Performance Plan Evaluation – July 1, 2014 Submission

Office of Information Technology

The Office of Information Technology is revising its plan to use the 4DX framework for its plan. For this evaluation, then, OSPB is reviewing the 4DX Wildly Important Goals included in the FY 2014-15 Playbook.

Strategic Policy Initiatives

Initiative criteria[1]:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as "increase" or "decrease/reduce".
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Wildly Important Goal (WIG)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
30% increase in Service Excellence rating by close of FY15 (from score of 56 to 73 on a 0-200 point scale)	Maximize customer relationships to become a trusted partner and preferred provider or broker of IT services	The WIG is both measurable and time-specific.	The WIG is specific, directional, and understandable.	Chief Customer Officer & Chief Technology Officer (owners)	Lead measures identified include: average on-boarding time of < 10 days across all agencies, service desk satisfaction of ≥80%, uptime for all critical and essential applications ≥ 99.75%, and several others.

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[1] These parameters are from OSPB's instructions; wording is more specifically from the "Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers", p. 19

Wildly Important Goal (WIG)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
10% reduction in Information Security Risk for Colorado agencies by close of FY15 (from score of 18.4 to 16.6)	Deliver "Secure" Colorado	The WIG is both measureable and time-specific.	The WIG is specific, directional, and understandable.	Chief Information Security Officer (owner)	Lead measures include ≥ 95% of all Systems Evaluated/Monitored in Real-Time; overdue security-related audit findings reduced by 5% every quarter, average number of new high-risk security –related external audit findings not remediated under 60 days reduced to 50 or less annually, and several others.
2% increase in Employee Engagement by close of FY15 (from score of 56% to 57%)	Be a compelling place to work	The WIG is both measureable and time-specific.	The WIG is specific, directional, and understandable.	Director of Human Resources (owner)	Lead measures include introducing and implementing career development plans to two units each quarter; providing one leadership development training opportunity each quarter, and several others.
1,000 more private IT jobs in Colorado by close of FY15 (from 100,503 jobs to 101,503)	Foster partnerships that strengthen the Colorado technology industry and drive cost-effective, innovative solutions.	The WIG is both measureable and time-specific.	The WIG is specific and directional. However, OSPB recommends the Department review this WIG to assess the Department's ability to affect this goal; additionally, the Department may seek to evaluate the opportunity cost of devoting resources to this public-facing goal as opposed to another internal/customer-focused service.	Director of IT Economic Development and Business Operations (owners)	Lead measures include meeting with at least four IT companies each month; sending out at least five correspondence campaign letters each month; and engaging the IT Economic Development Advisory Council to reach out to at least five companies per quarter.

Additional Feedback: The Office of Information Technology identified specific, directional and measurable goals. For the next iteration, OSPB recommends the Office continue to refine its lead measures to ensure that they capture quality in addition to quantity (e.g. the number of meetings is valuable, but the Office may seek to shift its focus to measuring the outcome of those meetings).

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Financial Services & Human Resources	Major functions identified within the division.	N/A
Customer Office	Major functions identified within the division.	N/A
Communications	Major functions identified within the division.	N/A
Service Design & Operations	Major functions identified within the division.	N/A
Information Security	Major functions identified within the division.	N/A
Strategy Office	Major functions identified within the division.	N/A

Additional Feedback: For the next iteration of the Playbook, OSPB recommends the Office define whether it would like to group major program areas by "divisions" or major functions. Additionally, OSPB recommends the Office highlight its specific customers for each division and/or major function.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
    - Input: workload demand, FTE, operating budget, etc.
    - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
    - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Major Program Area/WIG	Process	Inputs identified	Outputs identified	Informational Output identified
Back to Basics	Service Desk Support; Access Control; Desk Side Support			Achieve ≥ 80% Service Desk Customer Satisfaction each month
	Enterprise Applications			Achieve ≥ 99.75%uptime for all critical and essential applications
Protect State Assets and Data	Information Security Office; Security Operations			Percentage of systems actively managed by the Information Security Team
	Information Security Office; Security Operations			Reduce overdue security-related audit finding by 5% every quarter
IT Job Growth	IT Economic Development			Send out at least five correspondence campaign letters each month (metrics reflect the total number of letters per fiscal year)
	IT Economic Development			Meet with at least four IT companies each month (metrics reflect the total number of IT companies met with each fiscal year)

Additional Feedback: These measures are taken from the FY 2014-15 annual performance report; the Office identified additional lead measures in the Playbook, however these are still being developed. For the next iteration, OSPB recommends that the Office identify inputs and outputs for each of its meaningful lead measures in order to continue supporting opportunities to evaluate processes for improvements.