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00:00:05,200 --> 00:00:07,570

Oh, good afternoon. My name is Susan Spurlock.

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00:00:07,750 --> 00:00:14,020

I am a senior fellow at the Moakley Center for Public Management and also a faculty member at the center.

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00:00:14,560 --> 00:00:20,590

And I'd like to welcome you to this afternoon's guest lecture with Governor Charlie Baker and Steve Kadish.

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00:00:21,310 --> 00:00:25,030

We are broadcasting live from Suffolk University with e0h.

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00:00:25,150 --> 00:00:29,730

S students joining us in person and students in the dcf.

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00:00:29,980 --> 00:00:36,670

This d0r massachusetts league of Community Health Centers, Massachusetts Municipal Association,

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00:00:36,910 --> 00:00:42,940

who are watching from the Grafton Police Department and the Dartmouth Town Hall, the Lend program.

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00:00:44,240 --> 00:00:50,600

The Providers Council and the New Jerusalem Evangelical Baptist Church Certificate programs.

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00:00:50,900 --> 00:00:56,420

Over 180 people are joining us via Zoom from across the Commonwealth.

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00:00:57,980 --> 00:01:01,520

It's too often said that government can't get anything done.

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00:01:01,940 --> 00:01:06,110

In truth, a lot can get done if you know how to do it.

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00:01:07,010 --> 00:01:12,140

From education to infrastructure and more, the needs have never been greater.

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00:01:13,370 --> 00:01:20,870

The challenges are daunting. Yet the opportunities to meet those needs and exceed the expectations of the public are great.

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00:01:22,390 --> 00:01:27,520

My guests today have impressive records of accomplishment together and separately.

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00:01:28,270 --> 00:01:32,530

The Honorable Charlie Baker is governor of the Commonwealth of Massachusetts,

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00:01:32,890 --> 00:01:38,410

and Steve Kadish is Governor Baker's former chief of staff and longtime associate,

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00:01:38,920 --> 00:01:44,320

who is now a senior research fellow at Harvard's Kennedy School of Government.

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00:01:45,040 --> 00:01:49,930

Full bios for our speakers can be found in the chat box for our Zoom users.

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00:01:50,810 --> 00:01:58,690

Together, Steve and Governor Baker have written a new book Results Getting Beyond Politics to Get Important Work Done.

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00:01:59,560 --> 00:02:07,570

We're going to explore their insights on just that, getting beyond the partizan fray to solve problems and deliver results.

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00:02:08,260 --> 00:02:17,210

Governor Baker and Mr. Kadish, thank you so very much for joining the first ever Moakley Center all student guest lecture.

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00:02:17,530 --> 00:02:20,890

Our pleasure. So, Governor, I want to start with you.

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00:02:21,790 --> 00:02:26,200

Many elected officials write memoirs that capture their accomplishments.

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00:02:26,770 --> 00:02:34,960

Instead, you and Steve have chosen to write a how to book to help others in government serve their communities more effectively.

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00:02:35,590 --> 00:02:39,490

What was the impetus behind writing this kind of practical guide?

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00:02:39,850 --> 00:02:48,900

And who is the target audience? So first of all, thanks for giving Steve and me a chance to spend some time with you today.

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00:02:50,180 --> 00:02:57,950

I would start just by saying that I never really thought a memoir would be very interesting, at least not of my life.

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00:02:59,480 --> 00:03:08,800

And Steve and I have worked together off and on for almost 30 years now and in the public and in the private and nonprofit sector.

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00:03:08,810 --> 00:03:16,520

And I think our big concern is we just sort of see the world out there was that there's a lot in the

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00:03:16,520 --> 00:03:24,230

literature and private sector management around sort of what I call the how associated with doing the work.

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00:03:25,430 --> 00:03:31,280

And in the public sector, there's a lot in the literature about why and what less about how.

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00:03:31,910 --> 00:03:40,309

And I think we wanted our focus to be on the how. And I think, you know, I originally thought we were writing a paper.

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00:03:40,310 --> 00:03:47,660

Steve thought we were writing a book. And, you know, it took us a long time to get there.

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00:03:47,660 --> 00:03:52,400

And a lot of people along the way said, you know, there's a book in here somewhere, but this isn't it.

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00:03:52,910 --> 00:03:56,780

And I think we got a ton of guidance and advice.

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00:03:57,470 --> 00:04:07,030

And the the end product, from my point of view, is really for practitioners and for students and educators.

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00:04:07,040 --> 00:04:16,189

And I think our goal here was to try to create something would make it easier for or more likely that people who are in the world

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00:04:16,190 --> 00:04:24,530

of governing and trying to do the work and deliver on the commitments that get made would be more successful at doing that.

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00:04:24,560 --> 00:04:28,190

I mean, that was literally the point here because in the end,

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00:04:28,190 --> 00:04:38,120

a government that delivers on the commitments that it makes is going to have a more diverse and dispersed base of support,

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00:04:38,720 --> 00:04:47,660

a much happier workforce and and a much more supportive public than one that doesn't.

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00:04:49,370 --> 00:04:51,830

Thank you. Governor Steve, do you want to add anything?

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00:04:52,480 --> 00:05:01,910

You know, we started writing this book in 2017 and and got pretty far up until January of 2020.

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00:05:02,780 --> 00:05:08,120

And at that point, we were looking at really writing the introduction in the epilog.

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00:05:08,600 --> 00:05:11,810

March 2020 happens. Pencils down. COVID.

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00:05:12,350 --> 00:05:16,370

And then the publisher said, You have to write a chapter on COVID as well.

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00:05:18,320 --> 00:05:24,140

And it was an opportunity actually to practice the framework in more detail throughout COVID.

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00:05:24,560 --> 00:05:37,070

But I want to add one thing. We started off this book as a book about how and with January six happening and in a way with COVID happening,

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00:05:37,970 --> 00:05:52,130

it also we also wanted to write this book as a book about hope and as a way to talk about how the how of delivering public services was an antidote to

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00:05:52,490 --> 00:06:08,910

the the rioting on January six and how the positive delivery of public services was was a way to create some hope that government could actually work.

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00:06:08,930 --> 00:06:13,130

And so we talk about the book. It was it was a how book.

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00:06:13,460 --> 00:06:18,080

And now we talk about the book as a book about how and hope.

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00:06:18,830 --> 00:06:26,900

Right. Well, let's dove right into the book. So the book lays out a clear four step process to get important work done.

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00:06:27,440 --> 00:06:30,559

Could you walk us through briefly and explain how it works?

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00:06:30,560 --> 00:06:33,560

And perhaps, Governor, you might want to comment, Steve? Sure.

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00:06:33,740 --> 00:06:42,080

I'll do this relatively quickly. I hope everybody here in the room and online has a has a chance to really get into the book.

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00:06:42,710 --> 00:06:46,190

The book's two big pieces.

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00:06:46,460 --> 00:06:50,570

The first part of the book is The Framework, and I'll talk about that in a second.

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00:06:50,750 --> 00:06:58,790

And the second part of the book are four cases. One on the health connector, one on the MTA, one on the Department of Children and Families.

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00:06:59,090 --> 00:07:04,100

And then the final chapter, as I said before, as I covered the results framework,

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00:07:04,100 --> 00:07:11,360

is something that the governor and I intuitively have been doing and really,

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00:07:11,780 --> 00:07:16,549

really began focusing on at the beginning of the governor's administration.

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00:07:16,550 --> 00:07:22,820

And these are the four parts, and I'm happy to talk about them more, but I don't want to take all the air out of the room.

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00:07:23,420 --> 00:07:26,660

The first piece is people are policy.

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00:07:27,140 --> 00:07:32,330

We always start here and it's not just about naming the leaders, it's also naming the team.

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00:07:32,960 --> 00:07:37,070

And I'll let the governor talk about talk about that in a second.

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00:07:38,270 --> 00:07:48,560

And why do we focus on here? We want to make sure that there's the capacity and the know how to actually deliver, not who you know, but the know how.

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00:07:49,160 --> 00:07:52,400

The second part of the framework is follow the facts.

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00:07:52,760 --> 00:07:57,200

And here there are two elements data, evidence and points of pain.

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00:07:57,470 --> 00:08:08,690

We're both unbelievable data geeks, numbers, charts, articles, metrics and on.

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00:08:08,690 --> 00:08:14,150

And so we always looked at that, but it really was our experience at Harvard Pilgrim Health Care,

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00:08:14,480 --> 00:08:24,500

when we had members of our of Harvard Pilgrim Health Care who couldn't get answers about their health insurance providers who weren't getting paid,

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00:08:24,740 --> 00:08:29,450

employers who were just confused about what they were actually offering to their employers,

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00:08:29,870 --> 00:08:37,219

that we really started to hone in on what we call points and what were the points of pain for those folks.

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00:08:37,220 --> 00:08:41,570

And now when we tackle the problem, it's data, evidence and points of pain.

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00:08:41,930 --> 00:08:49,640

And between the two of those, the follow the facts helps define what the problem or problems are you're trying to solve.

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00:08:49,940 --> 00:08:50,900

That's part two.

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00:08:51,440 --> 00:09:03,110

Part three is the focus on how and this is where we believe you have to spend the most of your time, energy, mental time, resources on.

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00:09:03,410 --> 00:09:07,370

This also has two pieces what to do and how to do it.

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00:09:07,610 --> 00:09:13,880

What to do. Think about it as the announcement, the dollars, perhaps a new law,

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00:09:14,270 --> 00:09:25,280

the program and how to do it is the actual what it takes through project management and a variety of other tools to actually deliver on that.

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00:09:25,610 --> 00:09:30,140

And then finally, the fourth piece of the framework is push for results.

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00:09:30,620 --> 00:09:34,130

And this is back to numbers.

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00:09:35,270 --> 00:09:42,740

We, we, we, we like to start with performance metrics as soon as possible on an initiative.

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00:09:43,070 --> 00:09:48,800

They're not always right when you start. But there a way to objectively understand.

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00:09:48,870 --> 00:09:52,620

In weather. The problem you think you are solving is getting better.

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00:09:53,310 --> 00:09:57,210

And and then sometimes the metrics we start with are just wrong.

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00:09:57,540 --> 00:10:01,890

And other times the metrics that we are using are very powerful to help.

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00:10:01,980 --> 00:10:07,830

And the governor likes to say this is do more of what's working right and do less of what's not.

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00:10:08,190 --> 00:10:11,570

And so those are the four pieces people are policy.

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00:10:11,580 --> 00:10:17,190

Follow the facts, focus on how and push, push for results.

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00:10:18,270 --> 00:10:24,360

So, Steve, you've talked about health care, transportation, child welfare, rural Internet.

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00:10:24,990 --> 00:10:32,160

Governor, I wonder if you can illustrate the results framework using the Department of Children and Families,

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00:10:32,970 --> 00:10:37,750

a case study, if you will, and then I'll ask Steve to chime in.

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00:10:37,770 --> 00:10:49,979

So, Governor Baker. Sure. I think the I mean, when we took office back in January 15, there was a general consensus,

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00:10:49,980 --> 00:10:57,660

I think, that the Department of Children and Families had issues. And and so if you think about the people, the policy part.

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00:10:59,570 --> 00:11:05,420

We sort of pursued that in a variety of ways. But the first two hires we made.

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00:11:06,620 --> 00:11:11,689

It would matter with respect to this, where the secretary of Health and Human Services, who is Mary Lou Sanders,

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00:11:11,690 --> 00:11:19,069

who is a social worker by training and and the second person we brought on was Linda Spears,

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00:11:19,070 --> 00:11:24,830

who is also a social worker and had written a report for the Child Welfare

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00:11:24,830 --> 00:11:32,659

League of America that had been commissioned by Governor Deval Patrick and had

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00:11:32,660 --> 00:11:39,649

a lot of the elements of both the analysis of what the issues of DCF were and

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00:11:39,650 --> 00:11:43,670

what the approaches that needed to be taken going forward should look like.

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00:11:43,670 --> 00:11:48,409

And we talked her into becoming the commissioner, and she'd had a little experience in Massachusetts.

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00:11:48,410 --> 00:11:53,239

She'd worked as a social worker before she moved into sort of more academic pursuits.

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00:11:53,240 --> 00:12:02,049

And I think to some extent. Having those two in those two key jobs coming in the door sort of gave us a great place to start.

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00:12:02,050 --> 00:12:09,430

And Linda and Mary Lou both obviously hired a variety of people of their own who are also folks who are committed

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00:12:09,430 --> 00:12:17,700

to the general idea of pursuing and implementing the report that Linda had written with respect to facts.

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00:12:18,010 --> 00:12:21,399

We had a lot of the facts from from Linda's report.

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00:12:21,400 --> 00:12:27,550

The one thing I would say we sort of added on to that was a pretty.

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00:12:29,080 --> 00:12:35,920

The comprehensive review of the agency by area office.

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00:12:36,040 --> 00:12:39,980

And the reason for that is comes down to this thing about averages.

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00:12:40,000 --> 00:12:47,050

I'm really not a big fan of averages because averages sometimes hide big differences in discrepancies between and among departments.

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00:12:47,890 --> 00:12:52,390

So if you have if you have an average caseload of 18, which we had 18 and a half,

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00:12:52,390 --> 00:12:58,060

I think, when we took office, social workers at 18 have children under their watch.

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00:12:59,450 --> 00:13:05,300

The conclusion you would draw if that was a normal distribution curve is that means most people have somewhere around 18 cases,

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00:13:05,960 --> 00:13:09,620

but we didn't have a normal distribution curve. We had a distribution curve.

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00:13:09,620 --> 00:13:15,139

It was a lot flatter. So we had a whole bunch of people at the front end who had, you know, five, six,

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00:13:15,140 --> 00:13:20,510

seven cases and then a whole bunch of people in the back end who had like 23, 24, 25 cases.

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00:13:20,960 --> 00:13:24,890

And so instead of looking at the average, what we did was we said, well,

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00:13:24,890 --> 00:13:31,190

which area offices have the largest number of cases and the people carrying the largest number of cases,

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00:13:31,190 --> 00:13:37,940

how do we help them deal with the fact that they have too many cases and work them back?

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00:13:38,420 --> 00:13:45,350

And by doing that right, one of the things that happened is the average got better, but if you just started with the average,

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00:13:45,830 --> 00:13:51,139

you would have assumed that most people were somewhere around 18, plus or minus, and that would have been wrong.

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00:13:51,140 --> 00:14:01,580

So I would say that what we got from Linda, Commissioner Spears, was a terrific report on sort of the overarching state of play there.

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00:14:01,580 --> 00:14:08,299

And then we threw some of our area office stuff and some of the stuff we did added to that data set going forward,

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00:14:08,300 --> 00:14:13,760

which then led to what we were going to focus on on the House side,

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00:14:13,760 --> 00:14:22,430

which was to get people's caseloads down to the point where they were manageable, starting with the ones who had the highest number of cases and then,

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00:14:22,430 --> 00:14:25,459

you know, doing some things that were recommended in a report,

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00:14:25,460 --> 00:14:35,990

one of which was to actually hire the and find the funded but unfilled positions for technical support and clinical support for social workers,

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00:14:35,990 --> 00:14:40,160

which was there just hadn't been those positions hadn't been filled.

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00:14:40,160 --> 00:14:43,430

And then we also you know, the.

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00:14:44,660 --> 00:14:49,790

The Investigative Policies and procedures book hadn't been updated in 20 years.

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00:14:49,790 --> 00:14:53,689

And there are a number of things we learned from some really awful cases,

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00:14:53,690 --> 00:15:01,399

tragic cases that happened shortly after we took office that we also incorporated into the investigatory practice going forward.

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00:15:01,400 --> 00:15:06,830

And then there were a whole series of policies that literally had not been updated for decades.

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00:15:06,840 --> 00:15:08,960

And Steve, you should talk more about this,

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00:15:09,380 --> 00:15:19,970

but we literally created a process to take policy and which had to be negotiated and implemented with the support of the union and basically said,

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00:15:19,970 --> 00:15:24,950

we need to update all these. In some cases, we didn't even have policies on certain things that were pretty important.

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00:15:26,780 --> 00:15:33,169

And that became really the focus on how we if we do the work associated with updating all this stuff or

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00:15:33,170 --> 00:15:38,630

creating policies in places where we didn't have them based on a 21st century view of what was going on,

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00:15:40,160 --> 00:15:51,920

we would have much better guidance and much better sort of support for the social workers and their supervisors around how to manage and work cases,

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00:15:51,920 --> 00:15:55,370

both those coming in the door, but also the ones that they actually had.

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00:15:55,370 --> 00:16:01,220

And then the final thing I would say, we made adjustments all the way through and that's where the push for results,

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00:16:01,340 --> 00:16:05,720

I think of the push results thing as being willing to pivot if what you're doing isn't working.

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00:16:06,200 --> 00:16:13,939

And I think in many ways we made a lot of pivots over the course of the last eight years with DCF and Mary McGowan,

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00:16:13,940 --> 00:16:19,249

who runs the Mass MSC PCC, I think put it really well, she said.

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00:16:19,250 --> 00:16:25,700

People need to stop saying We're going to reform DCF right and period right.

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00:16:25,700 --> 00:16:30,709

And when she said is DCF should be in a constant state of continuous improvement,

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00:16:30,710 --> 00:16:36,140

a constant state of trying to get better, a constant state of adjusting to the times and circumstances.

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00:16:36,560 --> 00:16:40,760

And we should stop with this whole idea that there's a beginning and end, right?

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00:16:41,090 --> 00:16:45,420

That you come in, you do a report, you implement a bunch of reforms, you're done.

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00:16:45,710 --> 00:16:50,660

No, you need to constantly be engaging in what are we doing that's working?

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00:16:50,660 --> 00:16:54,410

What are we doing? It's not what's changed in the outside world.

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00:16:54,410 --> 00:16:59,570

The pandemic being a really good example that makes us need to think differently about how we do the work generally.

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00:17:00,260 --> 00:17:13,640

I'm going to just pick up on a bit, on a bit of the approach to how and I'm an incredibly impressed and proud with what Commissioner Spears and her,

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00:17:14,510 --> 00:17:18,320

you know, hundreds, thousands of social workers did.

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00:17:18,740 --> 00:17:27,290

They they took on an approach to improving the agency that was fundamentally an I.T. engineering approach,

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00:17:27,650 --> 00:17:34,520

Agile Scrum, and that Linda insisted that her leadership team be trained in it.

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00:17:34,850 --> 00:17:38,090

And then eventually hundreds of people were trained in it.

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00:17:38,360 --> 00:17:50,749

And the idea of Agile Scrum is to is to and we we created Linda created five different workstreams one on a management structure, one on people,

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00:17:50,750 --> 00:17:56,930

one on communications, one on I.T. And I'm forgetting with the one on policy,

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00:17:57,320 --> 00:18:02,180

each of these five workstreams had things that they had to get accomplished.

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00:18:02,180 --> 00:18:08,419

Many of the things that the Governor mentioned and they were given a time period, the first release,

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00:18:08,420 --> 00:18:19,639

so to speak, and think about it like an Apple release or that's my best example, Samsung or whatever.

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00:18:19,640 --> 00:18:29,780

But the first release was about a ten week period policy had to come up with two major

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00:18:29,780 --> 00:18:34,819

policies that in the past would have taken them each one over a couple of years.

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00:18:34,820 --> 00:18:42,980

Two fundamental policies. The hiring team was charged to bring on several hundred social workers.

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00:18:43,190 --> 00:18:48,680

Each social worker in the past took months to do to come on board and so on.

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00:18:48,950 --> 00:18:57,679

So the agile scrum method and and DCF still practices it now was this unbelievable

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00:18:57,680 --> 00:19:02,870

tool for them to rapidly accelerate the improvements that were needed.

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00:19:03,230 --> 00:19:08,570

Then I'll add one more thing. Push for results we think about that is measure.

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00:19:08,570 --> 00:19:15,050

You look at the performance metrics, evaluate and then be open enough to adjusting.

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00:19:15,350 --> 00:19:22,790

It is really hard for a leader. It is really hard for somebody in the public sector just to say we need to make a change.

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00:19:22,790 --> 00:19:32,120

And, um, and Governor, I was, um, this is something you model for all of us through COVID especially,

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00:19:32,840 --> 00:19:39,049

but it's something that as an administration, it was okay to say, this thing isn't working.

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00:19:39,050 --> 00:19:44,150

We need to make this change. And that's a very hard and difficult thing to do so in.

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00:19:44,210 --> 00:19:49,220

Pushed for results. It's measure, evaluate, adjust and then repeat.

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00:19:49,670 --> 00:19:54,410

And so those those two things is what I'd add to what the the governor just described.

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00:19:54,440 --> 00:20:03,589

So as an aside, I was at the Department of Children and Families during this time, and I saw a lot of these actions taking place.

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00:20:03,590 --> 00:20:07,070

I didn't know they were part of the results framework framework at the time.

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00:20:07,520 --> 00:20:17,270

Neither either way. I might let our Zoom audience know that we will have time for just a couple of questions after the talk.

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00:20:17,510 --> 00:20:24,590

So if you do have a question, we really encourage you to put it in the Q&A box, and we'll try to get to as many questions as we can.

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00:20:24,980 --> 00:20:31,370

So, Governor, I have a question for you. You have both private and public sector experience.

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00:20:31,730 --> 00:20:37,760

What is the same about managing between the private and public sector and what is different?

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00:20:39,620 --> 00:20:44,870

I think, you know, certainly people matter a lot in both the public and private sector,

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00:20:44,870 --> 00:20:48,110

but in some cases, I would argue you're looking for different kinds of people.

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00:20:49,880 --> 00:20:55,250

The biggest difference, I think, between the two is, you know, people say you could run.

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00:20:55,250 --> 00:21:01,940

Why don't we just run government like a business? Well, you know, businesses are about clarity and and focus.

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00:21:01,940 --> 00:21:05,690

Right. And there's certainly plenty of clarity and focus in government.

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00:21:05,690 --> 00:21:09,410

But you're also dealing with the really distributed decision making model.

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00:21:10,730 --> 00:21:16,430

In a in a private business, you can make a decision about what lines of business you want to be in.

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00:21:16,430 --> 00:21:20,770

You can make a decision about how you want to compete. Do you want to be the low price provider?

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00:21:20,780 --> 00:21:24,650

Do you want to be the high quality provider? Do you want to sell to certain segments of the market?

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00:21:26,720 --> 00:21:31,810

Do you want to be in certain geographies? I mean, there's a lot of choices you have with respect to how you want to strike.

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00:21:31,830 --> 00:21:34,860

Do you want to organize around markets that you operate in?

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00:21:34,920 --> 00:21:39,140

You want to organize functionally around sales, marketing, whatever it might be.

198

00:21:40,670 --> 00:21:45,290

All those decisions in government get made by a lot of different people.

199

00:21:46,580 --> 00:21:46,819

You know,

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00:21:46,820 --> 00:21:55,370

the executive branch basically works in an operating model that is designed and funded at the level it's designed and funded at by the legislature.

201

00:21:55,400 --> 00:22:00,050

You can make recommendations, but at the end of the day, they get to make the call.

202

00:22:01,190 --> 00:22:05,690

You can't do things that you don't have the statutory authority to do so.

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00:22:05,960 --> 00:22:11,060

And you do have to do things that you do that you have statutory requirements to do.

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00:22:11,450 --> 00:22:18,229

So this whole issue of the very distributed decision making model is one I think separates a

205

00:22:18,230 --> 00:22:22,760

lot of what happens in government from what happens and how things work in the private sector.

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00:22:23,660 --> 00:22:28,640

The two other things I would say is that in the private sector, it really is kind of private.

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00:22:28,790 --> 00:22:35,710

All right. I mean, everything you do is unquestioned. Everything you do is immediately criticized.

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00:22:36,050 --> 00:22:42,650

And the simplest way I can put it is in the private sector most of the time, if you show up on in the news,

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00:22:42,650 --> 00:22:46,670

it's either because something very horrible happened or something very good happened.

210

00:22:47,570 --> 00:22:52,440

But the rest of the time, you know, you're you're not really under the spotlight.

211

00:22:52,460 --> 00:22:55,280

And I think that's a really big difference.

212

00:22:55,280 --> 00:23:01,240

And it creates kind of a weird dynamic at times for, you know, how hard are you willing to go at something?

213

00:23:01,250 --> 00:23:04,340

How much are you willing to put yourself out there if you felt it's going to be a

214

00:23:04,340 --> 00:23:09,379

big public story and there's giant potential for humiliation and if you succeed,

215

00:23:09,380 --> 00:23:14,030

you may or may not ever get credit for it. The final thing I'd mention is just the.

216

00:23:16,170 --> 00:23:22,080

The way you set priorities in the private sector is you basically can say,

217

00:23:22,170 --> 00:23:25,830

this is where we're going and this is what we're going to do for the next few years.

218

00:23:26,460 --> 00:23:31,200

And if you like it, great. If you don't like it, you know you can do something else, right?

219

00:23:32,040 --> 00:23:37,490

And government, you never stop having the conversation about what your priorities are.

220

00:23:37,500 --> 00:23:44,040

It's always there. It's ongoing. It's just a huge, fundamental fact of life.

221

00:23:44,520 --> 00:23:47,190

And, you know, you put all those things together.

222

00:23:47,190 --> 00:23:56,040

And if your fundamental objective is efficiency, you know, the government model is not built for that.

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00:23:56,970 --> 00:24:08,910

What it's really built for is the opposite, which is to give a lot of voices a seat at the table and and to make it very hard to do anything big fast.

224

00:24:10,410 --> 00:24:14,930

And I, you know. I get that and I understand it and I respect it.

225

00:24:16,010 --> 00:24:19,550

It's not supposed to be a business. It's supposed to be different than that.

226

00:24:20,060 --> 00:24:27,260

But but when people just say, well, you can just run it like a business, it's people say that I've never been in government.

227

00:24:29,700 --> 00:24:36,209

Thank you. So, Steve, you you talked about democracy and it's on all of our minds now.

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00:24:36,210 --> 00:24:40,710

It is a very important part of our everyday lives.

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00:24:40,710 --> 00:24:47,310

And we thought long and hard about this concept of democracy and where we are going as a country.

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00:24:47,640 --> 00:24:50,670

So I want to go back into the book.

231

00:24:51,030 --> 00:24:55,950

You describe why public services are vital to ensuring the future of democracy.

232

00:24:55,950 --> 00:24:59,250

You touched on it a little bit. What do you think?

233

00:24:59,640 --> 00:25:02,220

Why do you think this book project can help?

234

00:25:03,260 --> 00:25:14,669

But I'm going to loop back to how the governor opened and that we over the years, we would exchange articles, books.

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00:25:14,670 --> 00:25:15,990

They were always business books.

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00:25:17,640 --> 00:25:30,629

We and they were books about execution, project management kinds of examples, but they weren't about the public sector.

237

00:25:30,630 --> 00:25:38,340

And with the governor just said about the differences between the private and the public sector, we talk about that in the book.

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00:25:38,340 --> 00:25:42,510

And we we think about those differences as features, not bugs.

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00:25:43,110 --> 00:25:51,030

And the reason that we we began to write this book again, looping back to the beginning of this conversation,

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00:25:51,030 --> 00:25:58,410

is there was just so little out there that was written by public sector people

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00:25:58,830 --> 00:26:06,630

for public sector people or for people in nonprofits that would work for them.

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00:26:07,500 --> 00:26:15,240

Real examples. A simple enough framework to understand, a simple enough framework to execute,

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00:26:15,420 --> 00:26:20,850

and a framework that we know works in a whole variety of different situations.

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00:26:21,180 --> 00:26:33,270

So if our contribution could be in helping public sector folks get their important projects done,

245

00:26:33,630 --> 00:26:47,280

improve their improve the services that they were trying to do or do a reset on a project that was underway to, to, to get it back on track, having.

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00:26:48,400 --> 00:26:54,969

Having government services work is one of those fundamental contracts between the people

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00:26:54,970 --> 00:27:00,280

and the government that we thought the book would be a way to help contribute to that.

248

00:27:00,610 --> 00:27:07,330

Thank you, Steve. Governor Baker. I don't have a lot to add to what Steve said.

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00:27:07,340 --> 00:27:14,980

I think. I do think for me, the the audience for this was always practitioners, students and educators.

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00:27:16,210 --> 00:27:24,700

And I think our view was I'm sure a lot of people use a model that's kind of simple is similar to this one already.

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00:27:26,170 --> 00:27:31,900

They may not think about it that way. Maybe this helps them think about it that way and explain it and talk to others about it.

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00:27:33,430 --> 00:27:38,560

And there may be a lot of people who don't have a model that they currently work off of,

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00:27:38,590 --> 00:27:45,670

and it might help them either get better at it or have a chance to incorporate it or whatever it might be.

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00:27:45,700 --> 00:27:51,220

But I again, I think the I think the goal here is to try to help those who are.

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00:27:52,720 --> 00:27:59,470

Public sector oriented in the first place, believing in the value and the importance of public service to use something like

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00:27:59,470 --> 00:28:04,570

this or to be inspired by it and to go in some other direction of their own,

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00:28:06,010 --> 00:28:09,520

to use it to do a better job serving the people that we all.

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00:28:10,500 --> 00:28:15,330

Want to make sure we're getting it done for the people who we work with.

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00:28:16,760 --> 00:28:21,740

Thank you. And that's a really nice segway to we're going to go off script a little bit.

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00:28:23,120 --> 00:28:30,320

So I wanted to just read the appreciation that Steve and the Governor wrote in the beginning of the book,

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00:28:30,330 --> 00:28:33,530

and Steve told me a little bit of a story of how that came to be.

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00:28:34,880 --> 00:28:39,800

So Steve and the governor say, quote, To those who believe in public service,

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00:28:39,800 --> 00:28:45,380

in the good it must do and who constantly strive to deliver on its promise.

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00:28:45,650 --> 00:28:50,600

This book is dedicated to you. Steve, do you want to share the back story about that?

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00:28:53,370 --> 00:29:01,040

I'm actually looking forward to hearing this. All right. Well, we had two versions of a dedication.

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00:29:01,250 --> 00:29:11,060

One was to our spouses, who we love. And typically when you open a book, it's to whomever it's it's a family member.

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00:29:11,630 --> 00:29:15,050

And. And then we had a version that was.

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00:29:16,990 --> 00:29:19,910

To you. All right. To the folks that are doing the work.

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00:29:19,930 --> 00:29:31,210

And so we thought we took made the very bold move of acknowledging our lives in the acknowledgment part of the book,

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00:29:31,510 --> 00:29:36,330

but said, let's dedicate the book to the folks who are doing the work.

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00:29:36,340 --> 00:29:42,990

And so, so so this was on the phone.

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00:29:43,210 --> 00:29:46,330

We were, you know, we were looking at these two different versions.

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00:29:46,330 --> 00:29:49,330

And Governor, I don't know if you remember this, but you said,

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00:29:49,330 --> 00:29:56,379

let's go with the version that is who we wrote the book for and make sure we talk about Lauren and Linda in the acknowledgments.

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00:29:56,380 --> 00:30:00,940

And so that that's I think that's true story.

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00:30:03,460 --> 00:30:09,610

So my final question to you and we're going to start with Steve and then I'll let the governor have the last word.

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00:30:09,850 --> 00:30:14,470

Steve, picking up on your earlier comment about hope, giving people hope.

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00:30:14,770 --> 00:30:24,040

What gives you hope? You know, that's a hopes powerful and so let two nights ago.

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00:30:27,250 --> 00:30:30,340

The governor and I were at another university.

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00:30:30,880 --> 00:30:34,000

There were over 350 students there.

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00:30:34,420 --> 00:30:37,630

We started talking at 530, I think.

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00:30:38,950 --> 00:30:50,860

The majority stayed until 830 and that was unbelievable to be in this room of Gen Zers, I think.

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00:30:51,700 --> 00:30:54,700

Not millennials and not Gen Alpha.

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00:30:56,500 --> 00:31:02,530

And their enthusiasm, their kindness, their interest.

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00:31:02,740 --> 00:31:07,910

And was very powerful. And doing this honestly.

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00:31:07,930 --> 00:31:19,870

With with you all you all who are, you know, experienced wanting to do more and better is this incredibly.

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00:31:22,030 --> 00:31:26,170

You know, almost for me. Emotional. Idea of hope.

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00:31:26,180 --> 00:31:33,520

And I wanted to read this one quote from John F Kennedy.

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00:31:33,520 --> 00:31:35,860

I learned something from Governor Baker this morning.

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00:31:36,550 --> 00:31:44,650

I know that in Massachusetts there are more unenrolled voters than there are either in the Democratic Party and the Republican Party.

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00:31:45,010 --> 00:31:48,220

I thought maybe that might be true in a bunch of other states.

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00:31:48,520 --> 00:31:55,239

But the governor said this morning at at a at a at a talk that there are more

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00:31:55,240 --> 00:32:03,190

unenrolled voters across the nation than there are Democrats and Republicans.

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00:32:03,710 --> 00:32:13,690

And so that's not something you would think about. But that made me think about this quote that we have in the preface from John John F Kennedy.

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00:32:13,990 --> 00:32:19,550

Let us not seek the Republican answer or the Democratic answer, but the right answer.

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00:32:19,570 --> 00:32:24,310

Let us not seek to to fix the blame for the past.

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00:32:25,030 --> 00:32:28,060

Let us accept our own responsibility for the future.

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00:32:28,660 --> 00:32:39,160

And then we say with that, let us begin. And so that's that's our message of hope, really, for me going forward.

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00:32:39,730 --> 00:32:51,790

And Governor. Well, we wouldn't have written the book if we didn't think it would be useful and helpful to an audience that every day drives

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00:32:52,480 --> 00:33:01,990

the decisions and the actions and the follow through that represents government services to the people of every state,

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00:33:01,990 --> 00:33:14,530

every city and town in the country. And and I do tend to believe that the vast majority of the people who will work in this space are in

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00:33:14,530 --> 00:33:20,830

it for the right reasons and recognize and understand the distributed decision making model and the.

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00:33:23,290 --> 00:33:25,360

And the oddities that come with that.

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00:33:26,830 --> 00:33:35,139

And I think most of the most of the folks believe that most of the time they do a pretty good job within that model,

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00:33:35,140 --> 00:33:39,880

delivering on whatever their assignment is. And if this book helps them do it better, that so much the better.

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00:33:40,480 --> 00:33:50,530

And I think most people generally are not driven completely by an ideological framework.

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00:33:51,730 --> 00:33:56,020

If you spend a lot of time on social media, you'd think that was absolutely the case.

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00:33:56,740 --> 00:34:00,069

But I think most people are pretty practical and pretty pragmatic.

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00:34:00,070 --> 00:34:04,510

And what they really want to see any more than anything is they want to see a government that

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00:34:04,510 --> 00:34:08,410

works and a government that delivers on the promises and the commitments that it makes.

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00:34:08,920 --> 00:34:14,380

And and I continue to believe that that is an achievable objective and one that.

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00:34:17,000 --> 00:34:24,140

A is worthy of pursuit and B is is eminently possible and achievable.

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00:34:24,680 --> 00:34:31,819

So yeah, for me, the, you know, this book is the whole the whole notion of writing this book was,

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00:34:31,820 --> 00:34:36,500

as Steve said, a statement not just about how but also about how.

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00:34:37,630 --> 00:34:41,890

Thank you, Governor. So that concludes the moderated portion of our program.

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00:34:41,900 --> 00:34:50,380

As I said, we do have time for a couple of questions. So I'll first take a question that we grabbed from the Zoom question and answer box.

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00:34:51,070 --> 00:34:58,330

So the question is, how did you determine when an agency needed help from the strategic ops team versus when

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00:34:58,330 --> 00:35:04,390

the agency needed new leadership versus when to just let them try to figure it out?

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00:35:05,500 --> 00:35:09,280

Governor, I'm going to leave that one for Steve. That's a great Steve.

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00:35:11,680 --> 00:35:22,600

It really is. That's perfect. Steve Crickets question. I want to find out who wrote the acquisition of the.

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00:35:25,770 --> 00:35:30,930

You know, and this is going to go back to the framework. You first have to understand what is the problem you're trying to solve,

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00:35:31,110 --> 00:35:36,149

which means you have to get straightforward facts and you are never going to have

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00:35:36,150 --> 00:35:41,310

all the information that you want in order to make in order to make those decisions.

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00:35:41,550 --> 00:35:51,090

One. Two. We. After a decision has been made about the leaders, the leadership team, this guy, the governor,

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00:35:51,090 --> 00:36:02,790

is incredibly committed to not assuming that it's the individual that is unable to whatever resolve the problem.

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00:36:03,180 --> 00:36:06,270

But it's a it's a it's a very.

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00:36:09,130 --> 00:36:16,210

I would say it's a mature understanding that so much of what happens is organizational, not by one individual.

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00:36:16,630 --> 00:36:22,480

So while it's absolutely respectful about what a leader can do, a leader can only do so much,

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00:36:22,480 --> 00:36:28,959

and a leader can begin to influence culture, but it doesn't create culture.

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00:36:28,960 --> 00:36:41,640

And so understand facts, evaluate what needs to be done, and then put together the goddamn team that needs to be there to help address that problem.

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00:36:41,650 --> 00:36:47,010

And so the whole idea of the strategic operations team is novel.

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00:36:47,020 --> 00:36:53,710

It's I think we were the only administration in the country that did this in the governor's office.

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00:36:53,980 --> 00:37:00,610

We did it right away. And think about it as a high powered consulting team based in the governor's

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00:37:00,610 --> 00:37:06,160

office who have the ability to do all of the things that McKinsey and Accenture,

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00:37:06,370 --> 00:37:13,120

a Boston consulting group, can do a business process, redesign, write, write your guidelines,

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00:37:13,240 --> 00:37:20,410

facilitate meetings to do business process analysis, and they are there to help the agency solve the problem.

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00:37:20,740 --> 00:37:27,350

So we were always going to do whatever we could to support the leadership that was there.

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00:37:27,670 --> 00:37:38,950

And then and there was, you know, I'd say less than a handful of times when it became clear that the leader wasn't the right fit for the job.

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00:37:38,980 --> 00:37:42,080

So and I'll I'll stop there.

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00:37:42,100 --> 00:37:49,690

Governor, now, you jumped in on that. So if you start with follow the facts, which in this case is probably the best place to start,

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00:37:50,770 --> 00:37:55,290

you can figure out pretty quickly whether or not somebody is on the ball.

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00:37:55,300 --> 00:37:58,030

Right. And there's kind of a fine line in there.

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00:37:59,620 --> 00:38:04,750

If somebody really understands all the things that are wrong and hasn't been doing anything about it, you got to ask them why.

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00:38:06,130 --> 00:38:13,690

They don't really seem to have a handle on some pretty basic facts about their operation.

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00:38:14,890 --> 00:38:22,170

That's another thing you got to ask why about? But there's a lot of nuance to this, right?

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00:38:22,190 --> 00:38:28,490

You could get into a conversation with somebody about an agency that's got issues or a department that has problems.

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00:38:29,120 --> 00:38:32,479

And you could conclude they actually know a lot about what's going on.

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00:38:32,480 --> 00:38:34,560

But they're not an operator, right?

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00:38:34,580 --> 00:38:41,540

They're not they're not somebody who can actually figure out how to actually take what they know and translate it into a plan to make it better.

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00:38:41,900 --> 00:38:46,850

So what they probably ought to be in is in a policy job where they can do a lot of the policy work

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00:38:46,850 --> 00:38:53,330

and the sort of deep thinking about the issues and the problems that the agency is seeking to solve.

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00:38:53,720 --> 00:39:01,160

But maybe they shouldn't be the one who's actually in the seat where you're required to actually execute on the plan.

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00:39:02,270 --> 00:39:05,299

The other thing that happens a lot of times is you learn a bunch of things when

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00:39:05,300 --> 00:39:09,620

you go in and you start asking some of these questions about what people do know.

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00:39:09,650 --> 00:39:16,490

And when I say people, I mean like individual people. I mean, I participate in a bunch of these conversations early in the administration,

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00:39:16,490 --> 00:39:21,560

and it's sort of ongoing, but not with quite the same level of intensity.

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00:39:22,160 --> 00:39:25,160

And it was always interesting to me when we asked questions, who would answer them?

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00:39:25,490 --> 00:39:30,620

Right. They didn't always get answered by the person who you thought was the one who oversaw or was

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00:39:30,620 --> 00:39:34,810

fundamentally responsible for whatever the question was you just asked a bunch of times,

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00:39:34,820 --> 00:39:39,320

it turned out to be somebody else and then leave your head scratching,

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00:39:39,320 --> 00:39:47,570

wondering if their big problem was more about whether people in the right jobs right and had

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00:39:47,900 --> 00:39:52,730

responsibility for the right things based on the answers we were getting and what it sounded like.

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00:39:53,660 --> 00:39:56,480

And then once you get to that point, you start talking about the how part.

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00:39:56,990 --> 00:40:05,600

And then again you learn more things about these folks and you learn more things about like who understands the the

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00:40:05,600 --> 00:40:12,920

piece about how to actually do something to make something that others and they have agreed is a problem better.

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00:40:13,010 --> 00:40:17,120

And and I generally speaking,

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00:40:17,120 --> 00:40:23,209

would say that those conversations would usually answer whether or not you had the right people in

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00:40:23,210 --> 00:40:29,360

the right place to deal with whatever the circumstance was around solving the problem that you had.

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00:40:29,750 --> 00:40:37,670

And and then you have to make a decision and then and then go forward from there, because you kind of have at that point,

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00:40:37,670 --> 00:40:46,550

hopefully, a decent knowledge of what the facts are, decent knowledge about what to do, how to focus on what needs to happen.

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00:40:46,910 --> 00:40:52,550

And the real question then becomes whether you believe you have the right people in the right place to actually follow through and execute on it.

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00:40:53,620 --> 00:40:56,180

And I agree with Steve. I mean, most of the time.

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00:40:58,900 --> 00:41:05,830

That Q&A activity created lots of clarity for both us and for the people we were asking questions of.

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00:41:06,340 --> 00:41:12,129

And and in many cases, we discovered that people had a lot of a lot of information.

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00:41:12,130 --> 00:41:18,190

They just. They just hadn't had anybody help them organize it in a way that helped them understand

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00:41:19,030 --> 00:41:23,590

what it said and what it meant and what they needed to do to actually deal with it.

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00:41:23,830 --> 00:41:29,380

And I literally were racking my brain about whether I'd come up with a specific example of this.

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00:41:32,550 --> 00:41:39,270

Well, some of the some of the work we did at DCF, where we went to the area offices and discovered that there was incredible.

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00:41:39,270 --> 00:41:44,820

I mean, sometimes there's a sense of like, if you have 25 very offices, they're all kind of the same.

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00:41:45,660 --> 00:41:54,960

They're not. And there was a ton of knowledge that was gained then, treating each of them like their own little their own little enterprise and.

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00:41:56,650 --> 00:42:03,760

And a lot of knowledge that could be shared between some of the lines that could solve the particular problem and some of the ones that hadn't.

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00:42:05,080 --> 00:42:09,850

And then you do run into the organizational structure stuff where we basically decided

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00:42:09,850 --> 00:42:14,860

after we've been around for a year or so that we really needed a chief information officer.

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00:42:14,860 --> 00:42:21,770

And it's an entity, an enterprise that just worried about tech projects and about technology and security and all that.

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00:42:21,790 --> 00:42:25,090

We filed legislation. The legislature accepted it.

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00:42:25,540 --> 00:42:34,060

And creating that chief information officer in that Executive Office of Technology Services and Security has been a giant winner,

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00:42:34,600 --> 00:42:39,489

although I would argue many of the secretariats and agencies and state government probably

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00:42:39,490 --> 00:42:43,510

hated that idea when we originally put it forward because it took something away from them.

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00:42:43,990 --> 00:42:49,540

But I think they were. I'll tell you now that by specializing it and highlighting it and giving it a seat at the table,

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00:42:50,140 --> 00:42:56,170

we actually got much better people there and especially in some of the bigger and more complicated technologies.

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00:42:56,800 --> 00:43:03,150

It was a huge. And the simplest one I'll bring up is when the pandemic happened and everybody and

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00:43:03,160 --> 00:43:06,730

learn how to work more than have the basic level of support to be able to do that.

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00:43:07,060 --> 00:43:15,350

We had one place to go to actually make that happen, and that was the technology operation and they delivered on it for the rest of state government.

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00:43:15,370 --> 00:43:18,460

If everybody had been doing their own thing out there at that point in time.

395

00:43:20,870 --> 00:43:26,240

I'm not sure it would have taken forever to put it in place. Thank you for that, Governor.

396

00:43:26,450 --> 00:43:33,590

Well, unfortunately, we are out of time. Governor Baker, Steve, I'd like to thank you for joining us this afternoon.

397

00:43:33,920 --> 00:43:39,350

I'd like to thank you for your leadership. And I'd like to thank you for writing this terrific book.

398

00:43:39,560 --> 00:43:48,350

Thank you so much. And to all of the 180 plus students who are joining us, both here in the room and across the commonwealth.

399

00:43:48,620 --> 00:43:55,310

Thank you for your leadership and thank you for your participation in our certificate programs from the Moakley Center.

400

00:43:56,030 --> 00:43:59,090

So that concludes the program. Have a very nice afternoon.