



# **Efficient & Effective:** **Managing State Government Toward Better** **Outcomes & Improved Service Delivery**

**July 28, 2014**



# Governor Haslam's Priorities





# COS vs. COO

## Chief of Staff

- Manages governor's office
- Focuses on governor's top priorities – legislative, policy, and political
- Majority of time spent with legislative, policy, communications, and external relations
- Serves as top surrogate with key stakeholders and constituents
- Chief negotiator for governor



## Chief Operating Officer

- Overall leadership and management of agency operations
- Develops and oversees management systems
- Ensures appropriate measurement and accountability
- Serves as top surrogate for governor with commissioners
- Chief decision maker for operational issues



# Management System Components

## 1. STRATEGY & PLANNING

- Budget process
  - COO reviews
  - Public hearings
- Customer Focused Government (CFG) Plans

## 2. MONITORING

- Monthly reports to the governor (GMMR)
  - Financials, department metrics, and commentary
  - Focus on critical IT projects
- Monthly legislation and communications summaries
- Weekly department cadence

## 3. MEASURING

- Tennessee Data Dashboard
- Department performance metrics

## 4. BEST PRACTICES & TRANSFORMATION ACCELERATION

- CFG
- Enterprise leadership
  - Sub-Cabinet teaming

## 5. TOOLS

- Top to Bottom Reviews
- LEAN, Baldrige, 4DX, and Business Solutions Delivery
- Audits
- Performance Management

# Managing Excellence in Service Delivery

