

EXECUTIVE ORDER  
CREATING THE OFFICE OF STATEWIDE  
PERFORMANCE REVIEW

WHEREAS, a comprehensive performance review of Illinois state agency programs and regulations has not been conducted since 1986;

WHEREAS, Illinois' citizens deserve a state government that operates with maximum efficiency, fairness and candor;

WHEREAS, Illinois' business community can compete most effectively when free from unnecessary state regulation that stifles creativity and growth;

WHEREAS, State government performs best when its mission is clear, its goals well-articulated, and its agency management strategy unified in purpose;

WHEREAS, conducting a thorough performance review of state agency programs and regulations is a necessary step towards implementing a strategic planning process, which is critical to Illinois' future;

THEREFORE, I, George H. Ryan, hereby order the following

1. There is created the Office of Statewide Performance Review headed by a Director which shall be located within the Office of the Governor.
2. The Office of Statewide Performance Review shall conduct a comprehensive review of each program of every State agency under the jurisdiction of the Governor to assess if the program is vital to address the central mission of the sponsoring agency, or whether the program should be reassigned to a different agency, privatized, or eliminated. Agency programs shall also be evaluated to determine if changes are necessary to improve the quality, scope or efficiency of program services.
3. The Office of Statewide Performance Review shall examine the totality of agency regulations to determine if the regulations are comprehensive, reasonable, prudent and written in a form that aids understanding and compliance.
4. There is created a State Government Accountability Council within the Office of Statewide Performance Review. The Council shall be appointed by the Governor and consist of 25 members. The members shall include, but not be limited to, representatives selected from business, research institutions, State government and the public at large. Members shall serve without compensation, but may be reimbursed for expenses.
5. The Council shall oversee the preparation of a preliminary report to the Governor by January, 2000. The report shall contain the Council's recommendations on the implementation of the first year's findings of the performance review. In subsequent years the Council shall assist State agencies in the implementation of ongoing improvements in agency operations and service delivery. The Council shall draw from private sector expertise to form a group of volunteer specialists that can provide immediate assistance to State agencies to resolve critical issues.
6. Upon the effective date of this executive order, each state agency shall designate a person responsible for coordinating the performance review of the programs, regulations, and work processes of the agency. This individual shall work in concert with an agency steering committee composed of management, mid-management, front line staff and support staff members.

7. Each agency shall identify immediate, near-term and long term opportunities to improve programs and services as well as specific performance measures that are necessary and appropriate to gauge the success of the agency's core programs. Each agency shall examine the entire body of regulation that guides their operations, programs and service delivery systems to eliminate obsolete, redundant or unreasonable regulations.
8. Each agency shall utilize the tools of strategic planning and performance measures to establish their priorities and measure progress toward their stated goals. Each agency shall develop performance measures to assess customer satisfaction, progress towards accomplishing outcomes specified in agency budgets and shall develop procedures to provide feedback on the impact of operational improvements and encourage employee involvement and management improvement initiatives.
9. Each agency shall develop a plan for operational improvement that documents efforts to date and addresses the above areas. These plans shall be submitted to the Office of Statewide Performance Review no later than May 1, 1999.
10. Thereafter, each agency shall report the results of progress made through its improvement efforts to the Office of Statewide Performance Review and the Council on a quarterly basis. The reports shall specify improved outcomes for public service efficiency and effectiveness. The report shall also describe how customer service and stakeholder satisfaction is measured, methods used to engage employees in the program and how agency business practices have been changed to improve efficiency, effectiveness and quality.
11. Beginning with State Fiscal Year 2001, each new agency initiative which requires state funding shall be linked directly to outcome indicators which can be used to evaluate the success of the initiative. By July 1, 1999, the Office of Statewide Performance Review and the Bureau of the Budget shall jointly develop criteria that ensures such linkage exists before additional funding is approved.
12. The Office of the Statewide Performance Review shall utilize the assistance and support of the Office of Strategic Planning and the Bureau of the Budget.
13. This Executive Order shall be effective immediately.

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George H. Ryan  
GOVERNOR

March 10, 1999