

# Eye on the Executive



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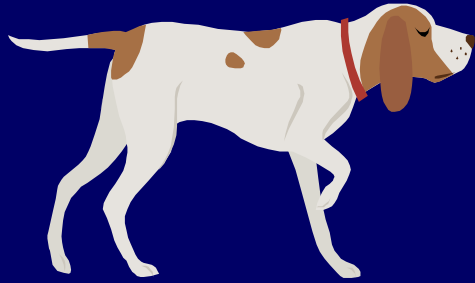
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919-301-1404





# Main Points

- Two year old, small and continually improving, central non-partisan staff division (See handouts)
- Work plan determined by Oversight Committee and General Assembly as a whole
- Building capability to rate all programs
- Requires member engagement, persistence, and support of legislation to implement approved recommendations
- Works best with leadership support
- Requires highly qualified staff protected from retribution



PROGRAM EVALUATION DIVISION  
NORTH CAROLINA GENERAL ASSEMBLY

- Established June 2007 by state law
- Among non-partisan divisions of Legislative Services Office (Fiscal, Bill Drafting, Research, and PED)
- Report to 18-member statutory Joint Legislative Program Evaluation Oversight Committee
- 10 full-time staff, plus interns
- 12 completed reports and projects
- See [www.ncleg.net/PED](http://www.ncleg.net/PED)





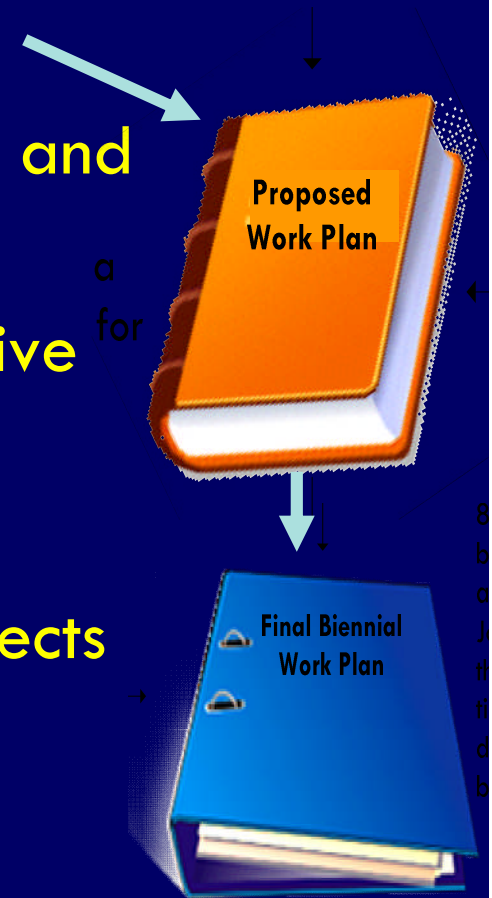
1. **Improving Regional Economic Development Through Structural Changes and Performance Measurement Incentives (5/2008)**
2. **Consolidating Agricultural Research Facility Management Would Improve Efficiency and Effectiveness (5/2008)**
3. **Compromised Controls and Pace of Change Hampered Implementation of Enhanced Mental Health Services (7/2008)**
4. **Controlling the Cost of Medicaid Private Duty Nursing Services (12/2008)**
5. **North Carolina's Alcohol Beverage Control System is Outdated and Needs Modernization (12/2008)**
6. **Caring for Previously Hospitalized Consumers: Progress and Challenges in Mental Health System Reform (12/2008)**
7. **Doubtful Return on the Public's \$141 Million Investment in Poorly Managed Vehicle Inspection Programs (12/2008)**
8. **Project Management Lapses and Planning Failures Delayed Court Technology Improvements (12/2008)**
9. **North Carolina's Water and Wastewater Infra-Structure Funding Lacks Strategic Focus and Coordination (1/2009)**
10. **A Study of Structure and Organization of the State Board of Education, State Superintendent of Instruction, and Department of Public Instruction (1/2009)**
11. **How North Carolina Compares: Compendium of State Statistics (6/2009)**
12. **Enhanced Services Package Implementation: Costs, Administrative Decision Making, and Agency Leadership (July 2009)**

<http://www.ncleg.net/PED/Reports/reports.html>



# Division Work Plan

- Statutory process
- Staff gathers project ideas from members including requests received during the interim and drafts proposed plan
- Proposed plan submitted to the Joint Legislative Program Evaluation Oversight Committee for amendment and approval
- Current committee voluntarily prioritized projects
- General Assembly may automatically amend Work Plan by adding projects



<http://www.ncleg.net/PED/WorkPlan/workplan.html>

# Changes

- Still relatively new (2007)
- Have benefited from collective experiences of other states and the National Legislative Program Evaluation Society (NLPES)
- Will continue evaluating programs as assigned
- But, have launched the *North Carolina Accountability Report (N-CAR)* modeled after US OMB [www.ExpectMore.Gov](http://www.ExpectMore.Gov). After DOT prototype, we will begin **RATING** all state programs



# US OMB ExpectMore.Gov Model for N-CAR

Programs categorized as NOT PERFORMING have ratings of Ineffective or Results Not Demonstrated.

- Ineffective.** Programs receiving this rating are not using your tax dollars effectively. Ineffective programs have been unable to achieve results due to a lack of clarity regarding the program's purpose or goals, poor management, or some other significant weakness.
- Results Not Demonstrated.** A rating of Results Not Demonstrated (RND) indicates that a program has not been able to develop acceptable performance goals or collect data to determine whether it is performing.

Based on our most recent assessments, 20% of Federal programs are Not Performing.

More information on how we assess and rate programs is [available here](#). [Funding information for each program](#) can be found with the President's Budget.

## FEDERAL PROGRAMS THAT ARE NOT PERFORMING

Results page: [« Previous](#) **1** [2](#) [3](#) [4](#) [Next »](#)

AGENCY	PROGRAM NAME	FUNDING FY08	LAST PART ASSESSMENT	RATING	LINK TO PROGRAM
Department of Education	<a href="#">National Writing Project</a>	22	2004	Results Not Demonstrated	<a href="#">Link</a>
Department of Education	<a href="#">Parental Information and Resource Centers</a>	40	2004	Results Not Demonstrated	<a href="#">Link</a>
Department of Education	<a href="#">Physical Education Program</a>	73	2005	Results Not Demonstrated	<a href="#">Link</a>
Department of Education	<a href="#">Ready to Learn</a>	24	2004	Results Not Demonstrated	<a href="#">Link</a>

## PROGRAM ASSESSMENT

PROGRAM  
Assessment Details

### National Writing Project

The program's purpose is to promote K-16 teacher training and professional development in the area of writing. The Project consists of one national office and a network of local sites through which teachers have access to training, professional development, and current research about the teaching of writing.

RATING  
This Rating Means

### NOT PERFORMING

#### Results Not Demonstrated

- This program is redundant of other Federal and local efforts to improve writing instruction.** States and local school districts receive over \$3 billion annually in teacher training funding from the Department of Education that may be used to support professional development for teachers.
- It is not currently possible to determine program effectiveness.** While there have been two major program evaluations that attempted to examine program outcomes, neither study included a comparison group of teachers who do not receive project funding. Without this unit of comparison, it is not possible to draw meaningful conclusions about program effectiveness.
- The program lacks annual and long-term performance measures, targets, and data.** The program does not measure the impact of its teacher training in improving teacher effectiveness and/or student learning.

IMPROVEMENT  
PLAN  
Improvement Plans

#### We are taking the following actions to improve the performance of the program:

- Collecting baseline performance data and establishing targets for new program annual performance measures.
- Implementing an independent program evaluation to obtain reliable program outcome information.
- Working with Congress to terminate this duplicative program.



# Concluding Advice (1)

- **Success entails member engagement, persistence, and support of legislation to implement approved recommendations**
  - Work may not be as enjoyable as constituent service work, supporting legislation and appropriating money
  - Difficult to obtain outside support for reform legislation
  - Agencies and lobbyists will attempt to discredit evaluation findings and recommendations affecting their budgets
  - Reserve judgment on complaints about evaluators/auditors until staff presents report. Expect to hear complaints “witch hunts; Gestapo tactics; young and inexperienced staff; unqualified staff; unreasonable demands for time and data...”
- **Works best with leadership support**





# Concluding Advice (2)

- Requires highly qualified staff with an aptitude for numbers and critical thinking skills and allowed to speak freely
- Guard staff from undue influence and retribution. Staff ought not have to choose between doing their jobs and keeping their jobs. Potential pitfalls:
  - Purchasing and personnel approvals
  - Requiring evaluation staff to “clear” draft reports with legislative staff or executive branch officials
  - Processes allowing easy dismissal of audit/evaluation agency head without cause. Note: Head of GAO, US Comptroller General, is appointed by President with Senate advice and consent for a non-renewable 15-year term and can only be removed after impeachment

