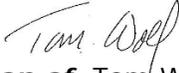


Executive Order

Commonwealth of Pennsylvania Governor's Office

Subject: Governor's Office of Performance Through Excellence (OPE)	Number: 2018-01 As Amended
 By Direction of: Tom Wolf, Governor	Date: September 10, 2020

WHEREAS, a growing body of evidence shows that implementing performance management strategies can enhance the ability of government organizations to achieve continuous performance improvement; and

WHEREAS, evidence-based performance management strategies combine cross-agency coordination, outcome-focused goal setting, analysis of performance data, collaborative problem-solving, process improvement, risk management, and rigorous program evaluations; and

WHEREAS, evidence-based performance management strategies require a supportive workplace culture, wherein employees clearly understand their shared purpose and choose to actively collaborate in the pursuit of continuous performance improvement; and

WHEREAS, a performance management strategy for the Commonwealth will foster innovation among agencies and will help align agency policies and budgets with the Commonwealth's priority goals; and

WHEREAS, commitment to continuous performance improvement is vital to improving Pennsylvania state government for the benefit of the citizens of this Commonwealth; and

WHEREAS, designating an entity responsible for developing and implementing a strategy for continuously improving Commonwealth customer experience furthers the goals of establishing a *Citizen-First Government*, as ordered by *Executive Order 2019-04*.

NOW, THEREFORE, I, Tom Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania and other laws, do hereby establish the Governor's Office of Performance Through Excellence (hereinafter referred to as the "Office") and do order and direct as follows:

- 1. Mission.** The mission of the Office of Performance Through Excellence (OPE) is to empower and enable employees at every level of state government to create an excellent experience for the Commonwealth's customers and to achieve measurable results for all Pennsylvanians.

2. **Governor's Office of Performance Through Excellence.** The Governor's Office of Performance Through Excellence is hereby created within the Executive Offices of the Governor.
 - a. The Governor shall appoint a member of his staff to serve as Director of the Office, who shall serve at the pleasure of the Governor.
 - b. The Director of the Office shall report to the Governor.
 - c. The Governor may appoint, to serve at his pleasure, such individuals as he may deem appropriate to provide advice to the Office and the Director.
3. **Powers and Duties.** The Office shall have the power and duty to:
 - a. Develop and implement strategies for creating a Commonwealth workplace culture that fosters continuous improvement, wherein employees feel respected and empowered to innovate, solve problems, and deliver greater value to customers;
 - b. Develop and implement strategies for monitoring, managing, and accelerating progress toward the Commonwealth's priority goals;
 - c. Develop and implement strategies for measuring and improving the customer experience across multiple channels, such as on-line, phone and in-person, with the Commonwealth's services;
 - d. Develop and implement enterprise risk management strategies that assess, mitigate, and capitalize upon risks to the Commonwealth's priority goals;
 - e. Consult with agencies, boards, and commissions to identify opportunities to collaborate and partner with external entities to bring new ideas and best practices into state government;
 - f. Promote cross-agency coordination and collaboration aimed at solving common problems and achieving shared goals;
 - g. Build the capacity of Commonwealth agencies to implement strategies for performance management, customer experience improvement, risk management, and create a workplace culture that supports continuous improvement through training, consultation, and facilitation;
 - h. Provide regular reports to the Governor and the heads of Commonwealth agencies that describe the status of specific priority objectives, identify barriers to achieving the objectives, and recommend specific actions for improving performance;
 - i. Publish on the Commonwealth's website administration goals and progress;

- j. Work collaboratively with Commonwealth agencies to identify opportunities to leverage data, integrated business process automation, and evidence for improving state government performance;
 - k. Work collaboratively with Commonwealth agencies and the Office of the Budget to integrate performance data into the budget process; and
 - l. Exercise all other necessary powers to ensure successful implementation of this Executive Order, as permitted by law.
4. **Cooperation by Commonwealth Agencies.** All agencies under the Governor's jurisdiction shall provide assistance to and cooperate with the Office, as requested by the Office, in pursuit of the matters which are the subject of this Executive Order.
5. **Independent Agencies, State-Affiliated Entities, and State-Related Entities.** Independent agencies, state-affiliated entities, and state-related agencies are strongly encouraged to work with the Office and to implement continuous process improvements as envisioned by this Executive Order.
6. **General Provisions.** This Executive Order shall be implemented consistent with applicable law. This Executive Order is not intended to, and does not create, any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the Commonwealth of Pennsylvania, its departments, agencies, or entities, its officers, employees, or agents, or any other person.
7. **Effective Date.** This Executive Order shall take effect immediately and shall remain in effect unless revised or rescinded by the Governor.
8. **Rescission.** *Executive Order 2015-04* is hereby rescinded.