How to use this workbook

In *Smarter Government: How to Govern for Results in the Information Age,* former governor Martin O'Malley shares his experience in successfully implementing performance management or "Stat" systems at the city and state levels in Baltimore and Maryland, respectively.

Now you can take these tested solutions and apply them to your government organization in fewer than four months. This implementation guide is your practical, hands-on companion workbook for *Smarter Government* and for realizing the promise of Stat.

A series of worksheets walks you through an easy-to-follow 14-week plan any government can use to achieve strategic performance management in three simple steps:

› Setting up your system

Identify staff and resources, and set up the infrastructure you'll need to be successful at Stat.

›› Running your system

Set a regular cadence of accountability by running your first four departments through the Stat process.

›› Growing your system

Add more departments, reevaluate your goals, incorporate new technologies, and much more!

How do you start? By turning the page.

At the back of this book, you'll find a poster that highlights the basic steps you'll be taking to start Stat in your organization. It's a convenient road map for your journey toward smarter government.

Worksheets, signs, and posters in this workbook can be downloaded and printed from the Smarter Government website. Visit SmarterGovernment.com and click the "Workbook" tab.

So start. And don't stop.