

EXECUTIVE ORDER 2012-07

Establishing the Government Transformation Office

WHEREAS, the citizens of Arizona deserve to have the most efficient and effective government their tax dollars can provide; and

WHEREAS, efficiency is a central element of the Governor's economic competitiveness and regulatory reform agenda; and

WHEREAS, state agencies are facing increasing demand for services with limited resources to provide those services; and

WHEREAS, it is prudent to maintain a smaller government workforce that is more efficient and continually focusing on process improvement and innovation; and

WHEREAS, less government means more freedom and opportunity for Arizonans; and

WHEREAS, it is necessary to provide the training and tools to state government agencies to enable the implementation of significant and meaningful process improvements and redesigns; and

WHEREAS, it is necessary to systematically report performance measures and accomplishments using standard, simple, transparent, and practical methodologies; and

WHEREAS, it is recognized that deploying and sustaining a culture of continuous improvement requires leadership, purpose, and direction; and

WHEREAS, organizations from the public and private sector have employed continuous improvement methods to advance service delivery and the costs of core processes; and

WHEREAS, a commitment to improving and innovating government processes must remain a high priority for all agencies and any similar initiatives throughout government must be synchronized and collaborative.

NOW THEREFORE, I, Janice K. Brewer, Governor of the State of Arizona, by virtue of the authority vested in me by the Constitution and the laws of the State of Arizona, do hereby order and direct as follows:

- 1) The Government Transformation Committee (hereafter Committee) is established. The Committee shall consist of the following individuals (or designee):
 - Director of the Department of Administration (Chairman)
 - Director of the Department of Economic Security
 - Director of the Department of Transportation
 - Director of the Department of Environmental Quality
 - Director of the Department of Land
 - Director of the Office of Strategic Planning and Budgeting
 - Two Representatives from the Private Sector

The following member shall serve as an ex officio member of the Committee:

- Arizona State Treasurer
- 2) The Committee shall provide guidance and oversight to the Government Transformation Office (hereafter GTO). Through an established meeting format, the Committee shall:
 - Review the continuous improvement efforts across the state agencies to ensure alignment with the strategic priorities of the state.
 - Review the deployment and sustainment model for continuous improvement to ensure that it balances implementation with the other strategic priorities within state agencies.
 - Deliver recognition to agencies and individuals that implement improvements and innovations to state processes.
 - 3) The Committee shall hold regular meetings to review the performance of agencies. As part of the review process, agencies will be required to:

- Develop clear, relevant, and easy-to-understand measures that demonstrate whether or not continuous improvement efforts are successful.
 - Demonstrate how programs contribute to the priorities of the Executive Branch and of the citizens being served.
 - Communicate best practices along with project methodologies and results that can be shared across agencies.
- 4) The Government Transformation Office is hereby established. The mission of the GTO is to enable government agencies to develop and sustain a culture of continuous improvement and innovation with an emphasis on service excellence and the relentless elimination of process inefficiency. Under the direction of the Committee, the GTO shall:
- Assist agencies with identifying high value process improvement projects.
 - Manage the training strategy in Lean Six Sigma and other process excellence tools, leading to the development of agency experts deployed throughout state government.
 - Support the development and sustainment of a continuous improvement culture.
 - Provide facilitation and/or consultation in the implementation of improvement projects in agencies.
 - Develop consistent toolkits, resources, and materials for agency use.
 - Assist agencies to prepare and present results to the Committee.
 - Assist the Committee in organizing and implementing performance review meetings with agencies.
 - In a transparent manner, measure, track, and communicate cumulative results to the Committee and the public.
- 5) The GTO shall prepare and submit an annual report by September 30th of each year. The annual report will contain a summary of accomplishments, including benefits to the state, benefits to the customer, process improvements, and fiscal savings as a result of improvement projects. The GTO shall annually submit this report electronically to the following recipients:
- The Governor
 - The President of the Arizona State Senate
 - The Speaker of the Arizona House of Representatives
 - The Director of the Office of Strategic Planning and Budgeting
 - The Director of the Joint Legislative Budget Committee
 - The Government Transformation Committee Members
 - The Director of the Arizona State Library, Archives and Public Records
- 6) All Executive Branch agencies, boards, and commissions, are authorized and directed to cooperate with the Committee and the GTO in implementing the provisions of this order.
- 7) The Department of Administration shall provide administrative support to the GTO as directed by the Committee.
- 8) This Executive Order shall take effect immediately upon signature.



IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Arizona.

Janice K. Brewer
GOVERNOR

DONE at the Capitol in Phoenix, on this 15th day of August in the Year Two Thousand and Twelve and of the Independence of the United States of America the Two Hundred and Thirty-Seventh.

ATTEST:

Ken Blumenthal

SECRETARY OF STATE