



Start by Stopping: Seven Solutions that Give Us the Illusion of Progress

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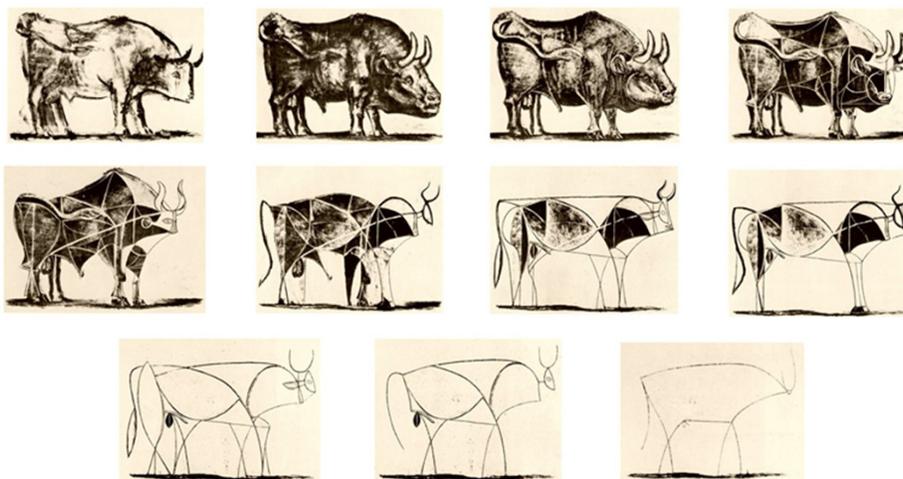


Start By Stopping



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Picasso's "The Bull" Lithograph



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People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all.

It means saying no to the hundred other good ideas that there are.

You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done.

Innovation is saying "no" to 1,000 things.

- Steve Jobs

The Seductive 7

 More Money

 More Technology

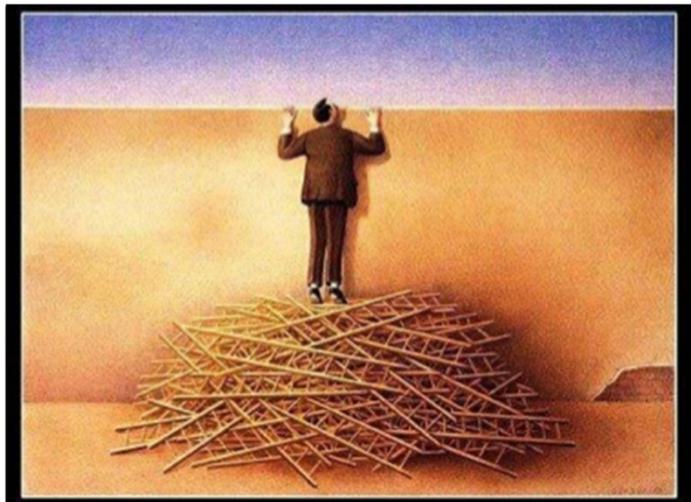
 More Reorganization

 More Strategy & Planning

 More Data

 More Training & Communication

 More Accountability & Assigning Blame



It doesn't matter how many resources you have.

If you don't know how to use them, it will never be enough.

Illusion

We believe we are already as good as we can get at optimizing all of our resources.



GOOD IS THE ENEMY OF GREAT.

And that is one of the key reasons why we have so little that become great. We don't have great schools, principally because we have good schools. We don't have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life.

- Jim Collins

Solution

Always believe there is
HIDDEN CAPACITY



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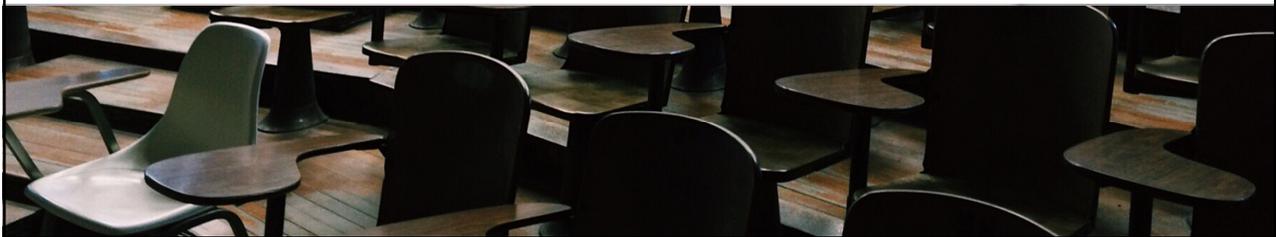


More Training &
Communication



Illusion

We believe people simply need more information to improve or change their behavior.



Solution

Design systems that make it natural and easy for people to make the choices and produce the results we want



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More
Data

Arches National Park

Covers an area of 120 square miles
Highest elevation: 5,653 ft
Lowest elevation: 4,085 ft
Number of documented arches: 2,000+
483 species of plants



Illusion

We believe the more data we have, the more we will uncover reality and deepen our understanding.



Federal Education Goals

	Latest percent	Change from previous period
25- to 34-year-olds who completed an associate's or higher degree: 2000 and 2010 (CPS data)	38.8	↑
Chart Detail State Comparison More Info		
Early Learning through High School		
3- and 4-year-olds enrolled in preschool: 2005-07 and 2007-09	48.2	↑
Chart Detail State Comparison More Info		
4th graders Proficient on the National Assessment of Educational Progress (NAEP) in reading: 2007 and 2009	32	↔
Chart Detail State Comparison More Info		
4th graders Proficient on the NAEP in mathematics: 2007 and 2009	38	↔
Chart Detail State Comparison More Info		
8th graders Proficient on the NAEP in reading: 2007 and 2009	30	↑
Chart Detail State Comparison More Info		
8th graders Proficient on the NAEP in mathematics: 2007 and 2009	33	↑
Chart Detail State Comparison More Info		
Freshmen graduating from high school within 4 years: 2006-07 and 2007-08	74.9	↑
Chart Detail State Comparison More Info		
Public school graduates who took at least one Advanced Placement test in high school: 2007-08 and 2008-09	26.5	↑
Chart Detail State Comparison More Info		
Postsecondary Education and Training		
18- to 24-year-olds enrolled in colleges and universities: 2005-07 and 2007-09	45.3	↑
Chart Detail State Comparison More Info		
Students completing a bachelor's degree within 6 years from their initial institution: 1998 and 2003 entry cohorts	57.4	↑
Chart Detail State Comparison More Info		
Students completing an associate's degree within 3 years from their initial institution: 2001 and 2006 entry cohorts	29.2	↓
Chart Detail State Comparison More Info		
Bachelor's degrees awarded in science, technology, engineering, and mathematics: 1998-99 and 2008-09	24.2	↓
Chart Detail State Comparison More Info		
Teachers and Leaders		
		Activity
Number of states reporting that any school districts are using teacher evaluation systems that include student achievement outcomes or student growth data (2010 SFSF reporting)	8 States	
Chart Detail State Comparison More Info		
Number of states reporting that any school districts are using principal evaluation systems that include student achievement outcomes or student growth data (2010 SFSF reporting)	7 States	
Chart Detail State Comparison More Info		

Department of Labor
Information Technology Agency Summary



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Let's begin by looking at the breakdown of IT Spending over the past few years.

Total IT Spending by Fiscal Year



Fiscal Year	Total IT Spending (\$B)	Major Investments (\$B)	Non-Major Investments (\$B)
FY2011	0.45	0.30	0.15
FY2012	0.45	0.30	0.15
FY2013	0.45	0.30	0.15
FY2014	0.50	0.35	0.15
FY2015	0.55	0.40	0.15
FY2016	0.60	0.45	0.15
FY2017	0.70	0.55	0.15
FY2018	0.75	0.60	0.15

Understanding Total IT Spending by Fiscal Year
 This graph displays the Total IT Spending for Department of Labor over the past few fiscal years. Each fiscal year is further divided into the amount of spending in "major" and "non-major" investments. The amount of spending in "major" investments is significant because those investments are required to submit Business Cases, which provide additional transparency into the cost, schedule, and performance data related to its spending.
[Read more](#)

Investment Highlights

Total FY2018 Spending	\$715M
Projects on Schedule	84%
Projects on Budget	79%
Major Investments	13
FY2018 Spending on Majors	21%

Understanding Investment Highlights
 This is a snapshot of data for Department of Labor for the current fiscal year (FY 2018, which is October 1, 2017 - September 30, 2018). The Total FY2018 Spending is the total non-classified OIG and OIG agency funding amounts spent in FY2018. The Projects on Schedule and Projects on Budget show the percentage of projects that are performing close to their planned schedules and planned costs. Displayed as well is the number of Major Investments ("Majors") there are and what % of the Total FY2018 Spending on Major Investments is being spent on them.
[Read more about investments or projects](#)

Solution

Don't confuse data with

UNDERSTANDING

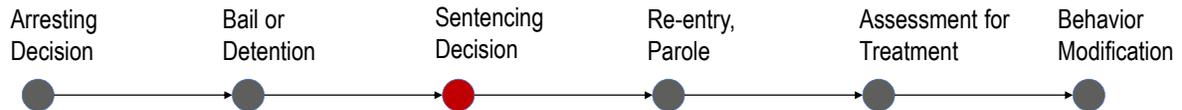




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Criminal Justice

Goal: Improve public safety while decreasing recidivism



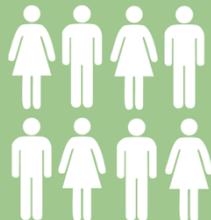
SYSTEM CONSTRAINT

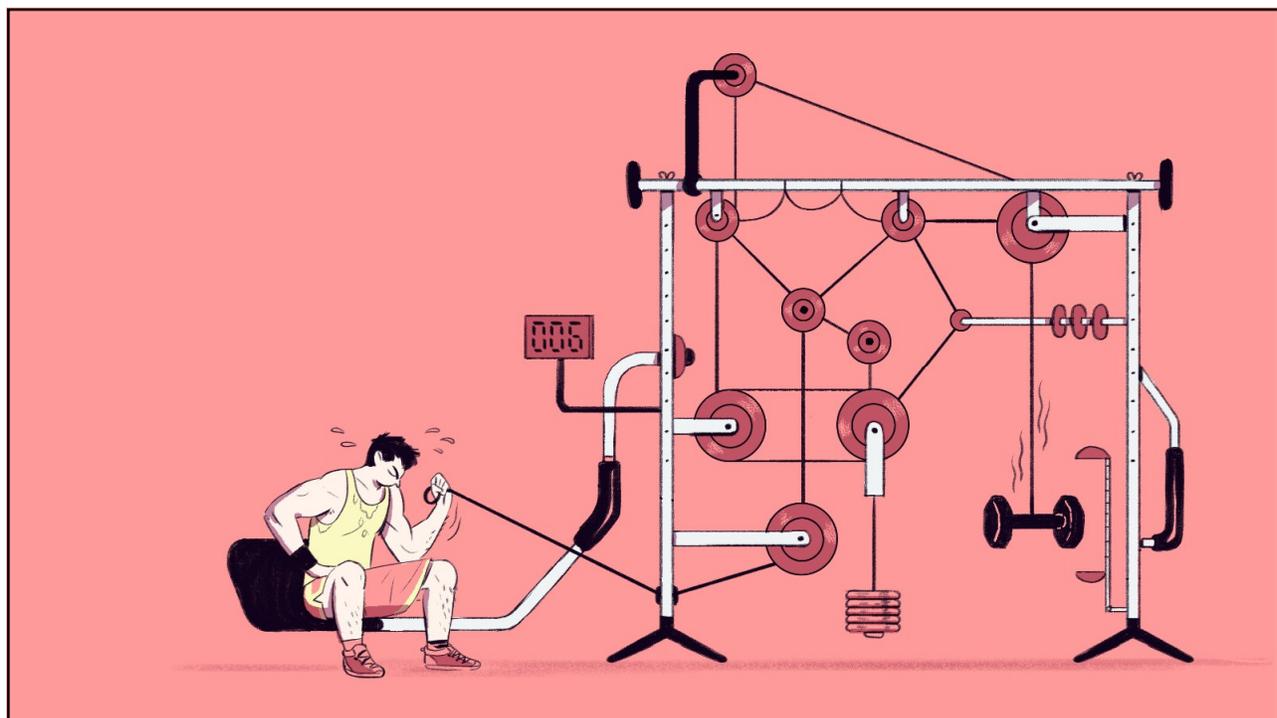
Probation officers create reports to evaluate risk by looking at all the data for an offender. These reports are used by the judge to make an informed sentencing decision.



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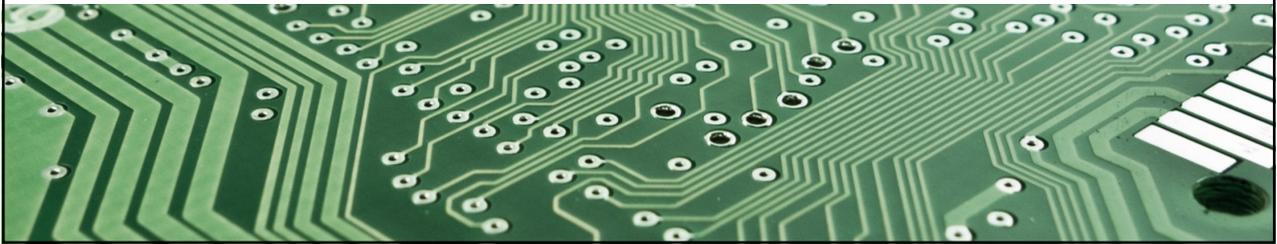
More
Reorganization





Illusion

We believe we need a new capability
or tool.



Solution

Define and solve the business
problem first, then determine if
technology can amplify the solution



Reasons Why People Think They Need IT

Need to upgrade or replace old systems

Need more data or dashboards

Want cutting edge technology

Want to go online

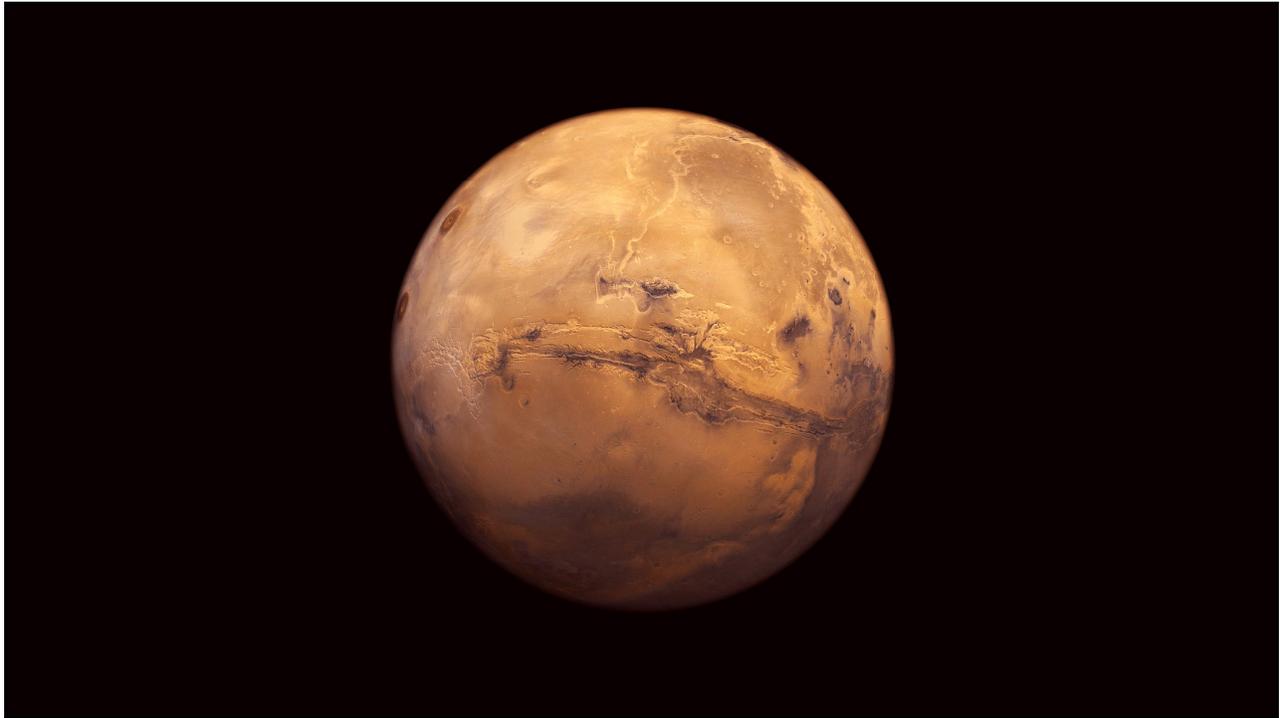
Have too much manual work

Want mobile technology

These things are a lack or absence of something, which is never a core problem by itself. We have to drill down deeper to find the real core problem.



More Strategy
& Planning



Illusion

We believe we need a new idea.



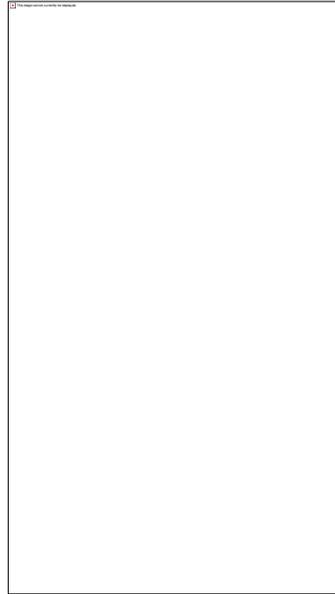
Solution

Define the problem you are trying to solve and then focus on excellent execution



More
Accountability &
Assigning Blame





Illusion

**We believe other people limit, hamper
and define our ability to make an impact
and change how things are done.**

Solution

Solve your own problem
and create your own future



Seductive 7 Vicious Cycle



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