



Performance Highlights

September 2015

Office of Performance Evaluations

We released 6 evaluations and 1 follow-up to the Joint Legislative Oversight Committee in FY 2015.

Lance and Hannah presented findings of the ISEE report to the Senate and the House education committees.

Poor management, decisions, and system functionality undermined goals of a K–12 statewide instructional management system



The Schoolnet project cost tens of millions of dollars, did not achieve its goals, and left the Department of Education and the Legislature few options for moving forward.

Project planners and implementers should heed the lessons from this project:

1. Careful contract risk management can prevent performance problems.

2. Give close attention to the advice and concerns of relevant or qualified parties.

Staff: Lance McCleve and Hannah Crumrine

Planning and development of the K–12 longitudinal data system repeated mistakes of ISIMS, the failed student information management system of 2005



When planning and developing the Idaho System for Education Excellence (ISEE), the Department of Education did not clearly define roles and responsibilities of all stakeholders. In addition, the department did not

consider end users' views, needs, and resources at each stage. Technology projects should maintain a realistic scope, supported by realistic expectations of technology and an updated project plan. Even though rollout of

the system was troubled, if our recommendations are implemented, they will help make the system sustainable and valued by all stakeholders.

Staff: Lance McCleve and Hannah Crumrine

SB 1047, HB 170, HB 200, and HCR 023 are related to the findings of our contracting report.

The legal services report received the 2015 Notable Document Award from the National Legislative Research Librarians.

Practices leave state contracts vulnerable to cost and performance issues

In our 2013 study, we reported that (1) the Division of Purchasing lacked clear language for describing the contracting process and (2) statute and rule lacked requirements for monitoring contracts. The contract process could be strengthened

by applying best practices.

The Division of Purchasing started implementing our recommendations and underwent negotiated rulemaking to formulate rules that were presented to the



Contracting

Legislature for approval. In place of granting approval, the Legislature created the Purchasing Laws Interim Committee for a broader review and policy debate of state purchasing laws.

Staff: Amanda Bartlett

The state could save money by redirecting some outsourced legal services to the Office of the Attorney General

The state could be more cost-effective by insourcing legal services in three areas: child support, risk management, and transportation. We

recommended the **Attorney General's** office and the three relevant departments jointly develop plans for insourcing legal services and present

those plans to the Legislature for consideration.

Staff: Tony Grange and Ryan Langrill



Legal services

Joint Legislative Oversight Committee

The equally bipartisan committee is the backbone to independent evaluation, which promotes confidence and accountability in state government.

Senators

Clifford Bayer, cochair
Steve Vick
Michelle Stennett
Cherie Buckner-Webb

Representatives

John Rusche, cochair
Maxine Bell
Gayle Batt
Elaine Smith

Salary savings does not adequately bridge the gap between actual pay and policy rates set by the state

In our 2013 employee compensation study, we reported that the **state's budget priorities** did not align with legislative intent to fund a competitive compensation and benefit package for its employees—9 out of 10 classified employees were below their policy pay rate. Legislators

asked us to determine the effect of salary savings on pay. We found that salary savings had been a good compensation tool but only for a **limited** number of employees. We suggested tools to address long-term pay for **all** employees. The Change in Employee



Salary savings

Compensation (CEC) Committee made recommendations, which the budget committee implemented, that increased pay in fiscal year 2015 for employees at the lowest levels of the policy rate.

Staff: Bryon Welch and Amanda Bartlett

Agencies interpret and implement the state holiday leave policy differently, which generates questions of equity and fairness

Agencies inconsistently interpret the holiday leave policy in statute and rule. For example, some agencies restrict holiday leave to eight hours per day, and others allow employees to receive holiday leave

hours according to the number of hours they normally work—in some cases more than eight hours. We offered policy options for the **Legislature's** consideration and recommended that



Holiday leave

clear direction and guidance be communicated to all agencies.

Staff: Bryon Welch and Amanda Bartlett

Women in Data

Amanda Bartlett, Margaret Campbell, and Hannah Crumrine each presented at the first Women in Data conference in Boise. They spoke on data visualization, presentation formats, and qualitative analysis.



Presentations

Bryon and Amanda presented findings of the salary savings report to the Joint Finance-Appropriations Committee and the CEC Committee.

Conducted by Bryon, our 2013 report on state employee compensation received the 2015 Impact Award from the National Legislative Program Evaluation Society.

Bryon and Lance presented findings of the water report to the Idaho Water Users Association.

OPE Staff

Director

Rakesh Mohan

Admin. Coordinator

Margaret Campbell

Principal Evaluators

Amanda Bartlett

Lance McCleve

Bryon Welch

Senior Evaluators

Hannah Crumrine

Tony Grange

Ryan Langrill

Evaluation Assistant

Ryan Linnarz

Office of

Performance Evaluations

954 W Jefferson St., Fl. 2

Boise, ID 83702

208-332-1470

legislature.idaho.gov/ope

The water report helped stakeholders see what tools were available to navigate complex water quality issues



Our report looked at use attainability analysis (UAA) and water quality trading. We recommended the Department of Environmental Quality

complete its guidance on UAAs for the benefit of local stakeholders and coordinate with the EPA and local stakeholders to establish conditions

that will make water quality trading possible in the future.

Staff: Bryon Welch and Lance McCleve



Idaho's evaluation work goes international

Using remote technology, Rakesh spoke at the conference of the Israeli Association for Program Evaluation on March 2 about evaluator advocacy. He has been invited to speak to the Cameroon Parliament in November on the benefits of an independent evaluation office.

Rakesh also attended and presented our work at conferences of the American Evaluation Association and the Eastern Evaluation Research Society.

Guest blogs: Evaluation perspectives from the field



We wrote guest blogs for several evaluation websites:

The value of credentials in evaluations

What is different about K–12 public education evaluations?

Getting the attention of your audiences

Evaluation's four missing Ps

Evaluators can't do it alone; need to build new partnerships

[Link to all blogs](#)