the rules should be retained, modified, or repealed.

The Joint Legislative Audit and Review Committee (JLARC) is authorized to conduct performance audits. The State Auditor may also conduct performance audits at the direction of JLARC if the legislature appropriates money for specific performance audits in the state budget.

The Governor's Washington State Quality Award Program is a statutory program begun in 1994. It is designed to improve the overall competitiveness of the state's economy by stimulating measurable successes in businesses. The quality award council, a private, nonprofit corporation, determines each year's winner of the award.

**Summary of Substitute Bill:** Quality management practices are addressed for the three branches of government.

Each state agency, including higher education, must develop and implement a nationally recognized quality management, accountability, and performance system. The agencies will provide the training necessary for successful implementation to managers and staff. The agencies will also ensure that all levels of managers and staff are engaged in the system. The system has nine statutory criteria.

Each state agency must conduct a yearly assessment of its system. Those agency heads appointed by the Governor must report at least quarterly to the Governor on agency performance. The Governor must make an annual report to the people. Other authorized quality management systems undertaken by any state agency must be integrated with this system.

At least once every three years starting no later than 2008, each agency must apply for the Washington State Quality Award or a similar type of recognition.

The legislature must develop and implement a quality management program by June 30, 2005. Results from this program are reported to leadership of the major political caucuses. The supreme court is encouraged to do the same, with the report going to the chief justice.

**Substitute Bill Compared to Original Bill:** The original bill was not considered.

**Appropriation:** None.

**Fiscal Note:** Requested on February 24, 2005.

**Committee/Commission/Task Force Created:** No.

**Effective Date:** Ninety days after adjournment of session in which bill is passed.

**Testimony For:** None.

Other: As long as this process compliments and does not supplant HB1064, it is OK. You can't solve a problem using minds that created the problem. We need some kind of review. Past quality management has just been more memos from management.

**Testimony Against:** None.

**Who Testified:** OTHER: Dennis Eagle, Washington Federation of State Employees.