

CHRISTINE O. GREGOIRE
Governor



STATE OF WASHINGTON
OFFICE OF THE GOVERNOR

P.O. Box 40002 · Olympia, Washington 98504-0002 · (360) 753-6780 · www.governor.wa.gov

DIRECTIVE BY THE GOVERNOR
11-18

November 4, 2011

TO: Executive Cabinet Agencies
Small Agency Cabinet

FROM: Christine O. Gregoire, Governor

SUBJECT: Improving Government Efficiency

In these difficult budget times, it is more important than ever for state government to find ways to perform services and manage assets more efficiently. The people of Washington expect us to deliver quality services with as few resources as possible. State government already has started transforming the way we do business. For instance, the recent consolidation of state agencies and the creation of the Department of Enterprise Services, the Office of the Chief Information Officer, and the State Human Resources Director give us a chance to review policies and procedures to ensure more consistency and efficiency. We also have begun incorporating Lean principles which are a proven way to achieve improvements and more efficiently and effectively serve the people of Washington.

The consolidation work in particular gives us a chance now to improve the way we are doing business in a number of important areas, so I am therefore issuing the following directives.

Cellular Communications

While technological advances in cellular communications have enabled us to streamline and modernize service delivery, we must assure the technology itself meets our standards for cost effectiveness.

The state recognizes cell phones and cellular devices are valuable resources for certain personnel in order to conduct state business in an effective and timely manner. These devices are also assigned to ensure public and employee safety and security. While some agencies have policies

and processes to help manage cell phone use, we can improve our efficient use of these communication tools by bringing more consistency among agencies.

By this Directive, I am requiring that agencies reduce the number of cell phones and cellular devices where it makes business sense. Working through the Department of Enterprise Services (DES), agencies shall make sure remaining devices are on the best service plans with the best prices. Agencies shall also improve the purchasing, assignment, and monitoring of cell phones, data cards, and associated devices and plans.

Agencies shall:

- Ensure assigned cellular devices and plans are necessary for business needs;
- Work with cellular contractors and agency employees to identify and deactivate unnecessary cell phones;
- Monitor and analyze monthly billing statements and usage reports to identify potential savings and efficiencies;
- Work with cellular contractors to ensure devices are on the best plans for the lowest costs;
- Eliminate land lines where appropriate;
- Identify appropriate reduction goals and develop performance measures; and
- By February 1, 2012, report reduction and optimization progress to the Office of the Chief Information Officer (OCIO).

The Office of the Chief Information Officer (OCIO) shall work with agencies to develop a state cell phone policy and strategies for continued oversight and performance. DES shall work to ensure cell phone master contracts include the best available cost-savings plans and improve statewide contractor reporting to help lower costs.

State Vehicles

State employees serve people in all corners of our state. To do so entails a lot of travel. We already have made strides in reducing the amount of travel, but we can do more, including providing more consolidated management of our fleet of vehicles. I am therefore directing state government to:

- Consolidate all vehicles not under professionally managed fleets into the Department of Enterprise Services (DES) motor pool;
- Reduce the number of cars in the state fleet by an additional 300 cars for a total reduction of 500 through consolidation efforts;
- Expand the pilot “key drop program” which has demonstrated the fleet can be reduced through more efficient vehicle assignment; and
- Agencies should use telephone or web conferencing as a substitute for travel whenever possible and appropriate.

Home Assignment

Agency management has the right and responsibility to direct the work and the manner in which it will be completed. Administrative reassignment to home is an important and effective management tool for a variety of matters, such as ensuring a full, thorough and impartial investigation of workplace matters. However, as good stewards of our resources we must

monitor the usage of administrative reassignment to home to ensure that the home assignment can be concluded as quickly as possible. Recently we have seen examples where we haven't met those standards.

Accordingly, I am directing agencies to institute written protocols that incorporate the following principles:

- Only an appointing authority may place an employee on home assignment. The appointing authority may place the employee on home assignment for up to 15 calendar days;
- When an appointing authority places an employee on home assignment, they shall notify the agency head in writing of the action and the reasons for the action. The appointing authority shall also notify the agency Human Resources director and the State Human Resources Director;
- The agency head or designee may approve assignment to home beyond 15 calendar days, in 30 day increments. Before approving each extension, the agency head or designee shall receive an update of what transpired over the last 30 days and why additional time is necessary. If the extension is necessary due to an ongoing investigation, the agency head or designee shall communicate with the investigator and document progress of the investigation and estimated time of completion. The agency head or designee shall notify the Human Resources director of any approvals or extensions. A copy shall be submitted to the State Human Resources Director; and
- Once the need for home assignment ends, agencies should document whether the employee returned to work and the date of any action.

Personnel Procedures

Just like we need to tighten up our Home Assignment procedures, we also should ensure we are judicious in our personnel procedures, which often have pay implications. Today agencies often have discretion to make decisions, and this has resulted in different management approaches and different applications across state agencies.

I am directing Eva Santos, the State Human Resources Director at OFM, to work with agencies and the labor relations office to establish guidance and develop protocols to bring consistency and accountability in those areas that are connected to pay and where the agencies have full discretion to make decisions and their practices reflect differences in approaches. Among the areas we need to review are:

- Premium pay and any assignment pay;
- Commute Trip Reduction policies;
- Leave approval processes such as determination of shared leave and inclement weather;
- Any other use of administrative time; and
- Voluntary Separation incentives.

Thank you for all your reduction efforts during these difficult budget times. I appreciate your continued efforts to review our back-office functions and take actions to improve processes. Your actions will help assure Washingtonians that their state government continues to provide the best services for the lowest possible costs.