

THE GOVERNOR

Title 4—ADMINISTRATION

PART I. GOVERNOR'S OFFICE

[4 PA. CODE CH. 1]

[EXECUTIVE ORDER NO. 2018-01]

Governor's Office for Performance Through Excellence (OPE)

February 1, 2018

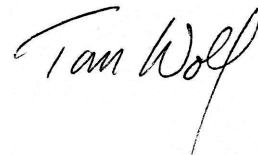
Whereas, a growing body of evidence shows that implementing performance management strategies can enhance the ability of government organizations to achieve continuous performance improvement; and

Whereas, evidence-based performance management systems combine cross-agency coordination, outcome-focused goal-setting, analysis of performance data, collaborative problem-solving, and rigorous program evaluations; and

Whereas, a performance management strategy for the Commonwealth will foster innovation among agencies and will help align agency policies and budgets with the Commonwealth's priority goals; and

Whereas, commitment to continuous process improvements is vital to improving Pennsylvania state government for the benefit of the citizens of this Commonwealth.

Now, Therefore, I, Tom Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania and other laws, do hereby establish the Governor's Office for Performance Through Excellence and do order and direct as follows.



Governor

Fiscal Note: GOV-18-01. No fiscal impact; (8) recommends adoption.

Annex A

TITLE 4. ADMINISTRATION

PART I. GOVERNOR'S OFFICE

CHAPTER 1. AGENCY OPERATION AND ORGANIZATION

Subchapter JJJ. GOVERNOR'S OFFICE FOR PERFORMANCE THROUGH EXCELLENCE

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§ 1.891. Mission.

The mission of the Governor's Office for Performance Through Excellence is to engage internal and external stakeholders, as well as employees at every level of government, to enhance State government operations by utilizing continuous process improvement methods and to achieve measurable results by identifying and tracking key performance indicators.

§ 1.892. Governor's Office for Performance Through Excellence.

The Governor's Office for Performance Through Excellence (Office) is created within the Executive Offices of the Governor.

(1) The Governor will appoint a member of his staff to serve as Director of the Office, who shall serve at the pleasure of the Governor.

(2) The Director of the Office shall report to the Governor.

(3) The Governor may appoint, to serve at his pleasure, individuals as he may deem appropriate to provide advice to the Office and the Director.

(4) The Governor's Office of Transformation, Innovation, Management and Efficiency or GO TIME is removed from the Office of Administration, but will continue to work to modernize government operations to reduce costs and deliver better services under the Office.

§ 1.893. Powers and duties.

The Governor's Office for Performance Through Excellence shall have the power and duty to:

(1) Develop and implement strategies for creating a Commonwealth workplace culture that is defined by continuous process improvement principles, including focus on customers, respect for employees and elimination of waste.

(2) Develop and implement strategies for monitoring, managing and accelerating progress toward the Commonwealth's priority goals.

(3) Work with agencies, boards and commissions to identify opportunities to collaborate and partner with external entities to bring new ideas and best practices into State government.

(4) Promote cross-agency coordination and collaboration aimed at solving common problems and achieving shared goals.

(5) Build the capacity of Commonwealth agencies to independently implement strategies for continuous improvement, performance management and innovation.

(6) Provide regular reports to the Governor and the heads of Commonwealth agencies that describe the status of specific priority objectives, identify barriers to achieving the objectives and recommend specific actions for improving performance.

(7) Publish on the Commonwealth's web site administration goals and progress.

(8) Work collaboratively with Commonwealth agencies to identify opportunities to leverage data and evidence for improving State government performance.

(9) Exercise all other necessary powers to ensure successful implementation of this subchapter, as permitted by law.

§ 1.894. Cooperation by Commonwealth agencies.

Agencies under the Governor's jurisdiction shall provide assistance to and cooperate with the Governor's Office for Performance Through Excellence (Office) as requested by the Office in pursuit of the matters which are the subject of this subchapter.

§ 1.895. Independent agencies, State-affiliated entities and State-related entities.

Independent agencies, State-affiliated entities and State-related agencies are strongly encouraged to work with the Governor's Office for Performance Through Excellence and to implement continuous process improvements as envisioned by this subchapter.

§ 1.896. General provisions.

This subchapter shall be implemented consistent with applicable law. This subchapter is not intended to, and does not create, any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the Commonwealth, its departments, agencies or entities, its officers, employees or agents, or any other person.

§ 1.897. Effective date.

This subchapter takes effect immediately.

[Pa.B. Doc. No. 18-283. Filed for public inspection February 23, 2018, 9:00 a.m.]

Title 4—ADMINISTRATION**PART I. GOVERNOR'S OFFICE**

[4 PA. CODE CH. 1]

[EXECUTIVE ORDER NO. 2015-04 AMENDED]

**Governor's Office of Transformation, Innovation, Management
and Efficiency (GO TIME)**

February 1, 2018

Whereas, the Commonwealth faces significant fiscal challenges which require that it make every effort to maximize efficiency, and find new ways of modernizing, and innovating the operations of state government while continuing to deliver services at the highest level; and

Whereas, the administration believes that inter-agency coordination and collaboration is critical to providing high quality services and ensuring the most efficient use of resources; and

Whereas, there are many opportunities for the Commonwealth to enter into partnerships with the private sector in order to develop and pursue innovative new practices; and

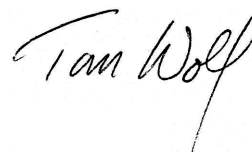
Whereas, the Commonwealth, as a major purchaser of goods and services, can benefit from economies of scale in procurement, and leverage the collective buying power of its many agencies to reduce costs; and

Whereas, the employees of state agencies are best positioned to understand the strengths and opportunities within their agency, and to make recommendations for improvement where possible; and

Whereas, the above initiatives, if appropriately administered, should generate over \$150 million in cost savings for the 2015-2016 fiscal year; and

Whereas, the Governor believes that these goals can be best achieved through coordination among agencies and partners to ensure a government that is responsive to the concerns and needs of the people it serves.

Now, Therefore, I, Tom. Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania and other laws, do hereby establish the Governor's Office of Transformation, Innovation, Management and Efficiency within the Governor's Office of Performance Through Excellence and do order and direct as follows.



Governor

Fiscal Note: GOV-15-04 Amended. No fiscal impact; (8) recommends adoption.

Annex A

TITLE 4. ADMINISTRATION

PART I. GOVERNOR'S OFFICE

CHAPTER 1. AGENCY OPERATION AND ORGANIZATION

**Subchapter CCC. GOVERNOR'S OFFICE OF TRANSFORMATION,
INNOVATION, MANAGEMENT AND EFFICIENCY**

§ 1.821. Mission.

The mission of the Governor's Office of Transformation, Innovation, Management and Efficiency is to:

(1) Deliver cost savings to the citizens of this Commonwealth through multiagency efficiencies, productivity improvements and cost-saving innovations.

(2) Remain fully and continuously engaged with agencies to identify new project needs and opportunities.

(3) Promote and foster a culture of innovation, open data and collaboration across agencies in alignment with the Governor's priorities.

(4) Identify partnering opportunities with nonprofit organizations and local communities to leverage resources that will save taxpayer dollars.

(5) Focus on citizen engagement to further improve user oriented services and realize cost-efficiencies through use of modern platforms.

(6) Increase the involvement and participation of State employees at all levels in improving management, reducing waste and improving the delivery of State services.

§ 1.822. Governor's Office of Transformation, Innovation, Management and Efficiency.

(a) The Governor's Office of Transformation, Innovation, Management and Efficiency (Office) is created within the Governor's Office of Performance Through Excellence (OPE). The Director of the Office shall report to the Director of the OPE. The Governor's Office will provide all support services and staff for the Office.

(b) The Office shall be directed by a Steering Committee (Committee) comprised of the following members:

(1) The Secretary of Administration.

(2) The Director of the Office.

(3) The Secretary of Policy and Planning.

(4) The Secretary of General Services.

(5) The Secretary of the Budget.

(6) The Director of the OPE.

(c) The Governor may appoint, to serve at his pleasure, individuals as he might deem appropriate to provide advice to the Office and the Committee.

(d) The Office shall be managed by a Director appointed by the Director of the OPE.

(e) The Director of the OPE shall serve as Chair of the Committee. The Director of the Office shall serve as Secretary of the Committee.

§ 1.823. Powers and duties.

The Steering Committee shall have the power and duty to:

(1) Work collaboratively with the heads of Commonwealth agencies to identify opportunities for streamlining the operation of government and generating new efficiencies.

(2) Develop and implement strategies for implementing these opportunities.

(3) Identify barriers to the implementation of transformational efforts and recommend strategies for addressing these barriers.

(4) Exercise other powers and duties that the Governor may delegate as permitted by law.

§ 1.824. Cooperation by Commonwealth agencies.

Commonwealth agencies shall cooperate with the Governor's Office of Transformation, Innovation, Management and Efficiency (Office) to ensure the success of its mission. Agency heads shall identify key staff to form innovation teams, which shall be responsible for implementing the initiatives identified by the Office. Innovation teams shall recommend to the Office new opportunities to reduce costs and improve efficiency.

§ 1.825. Effective date.

This amendment to this subchapter takes effect immediately.

§ 1.826. Rescission.

Executive Order 2012-04, dated March 22, 2012, is rescinded effective immediately.

[Pa.B. Doc. No. 18-284. Filed for public inspection February 23, 2018, 9:00 a.m.]