

START AT LEVEL ONE

# Level Three Government

## LEVEL 3 Social Good Driven

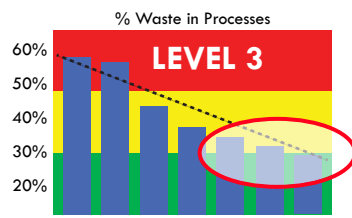
Driven by the practical understanding that our society thrives to the degree our people thrive.

### WHAT DRIVES ACTION

Strategy is to seek out the root causes of human harm. Identification of targets, insights from best-practices.

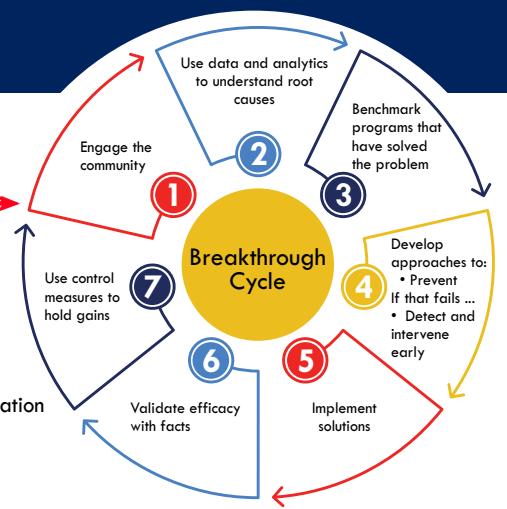
Elevating the capability of state government to address its most complex issues.

### NEW CAPACITY



### Root Causes

1. Sexual abuse
2. Physical abuse
3. Emotional abuse
4. Neglect
5. Trauma
6. Multi-generational poverty
7. Multi-generational incarceration
8. Systemic racism



### View Life as a Process

Prevent or Detect Early (low cost/low suffering)

Treat and/or Support Later (high cost/high suffering)



## Crossing the Level Three Chasm

The resources freed in Level Two enable the State to begin shifting resources to preventing and detecting the root cause harms, cutting the economic, social and human suffering costs of these harms in the process.

### What we see in Level Three:

- Performance of measures generally in the top 10% of states.
- State has best-in-nation improvements in one or two critical social issues.
- The state is agile, responsive and has track record for mobilizing for emerging needs.
- Citizen interaction with state agencies is seamless and as good as with any business.
- Every aspect of state government is accountable, transparent and shows a history of continuous improvement.
- Glassdoor shows the State as an employer has earned a 4.7 Star or higher rating.
- The Governor knows that no matter the problem the state government can address it.

## LEVEL TWO: BUILDS BOTH THE CAPABILITY AND THE CAPACITY FOR LEVEL THREE



## LEVEL 2 Results Driven

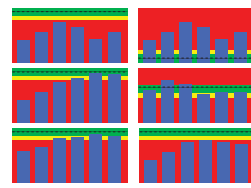
Driven by the Governor's goals, and specific measurable targets of improvement.

### WHAT DRIVES ACTION

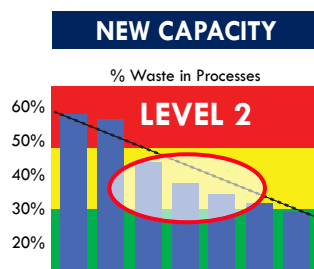
A plan turned into measures with improvement targets; quarterly target reviews; emerging issues.

### EXAMPLES OF GOVERNOR'S GOALS AND MEASURES

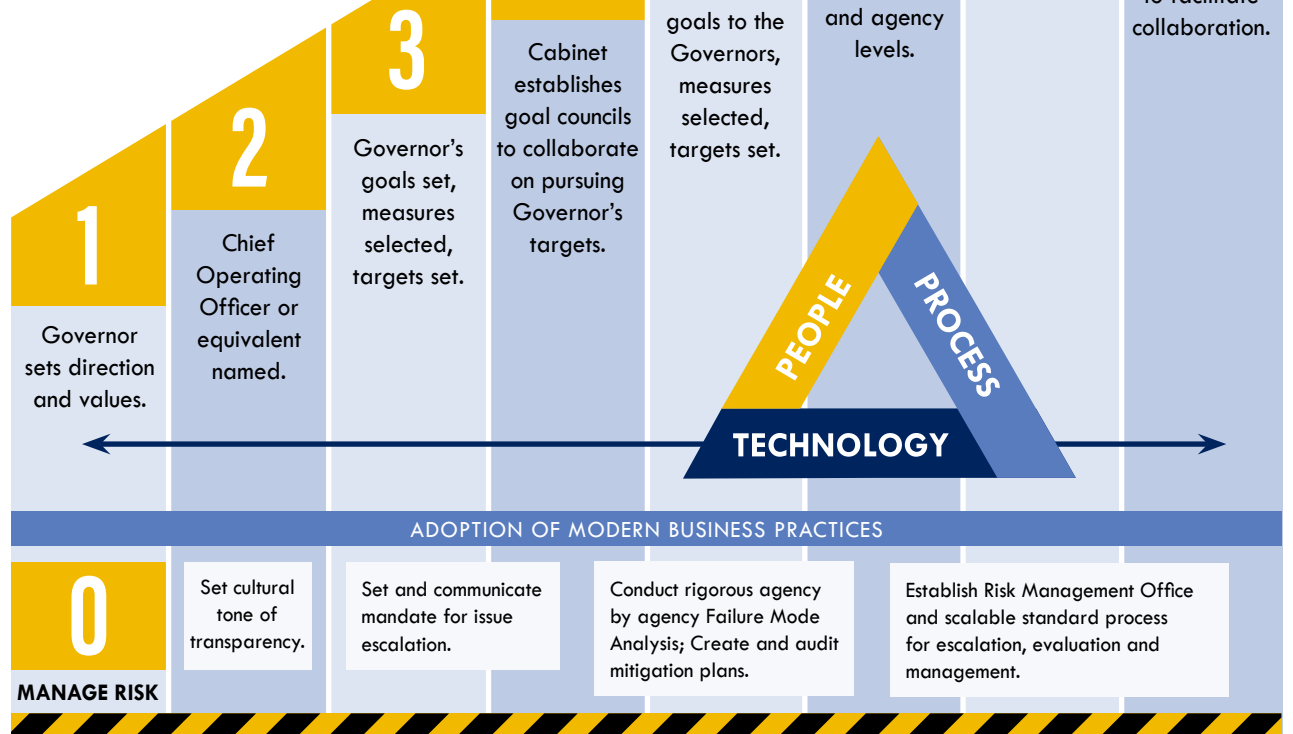
- 21<sup>st</sup> Century Education
- Strong, Innovative Economy
- Safe Communities
- Healthy People, Places and Resources
- Efficient and Accountable Government



A Governor becomes comfortable knowing that setting a target for improvement is the ultimate declaration of policy.



The organization is building capability and capacity to consistently deliver desired results



## LEVEL 1 Reaction Driven

Driven by crisis, problem, or the issue of the day.

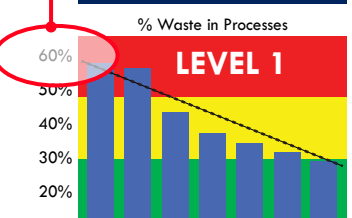
### WHAT DRIVES ACTION

An event, a problem, an unfortunate quote, a legislative hearing, an incident, an arrest, a death or disaster.

START HERE

## LEVEL ONE: LIMITED IN WHAT IT CAN ACHIEVE

### WASTED CAPACITY



Unless a state has had a sustained, multi-year effort to drive waste out of its processes, it has 50-60 waste in its processes. **This is a huge, untapped resource for any governor to tap into in Level Two and Three above.**

The natural operational maturation process most organizations experience does not occur in state government because of the unique nature of the wholesale transition between administrations.

### GROWING, TROUBLING PROBLEMS

