

Open, Effective & Inclusive Government through Results-Based Accountability



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Secretary of State

What makes a Government Open, Effective & Inclusive?



Op-Ed *Good Government Solutions and Earned Trust:*
<https://www.sec.state.vt.us/media/755700/Od-Ed-2016-04-04-Good-Government.pdf>

- **A Culture of Customer Service & Problem-Solving**
- **Transparency**
- **Timely Responses & Streamlined Processes**
- **Breaking Down Silos**
- **Cutting the Red Tape**
- **Technology!**
- **A Motivated, Supported & Accountable Workforce**

A Culture of Customer Service & Problem-Solving

Wow!! I just wanted to thank you for the lightning fast turnaround on my daughter's birth certificate. Her wallet was stolen and she is scheduled to ship out to Basic Training for the Army, this Sunday. So thank you for taking care of us so quickly! We appreciate it very much.

A Culture of Customer Service & Problem-Solving

- How can we help?
- Use a consumer focused approach
- Government culture is too often inward facing and not outward

The screenshot displays the Vermont Secretary of State website. At the top, there is a navigation bar with links for 'Safe at Home', 'Civics Education', 'Temporary Officials', 'APA/Rules', and 'Contacts & Locations'. The main header features the Vermont logo and the text 'VERMONT Secretary of State'. A search bar is located on the right side of the header. Below the header is a green navigation menu with categories: 'CORPORATIONS/BUSINESS SERVICES', 'PROFESSIONAL REGULATION', 'ARCHIVES & RECORDS', 'ELECTIONS', 'MUNICIPAL', and 'SECRETARY'S DESK'. A social media bar with Facebook, Twitter, and YouTube icons is also present. The main content area features a large banner for the 'ONLINE BUSINESS Service Center' with a 'START NOW' button. The banner text reads: 'SEARCH RECORDS, FILE YOUR ANNUAL REPORT, START A VERMONT BUSINESS, FILE A UCC, AND MORE.' To the right of the banner, there is a section titled 'Online Business Service Center' with the text: 'Your business needs made easy: login to search records, file your annual report, start a Vermont business, file a UCC, and more! Start now >>'. Below the banner is a section titled 'HOW CAN WE HELP?' with three columns of links. The first column is 'HOW DO I...' with 16 links. The second column is 'SEARCH OUR DATABASES' with 8 links. The third column is 'CALENDAR' with 5 entries and a 'Full Calendar' button.

Safe at Home | Civics Education | Temporary Officials | APA/Rules | Contacts & Locations

VERMONT Secretary of State

Search Our Website

Vermont Secretary of State
JIM CONDOS

CORPORATIONS/BUSINESS SERVICES | PROFESSIONAL REGULATION | ARCHIVES & RECORDS | ELECTIONS | MUNICIPAL | SECRETARY'S DESK

ONLINE BUSINESS Service Center

START NOW

SEARCH RECORDS, FILE YOUR ANNUAL REPORT, START A VERMONT BUSINESS, FILE A UCC, AND MORE.

Online Business Service Center
Your business needs made easy: login to search records, file your annual report, start a Vermont business, file a UCC, and more! Start now >>

HOW CAN WE HELP?

HOW DO I...

- » Find governor records?
- » Find records retention requirements?
- » Get a copy of a birth certificate?
- » Start or register a business?
- » File an annual/biennial report?
- » Search for an existing business?
- » File or search for a UCC lien?
- » Perform a marriage in Vermont?
- » Obtain a license for my business?
- » Get appointed as a Notary Public?
- » Register to vote?
- » File a professional complaint?
- » Learn about municipal government?
- » Sign up for the Safe at Home program?

SEARCH OUR DATABASES

- » Business Search
- » UCC Debtor Search
- » Online Professional Licensing
- » Election Results
- » Lobbying Information — Current Biennium
- » Lobbying Information — Prior Biennium
- » Campaign Finance Information — 2015-2016
- » Archival Records
- » Notary Public Names
- » Index to Vermont State Papers
- » Secretary's Opinions Newsletters

CALENDAR

AUG 27	Political Parties- First day to notify town chairs for party reorganization
AUG 28	Governor's Workforce Summit: Work Group 2
SEP 4	CLOSED: Labor Day
SEP 4	Labor Day: State Offices Closed
SEP 5	Town political party chairs- First day to post notice of town caucus

Full Calendar

A Culture of Customer Service & Problem-Solving

- Consider: What is best for government vs. what is best for the **people it serves**
- Government should be a **helping hand**, not a hammer
- Set the tone at the **top of the agency**



A Culture of Customer Service & Problem-Solving

Measurements

- Availability and response times across all forms of communication
 - Email, phone, mail, processing times, etc.
- Customer experience
 - Percentage of calls answered, hold times, percent sent to voicemail or abandoned calls
- Setting and following phone and email response time expectations



Transparency



Transparency

Our Annual Transparency Tour



Transparency

Good Government is Transparent

- Agencies are **responsive** to inquiries and record requests
- Available in **multiple forums**
 - Meet the customer where they are - letters, calls, emails, online (web, Facebook, Twitter)



Transparency

- Work as though 600,000 Vermonters are looking over your shoulder
- Online information and data is **publically available** and **easily accessible**



HOW CAN WE HELP?

<h3>HOW DO I...</h3> <ul style="list-style-type: none">» Find governor records?» Find records retention requirements?» Get a copy of a birth certificate?» Start or register a business?» File an annual/biennial report?» Search for an existing business?» File or search for a UCC lien?» Perform a marriage in Vermont?» Obtain a license for my business?» Get appointed as a Notary Public?» Register to vote?» File a professional complaint?» Learn about municipal government?» Sign up for the Safe at Home program?	<h3>SEARCH OUR DATABASES</h3> <ul style="list-style-type: none">» Business Search» UCC Debtor Search» Online Professional Licensing» Election Results» Lobbying Information — Current Biennium» Lobbying Information — Prior Biennium» Campaign Finance Information — 2015-2016» Archival Records» Notary Public Names» Index to Vermont State Papers» Secretary's Opinions Newsletters
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Transparency

Measurements

- Website visits
- Social media presence
- Data sets available
- Number of days to respond to record requests and requests for information



Timely Responses & Streamlined Processes



Timely Responses & Streamlined Processes

Business processes should be **streamlined** and **focused**



Example: Corporations and Business Services Online Migration

Timely Responses & Streamlined Processes

Focus: Providing a **Quality** and **Timely** Experience for Vermonters

- Example: OPR online platform and licensing times



ONLINE LICENSING

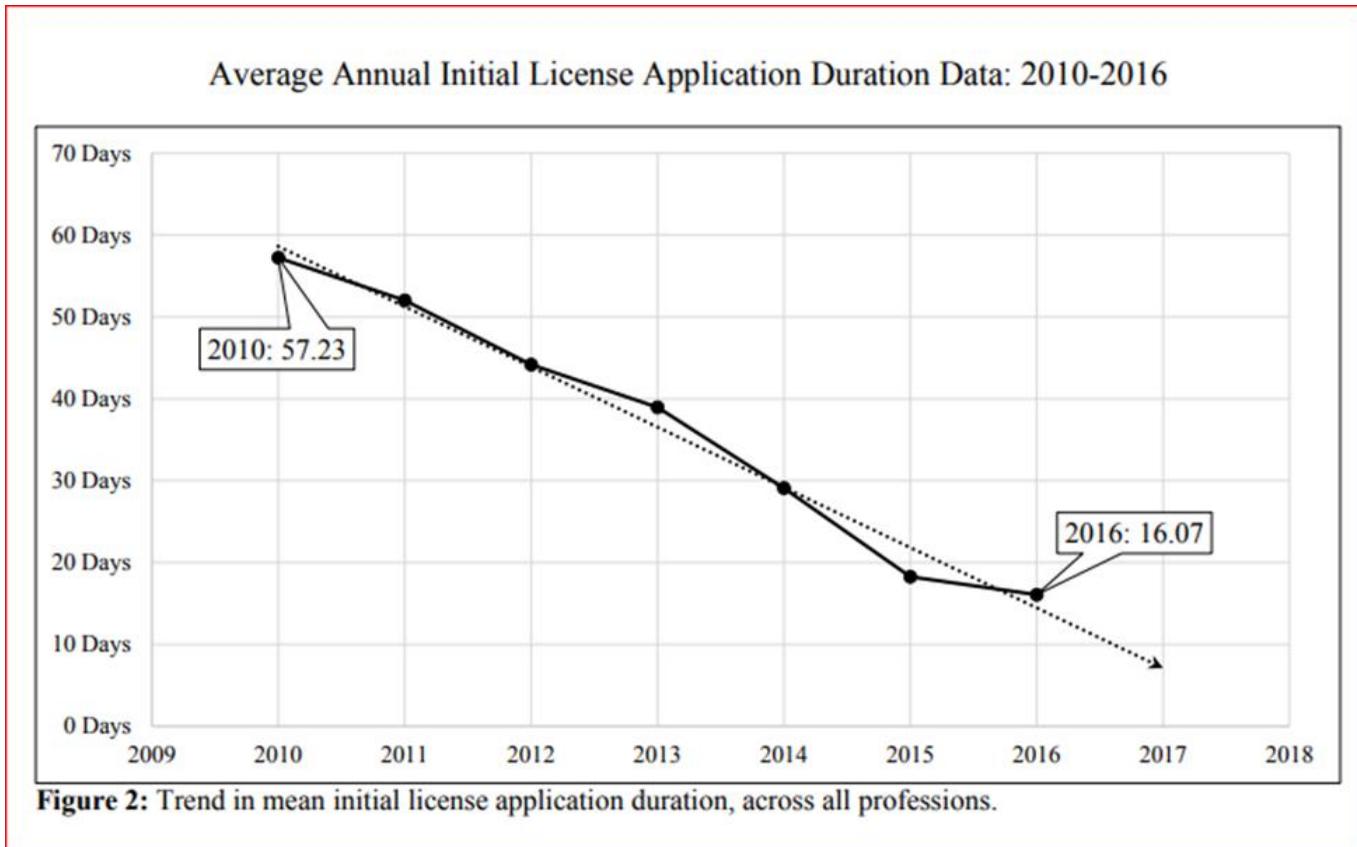
*Services for licensed
professionals*


VERMONT

Secretary of State

Timely Responses & Streamlined Processes

Focus: Providing a **Quality** and **Timely** Experience for Vermonters



Timely Responses & Streamlined Processes

Focus: Providing a **Quality** and **Timely** Experience for Vermonters

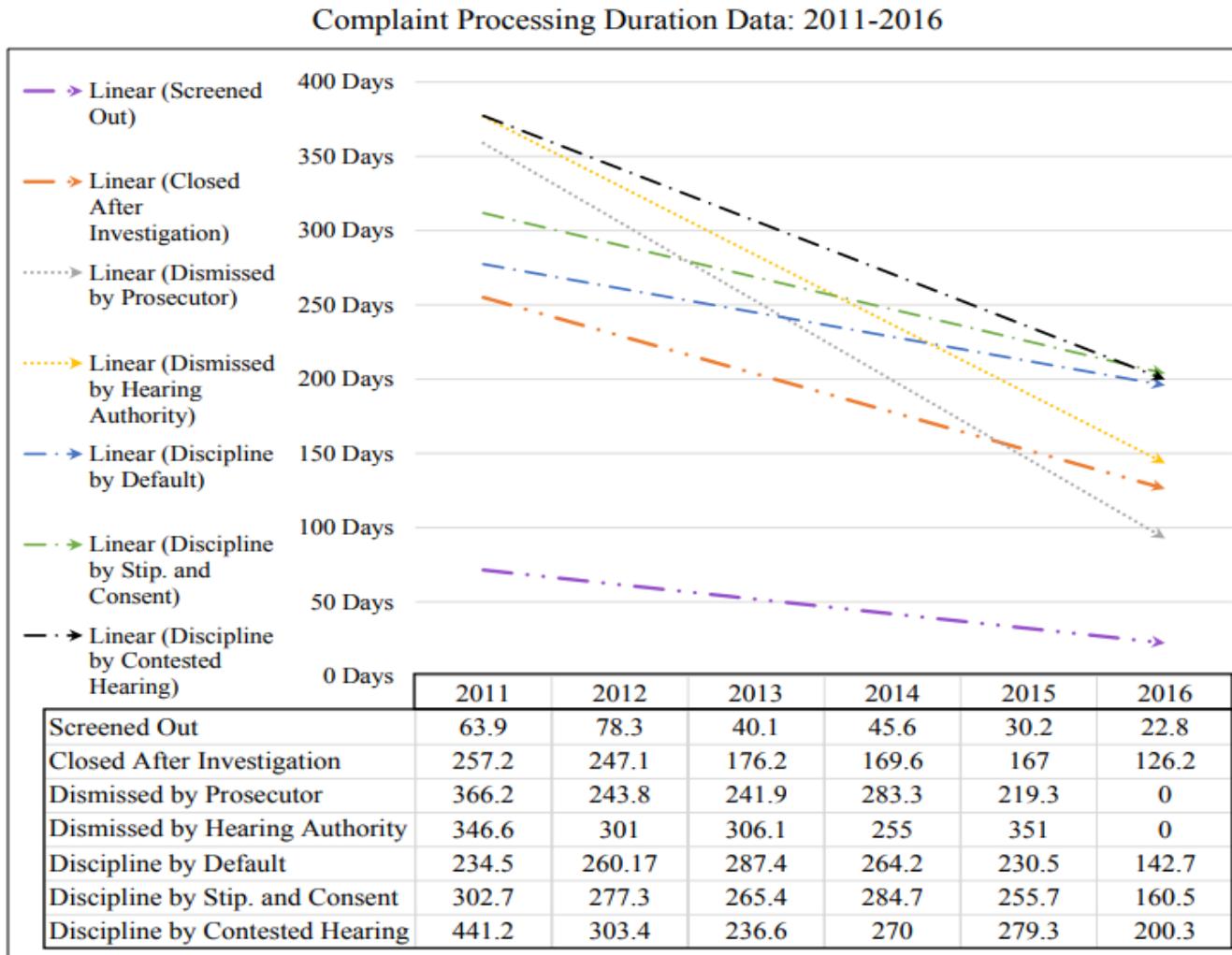


Figure 7: Trends in average complaint case duration (days) by resolution outcome.

Timely Responses & Streamlined Processes

Measurements

- License processing times
- Number of licensing applications available online



Breaking Down Silos (Collaboration!)



Breaking Down Silos

- Consolidate like services
 - (Ex: Online Business Portal, Professional Licensing, etc.)
- Share best practices
- Maine CIO: Build once, use many times


VERMONT Secretary of State




VERMONT
DEPARTMENT OF LABOR




VERMONT
DEPARTMENT OF TAXES



ONLINE BUSINESS
Service Center

START
NOW

SEARCH RECORDS, FILE YOUR ANNUAL REPORT,
START A VERMONT BUSINESS, FILE A UCC, AND MORE.

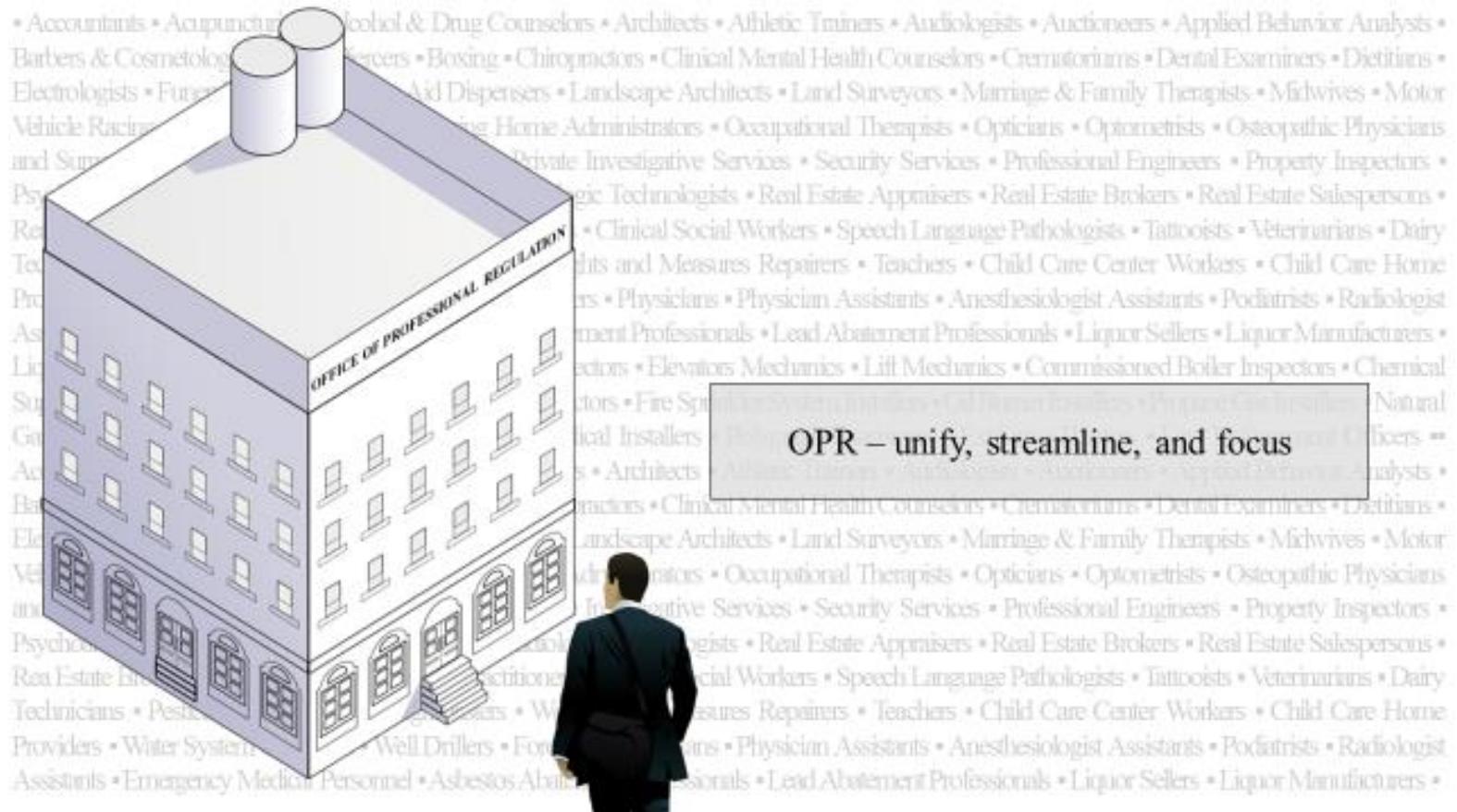
Breaking Down Silos

- Avoid **duplication** of services
- Remove multi-layered **inconsistent approaches**
- Utilize **interagency** work groups
- External Focus: What does the customer need?



Breaking Down Silos

- OPR Example - Unify, Streamline and Focus



Breaking Down Silos

Measurements

- Number of Enterprise projects
- Number of duplicated services
- RFPs for similar product



Cut the Red Tape!



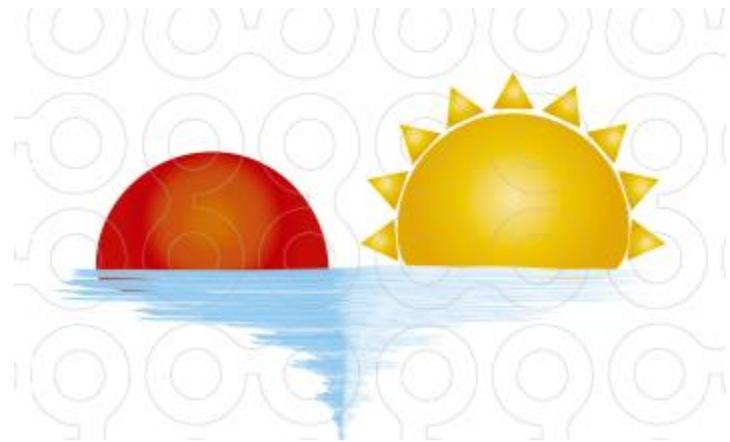
Cut the Red Tape!

- Conduct regulatory review
- Ask **“how are we doing?”**
- Focus on the basics – know your mission



Cut the Red Tape!

- Sunrise process
- Regulatory review (sunset)
- Risk-based regulation
- Examples from the Office of Professional Regulation:
 - APRN regulation
 - Mental health regulation
 - PI & SG license types
 - ADAC Rules



Cut the Red Tape!

Measurements

- How often rules are reviewed
- Age of adopted rules
- Number of pages of rules
- LEAN events (expand)



Technology!

- Implicates all of the above - open, effective and inclusive
- Processing, availability, transparency, timeliness, collaboration, customer service, and outreach
- SOS examples: website, elections, corporations, OPR



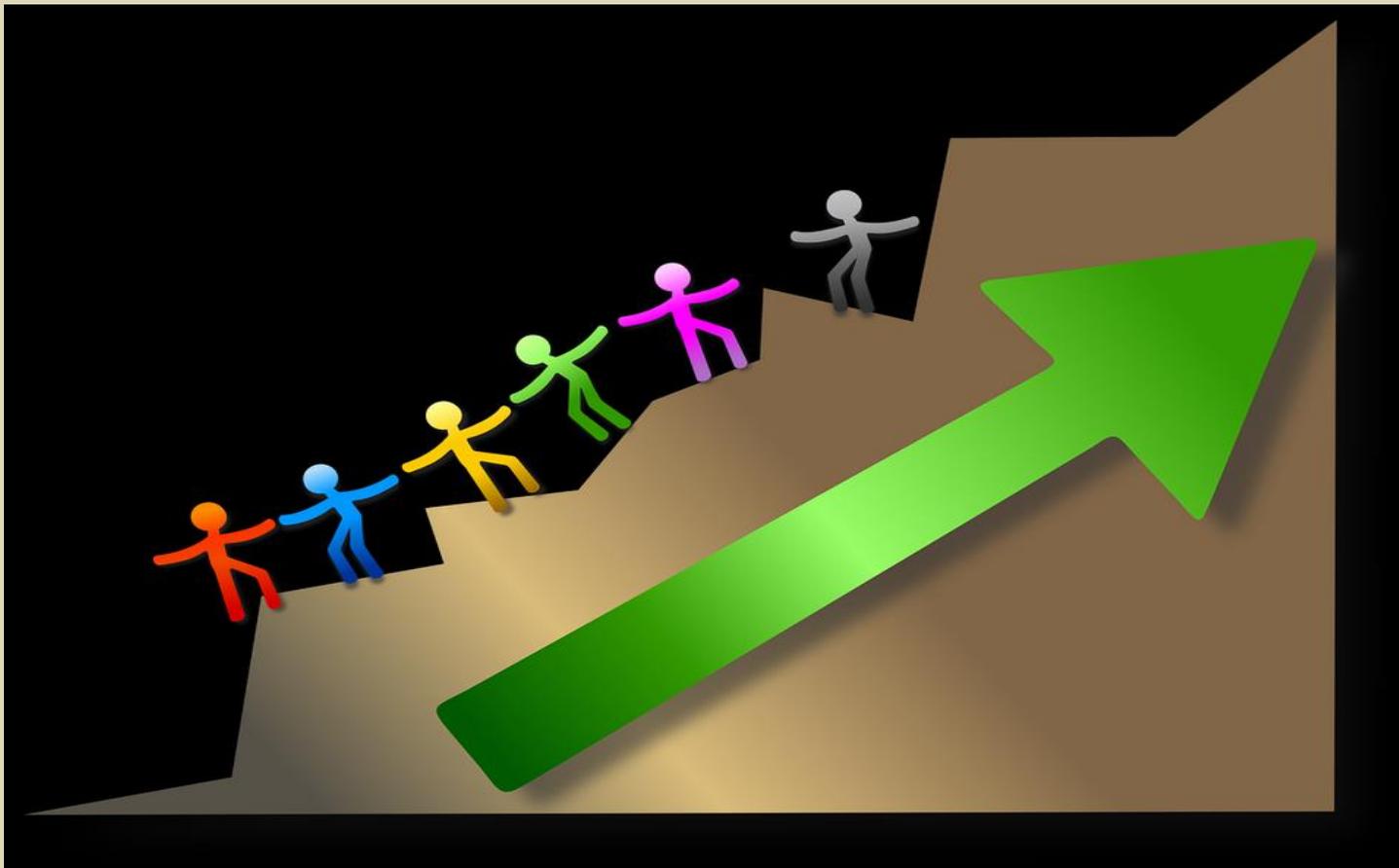
Technology!

Measurements

- Percentage of agency services available online
- Mobile-friendly websites
- Website age
- Agencies on social media



Motivated, Supported & Accountable Workforce



Motivated, Supported & Accountable Workforce

- Timely performance feedback – both positive and constructive
- High (and clear) expectations
- Let them know they are valued



Motivated, Supported & Accountable Workforce

Measurements

- Timely performance evaluations
- DHR survey, including metrics on job satisfaction and whether employer listens
- Clear appeals process for agency decisions (accountable)



Questions?



Thank you!



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