

# **Pacific Northwest Intergovernmental Audit Forum**

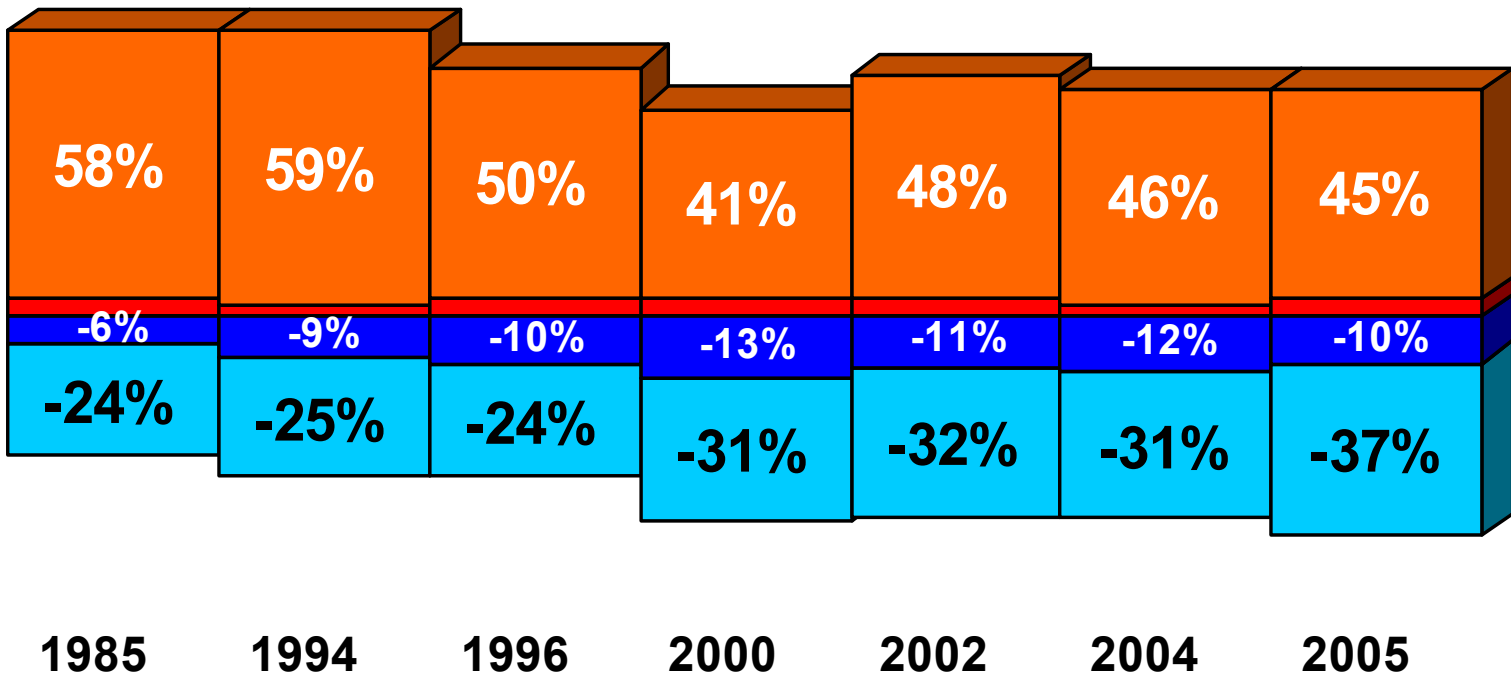
## **What Does the Public Want To Hear About Government Performance?**

**March 2007**



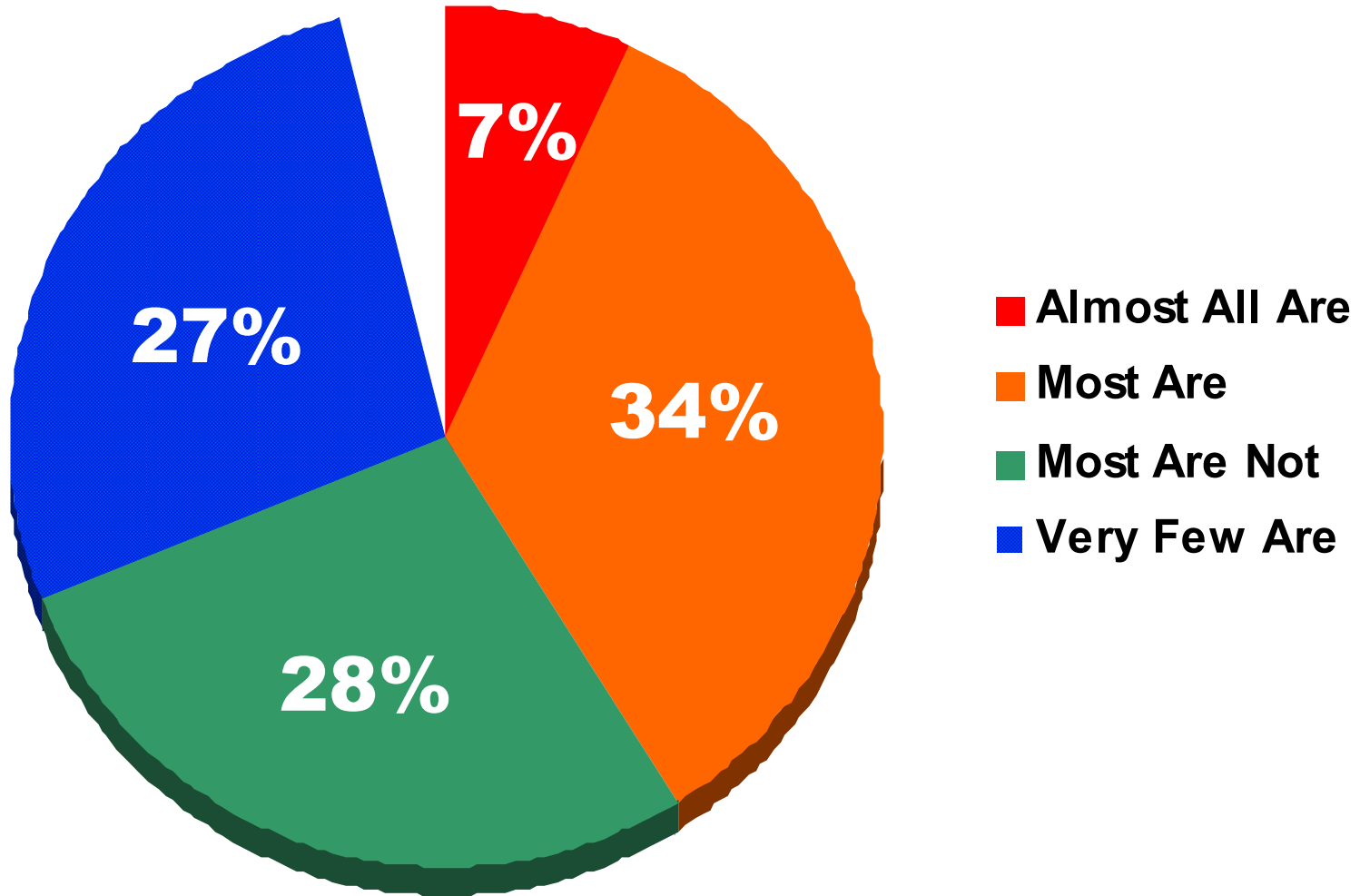
# WA Gov't effective?

■ Very Effective   ■ Mostly Effective   ■ Very Ineffective   ■ Mostly Ineffective



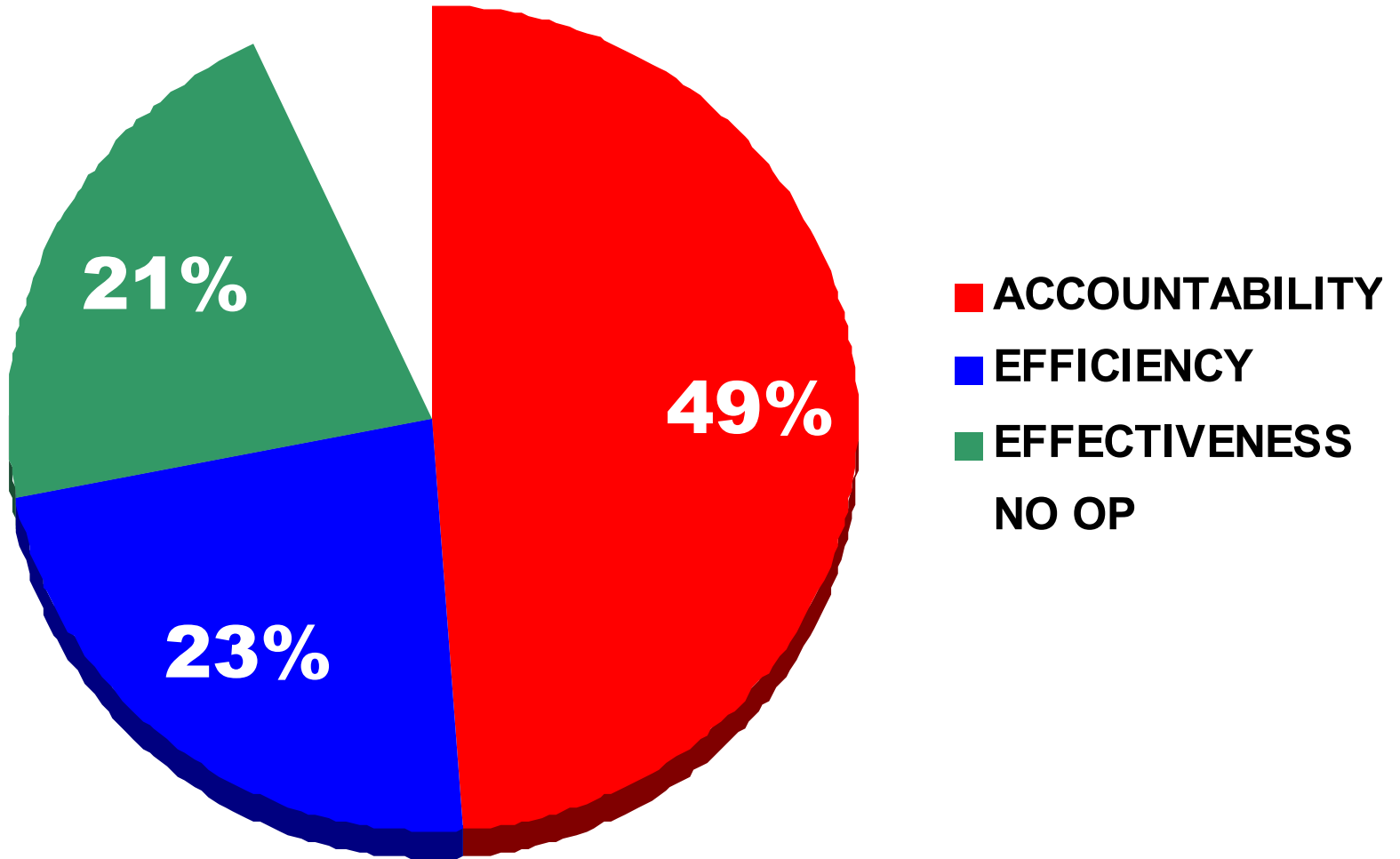


# WA Gov't Accountable?



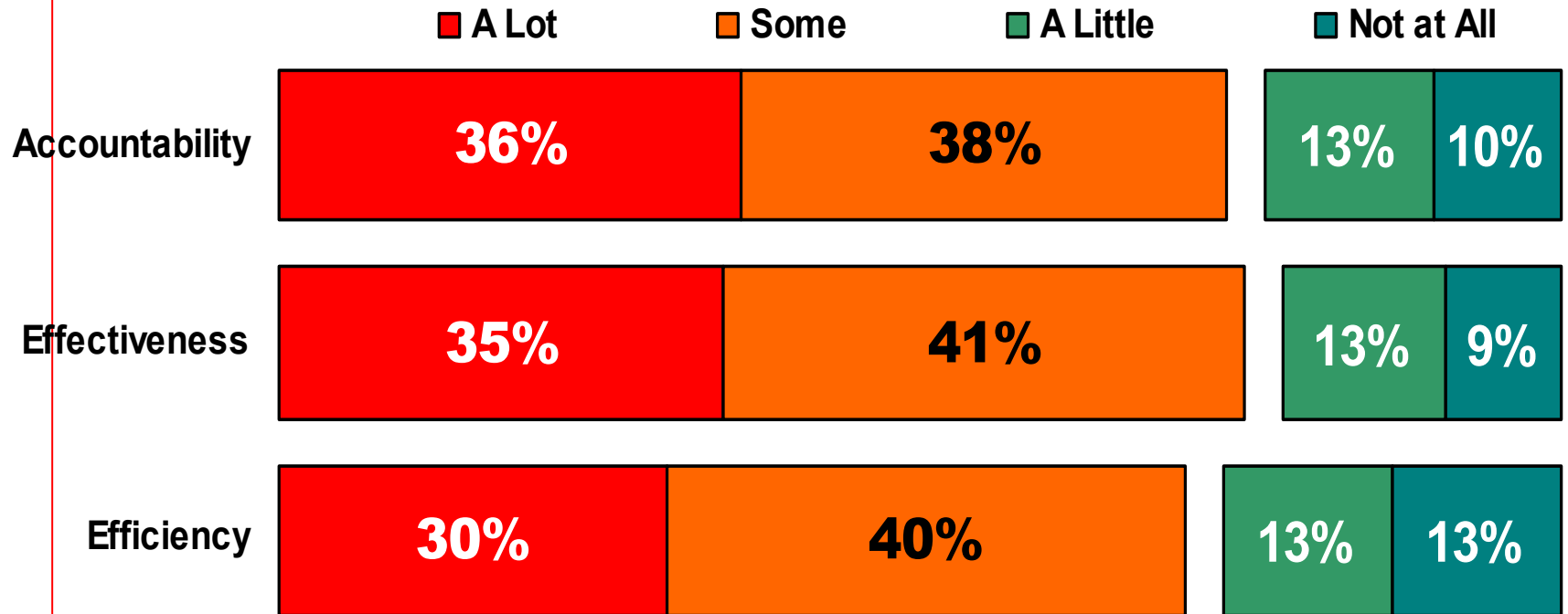


# Which is More Important





# Performance Audits Improve...



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# HOW DO CITIZENS ASSESS PERFORMANCE?

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**Toward a Set of “Vital Signs”**



# Improving Accountability

POG: *“Zero-based budgeting.”*

GMAP: *Internal accountability*  
*Inside baseball*

I-900: *Citizens want in the game*



# Challenges / Expectations

- **Accountability**  
Elected officials not doing what voters want.  
e.g. tolls-- Can't please everyone. (Are audits going to change that?)
- **Democracy**  
Citizens have wide and varied expectations of government performance.  
Whose expectations do you satisfy?
- **Role of Citizens**  
Government performance often relies on engaged citizenry.  
(How do audits deal with that?)
- **Information**  
It exists – but people are not accessing it. “Data” is not “Information.”  
Is the cost of providing information more than the value?
- **Policy (Priorities) vs. Audit (Results)**  
What are the state's priorities? What do you audit?



# Engaging Citizens

- City of Bellevue
  - Focus Groups
  - Citizen Forum
- State Auditor
  - Focus Groups
  - Citizen Forums
  - Statewide Surveys
  - Employee Surveys
  - Stakeholder Surveys
- Governor
  - Citizen Forums
  - Meetings with Community Leaders
  - Governor Town Halls



# Methods

- Focus Groups

±10 citizens

Discuss State Government

- Survey Research

Test Concepts from groups

Quantify attitudes, ideas

- Citizens Forum

±50 Citizens, selected at Random

“Workshop” Format

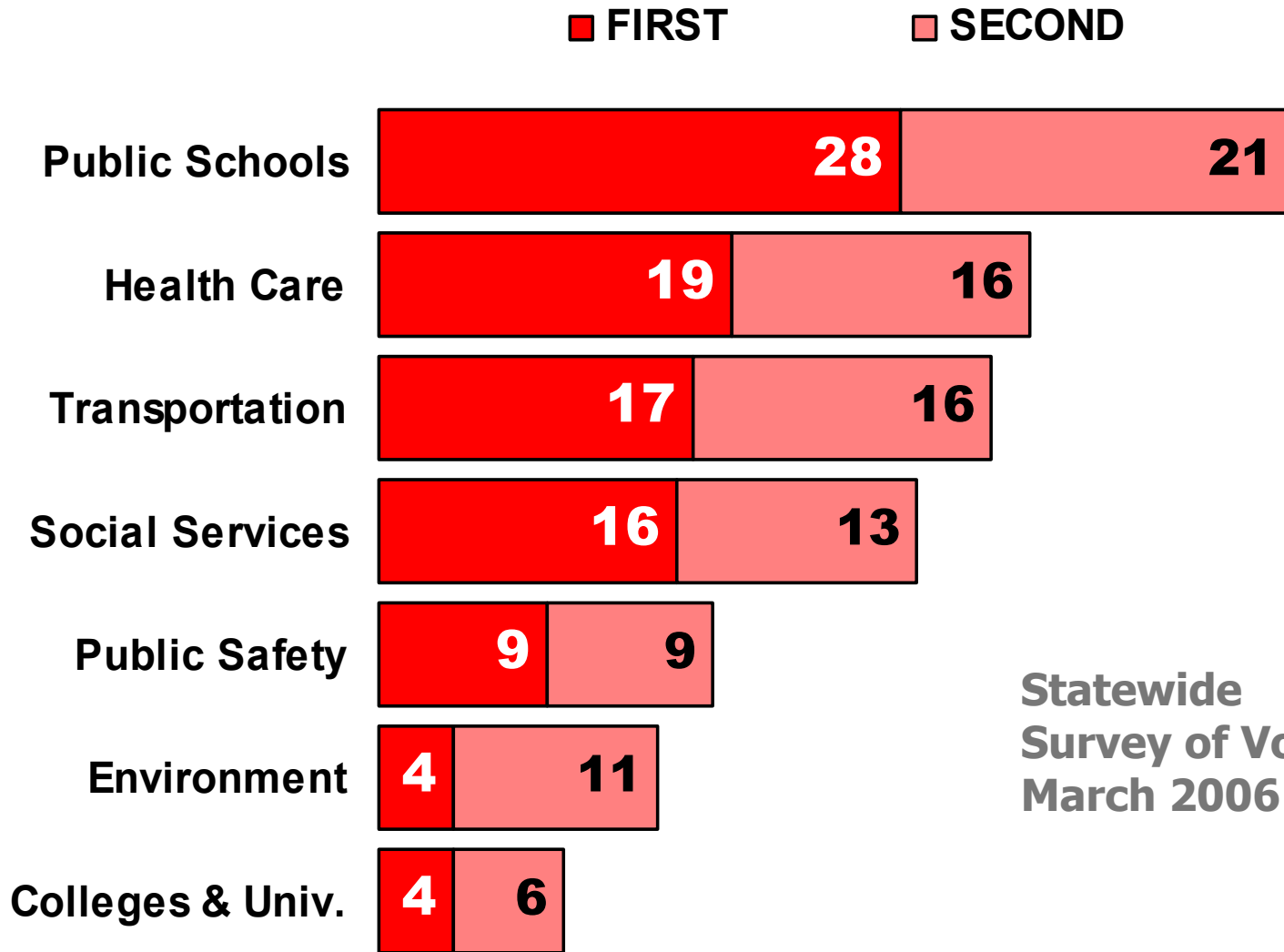
Interactive Polling

Small Group Discussions by Topic Area

Full Group Discussion / Prioritizing



# Audits Headed in Right Direction

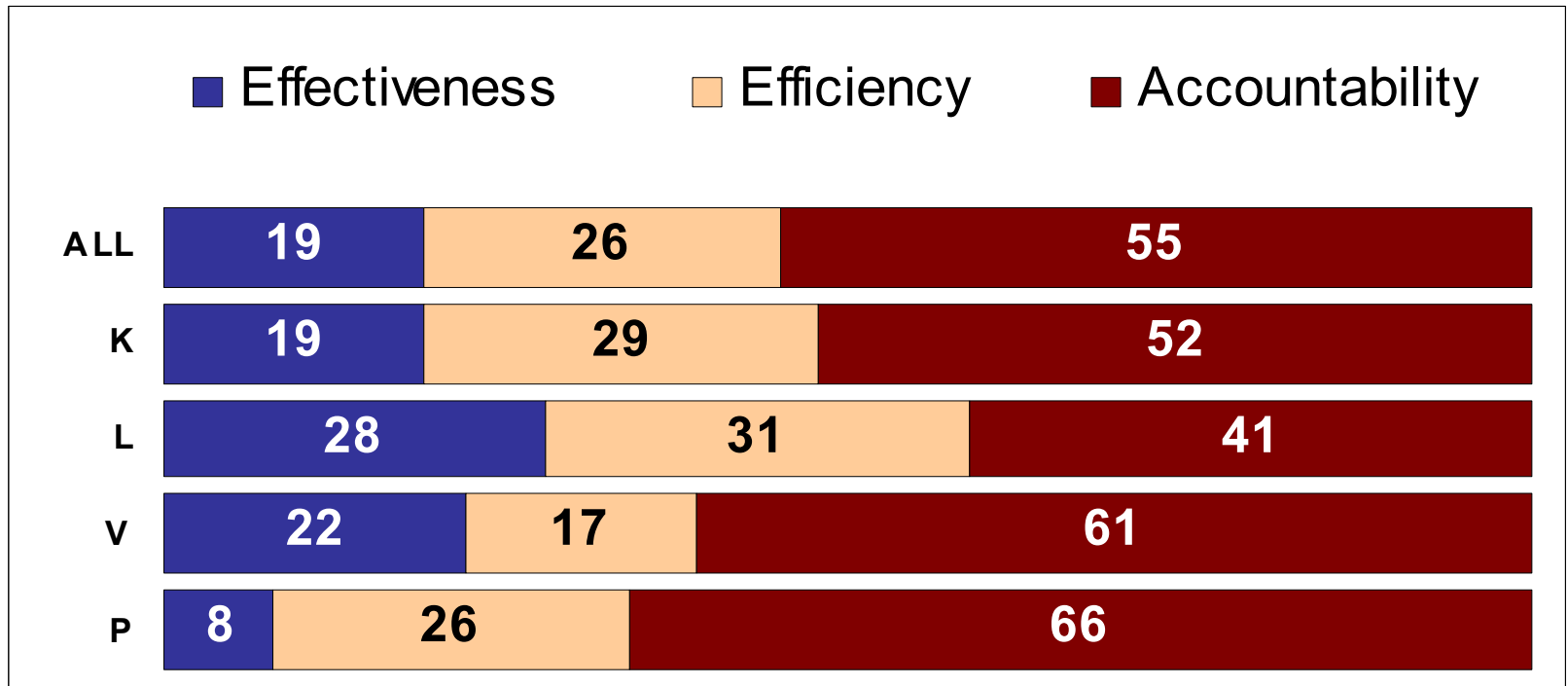


Statewide  
Survey of Voters  
March 2006



# Accountability

## Town hall findings mirror statewide survey



Government performance can be measured by three factors. If you had to choose, which one would you say is the most important to you personally?

**Effectiveness:** That is, government accomplishes what it sets out to do

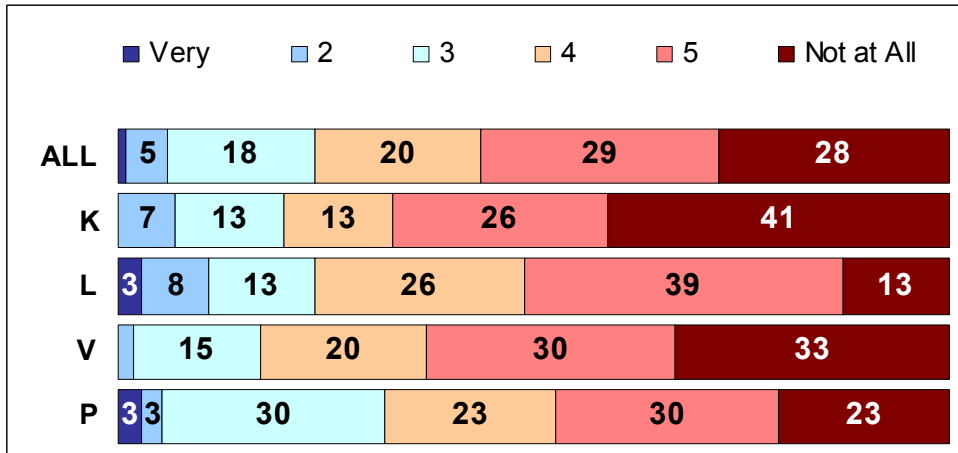
**Efficiency:** That it, government gets things done for a reasonable cost

**Accountability:** That is, government is answerable to the people for its actions

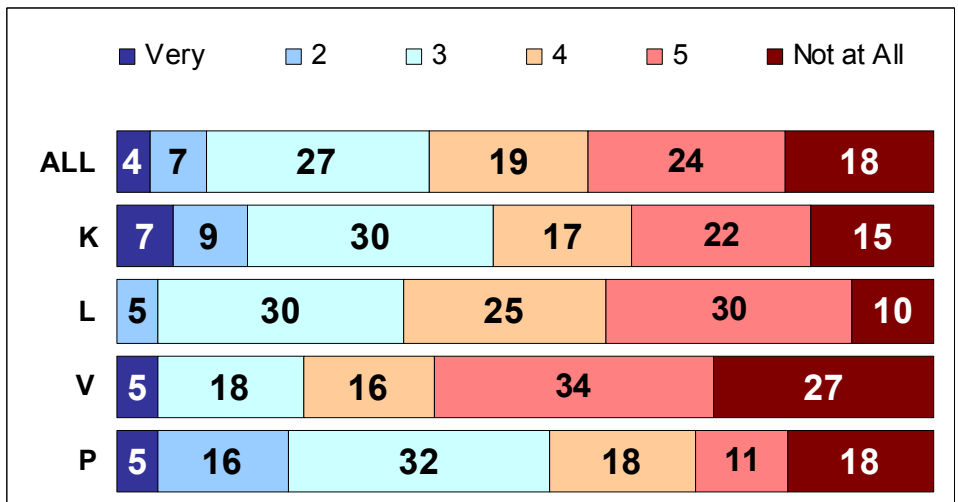


# Transportation Accountability

## State Transportation Dept



## Local Transportation Agencies





# Transportation

## Doing Well

- Road improvements
- Traffic safety
- Condition of state highways
- WSDOT's website
- WSDOT's traffic web cam
- Traffic Radio
- Public transportation
  - Kent/Pasco
- Ferries
  - Kent/Lynnwood

## Not So Well

- Congestion in Puget Sound
- Viaduct
- Monorail
- Toll Roads and HOT Lanes
- Public Transportation
  - Lynnwood/Vancouver
- WSDOT Grey Book

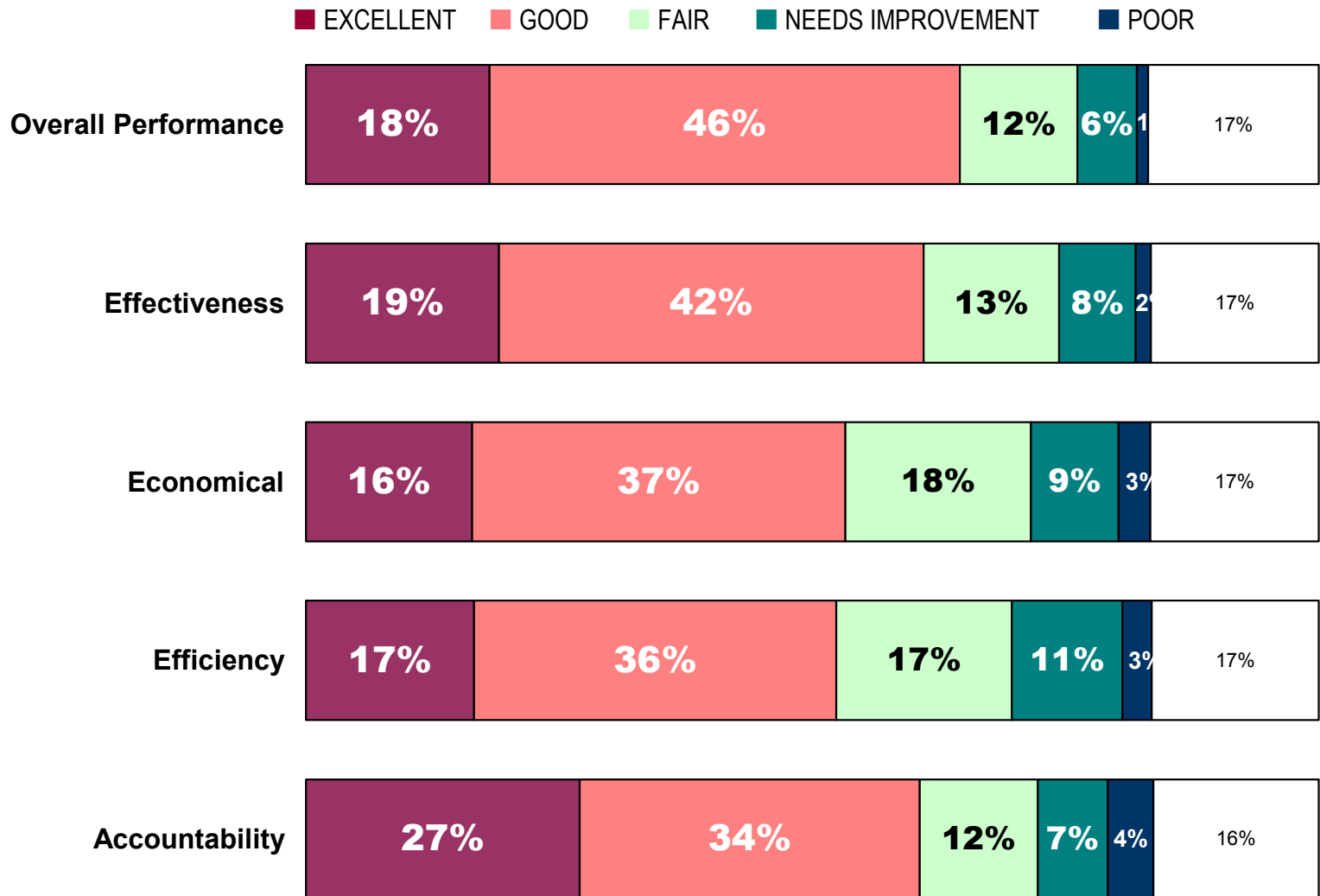


# Transportation Measures

- Trip times by road and time
- Effectiveness of HOV lanes
- Project completion on time/budget
- Accomplishments in long-term plans
- How the money is spent



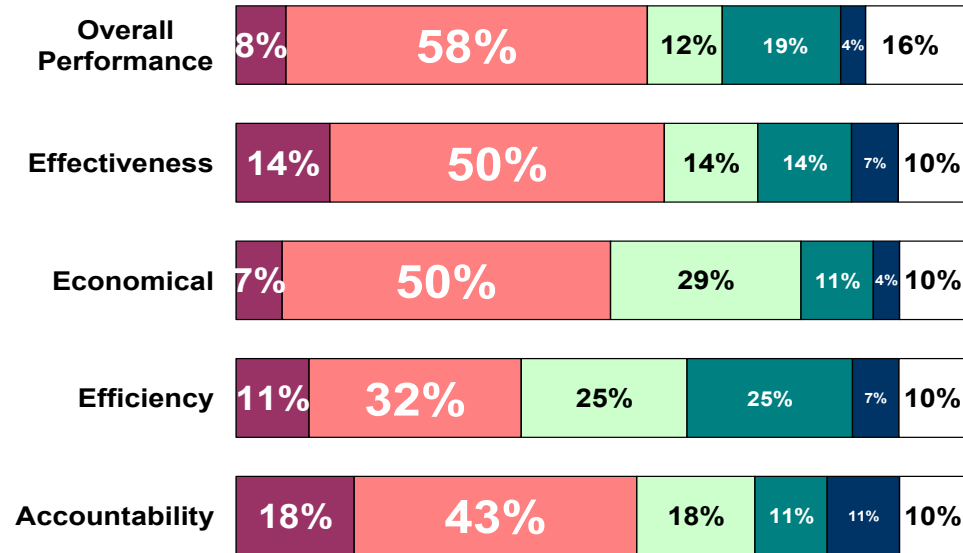
# WSDOT Employee Survey



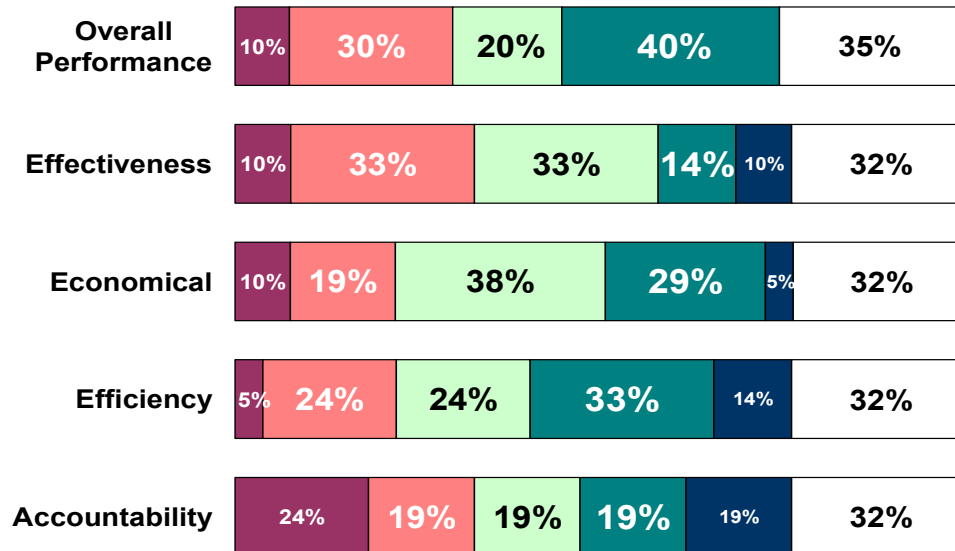


# WSDOT: External Stakeholders

## ENGINEERS



## CONTRACTORS

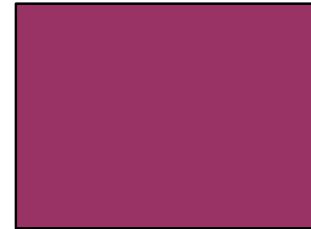




# WSDOT Employee Survey

We are looking for examples of "best practices." Please list any practices in your organization that you think are particularly outstanding, that lead to positive results.

**Best Practices**



**36%**

Are there any practices in your division/region that you think need significant improvement, that may be hindering your/the agencies results?

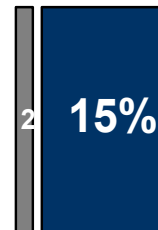
**Needs Improvement**



**43%**

For efficiency and brevity, this survey was designed to ask you only about areas in which you work. If you would like to comment on a service area you were not asked about, please do so in the space below. Please be specific about the service area you are commenting on.

**\*Other Comments**



**15%**

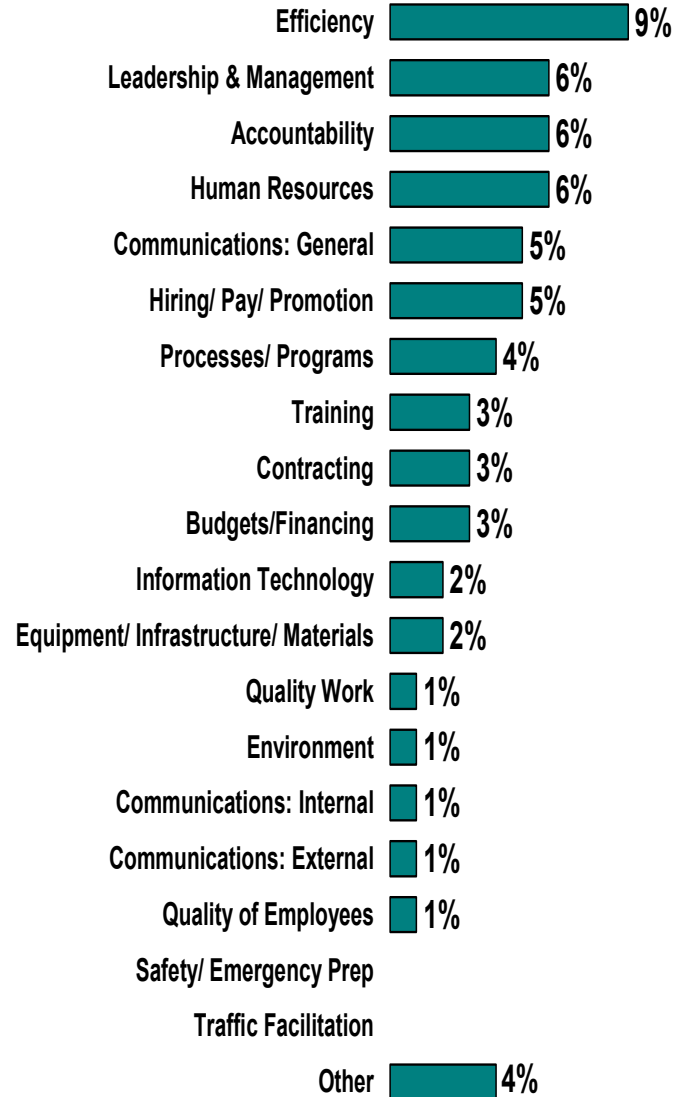


# WSDOT Employee Survey

## Best Practices



## Needed Improvements





# WSDOT Employee Survey

## Needs Improvement Detail

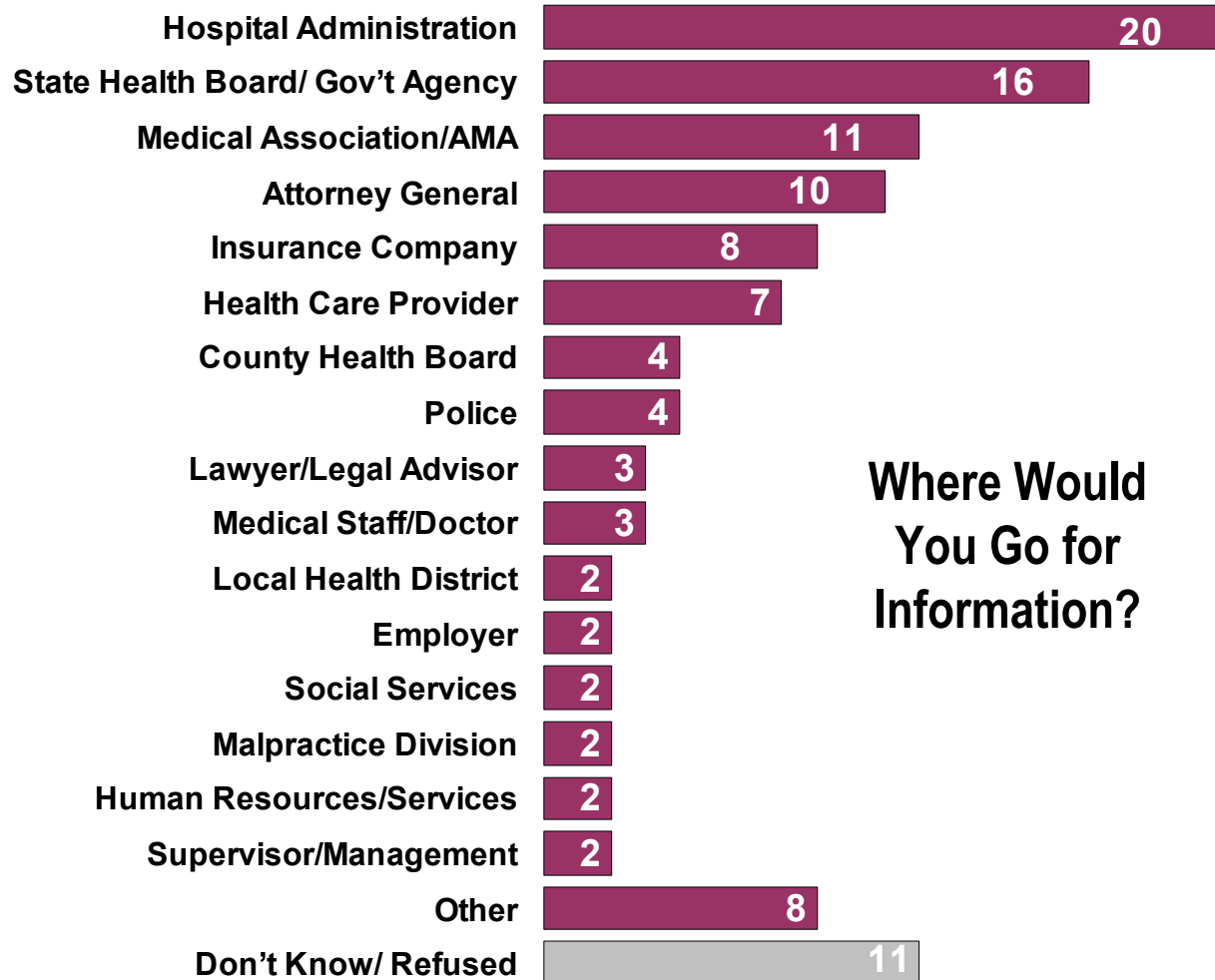
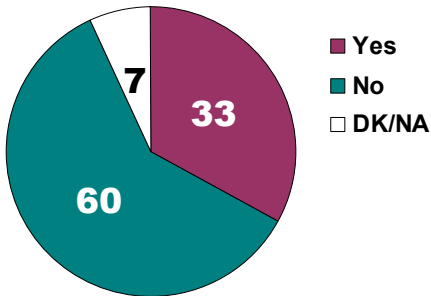
<b>Efficiency</b>	<b>8%</b>
Wasteful Spending	4%
Wasted Time	2%
Efficiency General	1%
<b>Leadership &amp; Management</b>	<b>8%</b>
Bad Mgmt/Micro-Mgmt	5%
Poor Mgmt-Staff Relations	1%
Employee Recognition	1%
<b>Human Resources</b>	<b>7%</b>
Staffing Issues	4%
HR General	1%
Payroll/Timesheets	1%
<b>Accountability</b>	<b>6%</b>
Accountability General	4%
Project Reviews/Status	1%
Quality Control	1%
<b>Hiring/Pay/Promotion</b>	<b>6%</b>
Recruiting/Retention	2%
Salary/Pay	2%
Hiring	1%
Promotion	1%
<b>Procedures/ Processes</b>	<b>4%</b>
<b>Other</b>	<b>4%</b>
Morale	1%



# Public Survey to Guide Audit

## Health Professions Quality Assurance

Know Where to Report Unprofessional Conduct?



Where Would You Go for Information?



# Observations: Public Accountability

1. “Indicators” is a Difficult Concept
2. Accountability is the key indicator of government performance Citizens are interested in government and appreciate its complexities
3. Citizens discuss & see government services differently from the way government is arranged & responds
4. Judgments about government performance is more negative in the abstract, more nuanced in the specific
5. Citizens feel that some, but not all, government services are better for some than for others



# Observations

6. The nature of the interactions with government employees and agencies is critical to the way people judge and agency and government itself
7. Citizens are more likely to complain about “shoddy work,” disrespect, and malfeasance than about taxes per se
8. Citizens recognize and acknowledge improvement in government performance
9. Citizens say they want and like information about government - content