



EXECUTIVE ORDER NO. 727

ESTABLISHING THE GOVERNOR'S STUDY GROUP ON EFFICIENCY IN STATE GOVERNMENT

WHEREAS the people of Alabama demand and expect that their state government operate in the most efficient way possible;

WHEREAS "efficient" has been defined as "achieving maximum productivity with minimum wasted effort or expense";

WHEREAS, at last count, my office identified at least 150 agencies, boards, commissions, and other entities that can be said to comprise the executive branch of state government;

WHEREAS one or more of these state executive-branch entities is likely performing work that duplicates the work of one or more other such entities;

WHEREAS one or more of these state executive-branch entities may be performing work that need not be performed at all;

WHEREAS President Ronald Reagan once lamented that "a government bureau is the nearest thing to eternal life we'll ever see on this earth" and that "[n]o government ever voluntarily reduced its size";

WHEREAS President Reagan was right to lament these things and state government should always be looking for ways to improve efficiency and streamline operations;

WHEREAS, at the same time, achieving efficiency—that is, maximum productivity with minimal expense—requires a highly competent, highly adaptable state-agency workforce;

WHEREAS state-agency employers are subject to the same trends as private employers, including an aging employee population and uncertain labor-participation rate;

WHEREAS, unlike private employers, however, state-agency employers must abide by state requirements concerning the recruitment, retention, compensation, and supervision of their employees; and

WHEREAS state government should always be evaluating its employment policies to ensure that state government can most effectively attract competent, skilled workers;

NOW, THEREFORE, I, Kay Ivey, Governor of the State of Alabama, by virtue of the authority vested in me by the Constitution and laws of the State of Alabama, do hereby establish the Governor's Study Group on Efficiency in State Government, effective immediately:

1. **Purpose.** The purpose of the Study Group is to produce detailed and accurate findings to allow the Legislature to make informed decisions concerning (a) the need for consolidation or elimination of state executive-branch entities and (b) the need for improvements in the way the State recruits, retains, compensates, and supervises its employees.
2. **Report.** By December 15, 2023, the Study Group shall submit a final report to the Governor as follows:
 - a. **Findings.** The report shall contain detailed and accurate findings relevant to the Study Group's purpose. Questions the Study Group may address include the following:
 - i. To what extent, if any, do the agencies, boards, commissions, and other executive-branch entities of state government perform overlapping or duplicative functions?
 - ii. To what extent, if any, do state executive-branch entities have missions that are obsolete or otherwise inconsistent with the current needs of state government?
 - iii. To what extent do such entities provide a public benefit?
 - iv. What are best practices in other States for "streamlining" government through agency consolidation or elimination?
 - v. What are the primary policies of state government that restrict state agencies in effectively recruiting, retaining,

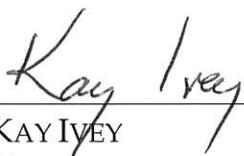
compensating, and supervising state employees? What policies, if any, are imposed by the Constitution? What policies are imposed by statute? What policies are imposed by administrative rule? And what policies, if any, are imposed by less formal means?

- vi. How do state-government employment policies compare to employment policies in the private sector? Where those policies differ, to what extent are the differences justified by circumstances unique to the conduct of state government?
 - vii. What are best practices in other States for recruiting, retaining, compensating, and supervising state employees?
- b. **Recommendations.** The Study Group, or any of its individual members, may, but need not, make recommendations on any question relevant to the Study Group's purpose.
3. **Chair.** The chair of the Study Group shall be appointed by, and serve at the pleasure of, the Governor. The chair of the Study Group may oversee implementation of the order and the work of the Study Group; convene and preside at meetings; and request technical assistance from the Governor's Office as needed.
4. **Membership.** The members of the Study Group shall be appointed by, and serve at the pleasure of, the Governor.
5. **Meetings.** The Study Group shall hold its first meeting at the call of the Governor. It shall meet periodically thereafter as deemed necessary by the chair. To the greatest extent practicable, the Study Group shall receive presentations by experts from the private and nonprofit sectors as well as experienced state employees.
6. **Compensation and expenses.** Members of the Study Group shall serve without compensation but may elect to receive the per diem and transportation allowance authorized by state law for persons traveling on official state business.

7. **State-agency cooperation.** State agencies and other state-funded entities shall cooperate with the Study Group and provide information requested by the Study Group.
8. **Technical assistance.** The Governor's Office will supply legal, clerical, administrative, and other technical assistance as deemed appropriate by the Governor.
9. **Duration.** The Study Group shall be dissolved upon the submission of its report.

DONE AND ORDERED this 17th day of January 2023.




KAY IVEY
Governor

ATTESTED



WES ALLEN
Secretary of State