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Baker, Josh <JoshBaker@gov.sc.gov>  
Date: 9/24/2013 11:04:40 AM  
Subject: Need 20-30 minutes

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Ted,

I left you a voicemail looking for 20-30 minutes sometime in the next week or so to come by your office, hopefully with Christian and Josh as well. As of today, I am fully staffed & moving into our new space—thanks for your support. I have 4 initiatives I am pushing this Fall impacting all Executive Branch agencies. I am looking to stoke your interests & support, as well as provide you a situational awareness of what I am doing which may intersect with ideas the Governor's Office may have.

The vast majority of waste in state government is driven by less than adequate 1) strategic objectives, tactical plans, and managed execution by performance controls/metrics—all leading to underperforming results compared to objectives; and 2) less than adequate leadership and correspondingly less than adequate employee engagement. It is the rare situation where state employees are intentionally being wasteful. The annual Accountability Report has a framework to tease out this data, but its value is problematic which I can set out during our meeting. The state needs the Accountability Report to be audited in a risk based approach each year to give assurance to the recipients, principally the legislature & governor's office during the budget process, of the quality of the data (objectives, tactics, metrics & results), which will also motivate all agencies to focus on these pivotal organizational elements and produce better, more accurate products. As time goes on, the Accountability Report likely needs to go on a diet to focus on core business process issues and eliminate the self reported leadership actions in favor of my second initiative in the next paragraph.

My second initiative is to gather support, not for the IG, but for state government to use a Leadership & Climate Survey to stir up introspection and problem identification in Executive Branch agencies. I suggest measuring this data has so much more impact to drive change than agencies self-reporting leadership and employee engagement narrative in annual Accountability Reports. It is a cheap & effective tool if set up correctly with a long-term commitment, which has the capability to really get after improving E&E in our largest cost center—personnel. Current state government leadership and effective management is much like the information security issue—a wide bell curve because there is no central clear expectations backed up with measurements/verification processes---my reviews during my first year point to this pattern.

Both issues require legislative and governor support. The audit of Accountability Reports can be done under the independence of the IG and use existing internal audit resources from executive branch agencies (30 people for 3 weeks a year). I am fairly certain the internal audit community would jump at this opportunity to come together in this project and have a statewide impact. Internal auditors would be free from auditing their own agency, which would never happen in today's climate of fear of bad news, and it would be great professional development in an agency's most important area to get it right. An annual Leadership & Climate Survey would have an up-front cost, then 3-5 employees could run the operation for 58,000 state employees.

My suggestions are geared towards building long-term accountability processes and expectations in a uniform manner in all Executive Branch agencies and move away from oversight by exception. My sense is there is a tendency in some agencies to have an unhealthy focus on avoiding errors/controversy at the expense of stimulating change due to the inherent "noise" factor that may bring criticism from a variety of fronts.

I am getting long winded, but hopefully you get my gist. If you are interested, I would like to start my conversation & listening tour with those who have been around much longer than me and have a good pulse on the operating environment—you & your team. My other two initiatives are fraud (the numbers will be startling) and how ethics reform holds the key, not law enforcement, at improving the public's trust.

My cell is 803/429-4946

Thanks