



COLORADO

Department of Personnel
& Administration

Performance Management Plan

FY 2016-17

July 1, 2016



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DEPARTMENT MISSION, VISION, VALUES, AND FOCUS



The Department of Personnel & Administration (DPA) provides State government agencies and institutions the ability to focus their limited resources toward the efficient and effective delivery of services to the citizens of Colorado. DPA performs core functions that provide the infrastructure, processes, services, guidance, and tools necessary to alleviate redundancy in State government and minimize costs. The Department seeks to be the State's leader in service excellence by offering quality services that enhance the success of Colorado State government. The Department aligns itself with the Governor's overall goal of executing effective, efficient, and elegant solutions to the challenges that face the State and its citizens. The expansive knowledge base and core values of integrity, teamwork, responsiveness, transparency, and service guide DPA's day-to-day

operations and ensure its staff is equipped to "do the right thing."

The Department collaborates with employees, agencies and institutions, vendors, and citizens to develop innovative ways to provide cost-effective solutions that further the State's ability to conduct its business. These solutions lessen the burden and complexity of doing business, and allow the Department to engage its customers and exceed their expectations at every step.

Statutory Authority

The statutory authority of the DPA is found in Title 24, Article 50.3, Sections 101-105 of the Colorado Revised Statutes.

Department Mission

The mission of the Department of Personnel & Administration is to provide quality services to enhance State government success through improved customer service, modernized business operations, and investment in the workplace.

Department Vision

Our vision is to be the leader in service excellence.

Department Values

As part of the Employee Value Proposition, the Department adopted the concept of Employee Action Teams to tackle some of the Department's toughest challenges. These cross-functional teams are created to study a specific topic for a discreet period of time and recommend solutions for Department Leadership.

In 2016, DPA formed an Employee Action to capture the values for the Department. These values apply to the myriad of duties DPA manages and are relevant to all employees across the Department. After weeks surveying fellow employees, debating, and fine tuning, this team proposed, and the Department adopted the following values:

Integrity - *Being honest and fair in our work and relationships*

Teamwork - *Collaborating with and empowering each other to achieve success*

Responsiveness - *Engaging and following through in a way that promotes respect, energy, creativity, and adaptability*

Transparency - *Operating with accountability, clarity, and ethics in a way that builds and sustains trust*

Service - *Being helpful, useful, timely, and efficient in our actions, results, and communications*

Department Description

DPA provides centralized human resources, controller, procurement, information, tools, and resources necessary for the State of Colorado government to function. The Department provides the infrastructure needed for Colorado State government to function in a consistent and cost-conscious manner.

Service to customers is the Department's driving force. The DPA customer base is three-fold. DPA serves: 1) government entities, including State departments, the

General Assembly, Institutions of Higher Education, and local municipalities; 2) State employees; and 3) the public.

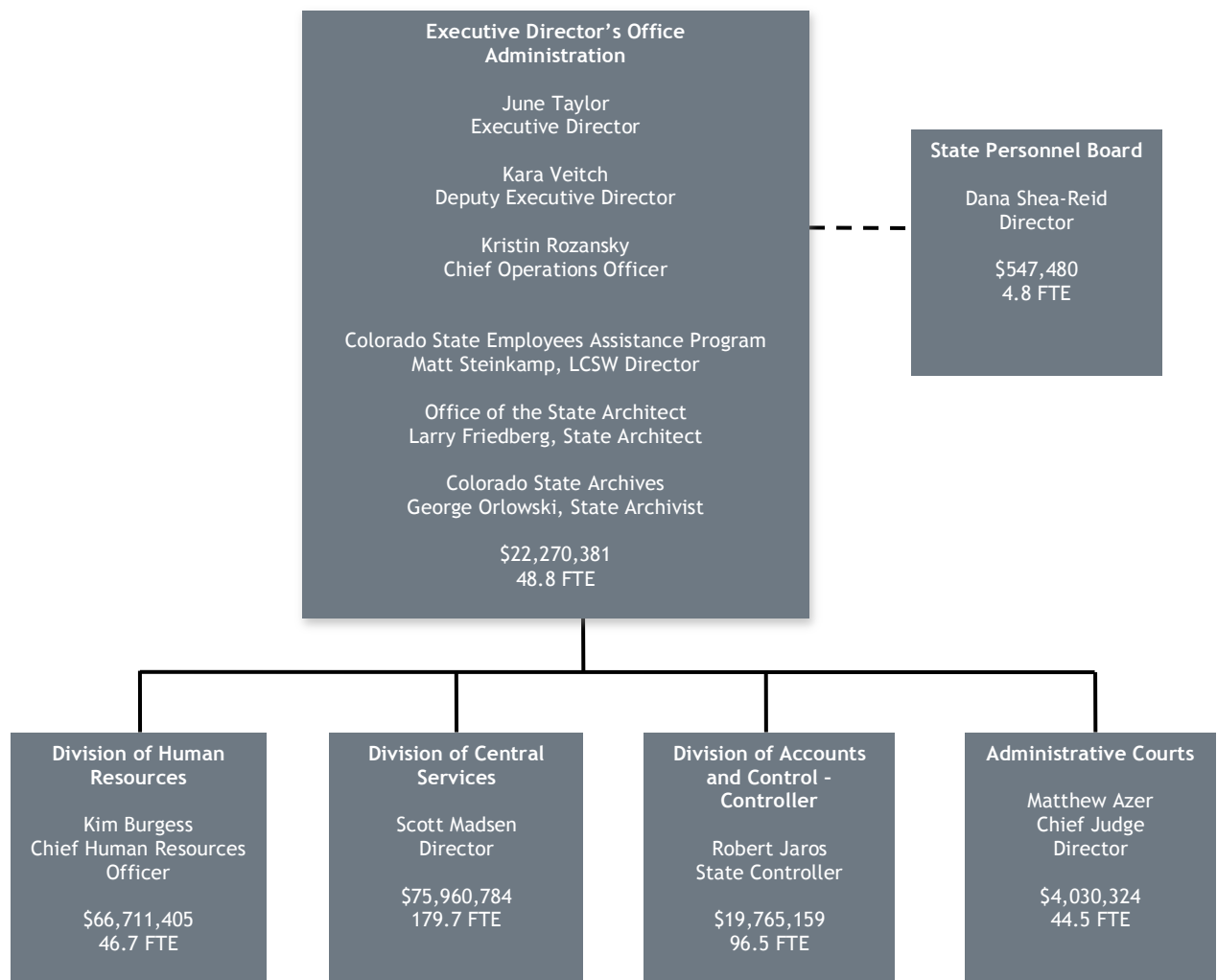
The Department operates much like a business within State Government, providing such centralized services as: human resource management and oversight; procurement management and oversight; financial assistance and guidance; graphic design, printing, scanning, and copying services; fleet vehicle management; and adjudication services for agencies and programs throughout State government. The Department's success depends upon offering quality and value to customers and stakeholders by providing economically-efficient and sound services while adhering to the highest standards of personal and professional integrity.

State employees are an essential component of DPA's internal customer base and are the State's most valuable resource. DPA continually looks for ways to recruit, retain, and reward those who seek a career in public service. The Department serves tens of thousands of public employees and is committed to ensuring human resources processes provide for the best recruitment, selection, job evaluation, compensation, and retention methods available. One of the Department's most important goals is to develop an environment in which employees can be productive, creative, and able to function at their highest level to serve Colorado agencies and taxpayers.



DEPARTMENT STRUCTURE - ORGANIZATIONAL CHART

| FY 2015-16 Summary of Funding: | |
|--------------------------------|---------------|
| Total Funds: | \$189,762,921 |
| General Fund: | \$11,817,618 |
| Cash Funds: | \$13,830,708 |
| Reappropriated Funds: | \$160,133,907 |
| FTE: | 421.0 |

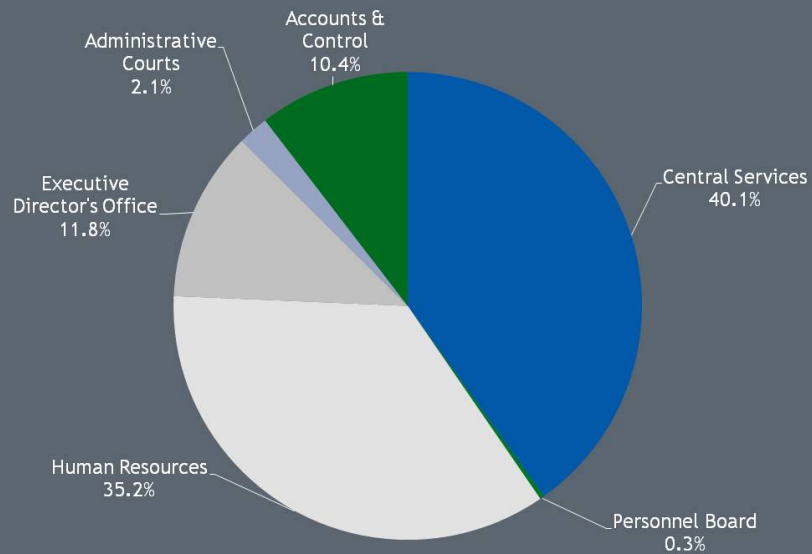


DPA Appropriations

| Funding Source | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17* |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund | \$31,439,880 | \$7,130,338 | \$11,817,618 | \$13,145,504 |
| Cash Funds | \$13,628,813 | \$14,873,826 | \$14,293,652 | \$16,006,122 |
| Reappropriated Funds | \$151,463,339 | \$153,203,279 | \$160,133,907 | \$160,133,907 |
| Federal Funds | \$0 | \$0 | \$0 | \$0 |
| Total Funds | \$196,532,032 | \$175,207,443 | \$189,762,921 | \$189,285,533 |
| Full Time Equivalent Staff | 393.1 | 393.1 | 421.0 | 421.0 |

*As appropriated in HB 16-1405

FY 15-16 Distribution of Funds by Division

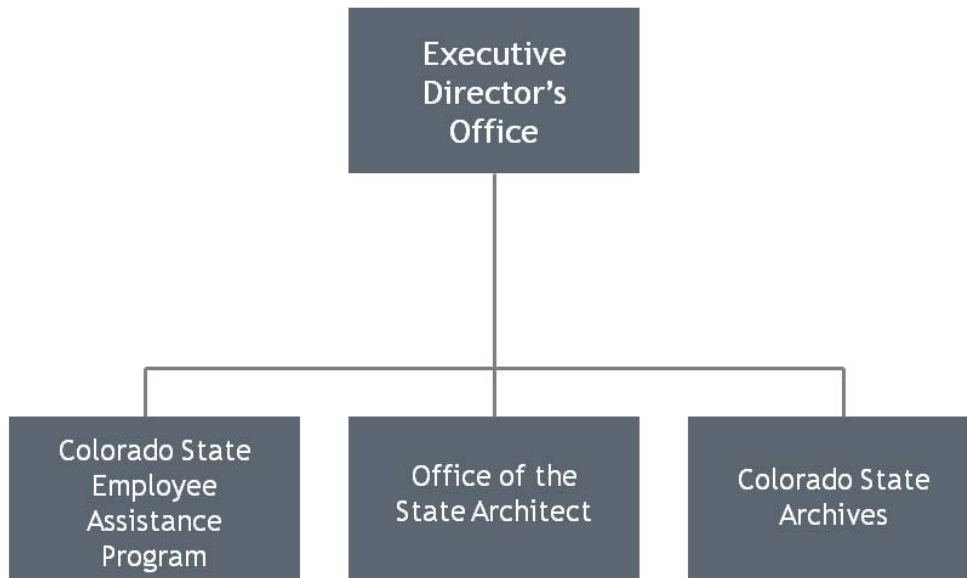




COLORADO

Executive Director's Office

Department of Personnel
& Administration



The Executive Director's Office (EDO) is responsible for essential duties that impact the Department and a multitude of State agency customers. The office provides DPA with operational management direction, policy formulation, and core internal functions in the areas of financial services, human resources, communications, media relations, and legislative relations. In addition, the internal support functions of the Human Resources, Communications, Budget, Procurement, and Accounting units interact with agencies statewide in many areas, including common policies, billing, records requests, and state employee communications. The Executive Director and State Personnel Director is June Taylor, the Deputy Executive Director and Chief of Staff is Kara Veitch, and the Chief Operations Officer is Kristin Rozansky. The office is funded with both General Fund and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund), as well as fees from user agencies.

MAJOR PROGRAM AREAS

There are three Major Program Areas residing in the Executive Director's Office, Statewide Special Purpose line item group: 1) the Colorado State Employee Assistance Program, 2) the Office of the State Architect, and 3) Colorado State Archives. These programs serve all agencies statewide.

COLORADO STATE EMPLOYEE ASSISTANCE PROGRAM

- **Program Description:** Colorado State Employee Assistance Program (C-SEAP) is a team of professionals who provides confidential counseling and referrals, mediation, coaching, group facilitation, crisis response, organizational consultation/development, and educational services statewide.
- **Customers:** State employers and employees.
- **Funding Sources:** Reappropriated Funds including but not limited to: funds from the Group Benefit Plans Reserve Fund, the Risk Management Fund, and any interest derived from these funds.
- **Locations:** Offices are located in Denver, Colorado Springs, Grand Junction, Pueblo, Loveland, Sterling, Durango, Alamosa, and Canon City.
- **Statutory Authority:** Section 24-50-604 (k), C.R.S.
- **Director:** Matt Steinkamp, LCSW

OFFICE OF THE STATE ARCHITECT

- **Program Description:** The Office of the State Architect (OSA) administers State-funded capital construction projects, prioritizes controlled maintenance project requests, sets code policy and compliance for all state-owned buildings, manages the emergency controlled maintenance fund, and sets policy on energy management for existing and new facilities.
- **Customers:** All State agencies and institutions.
- **Funding Sources:** General Fund and Reappropriated Funds (from Statewide Indirect Cost Recoveries).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-30-1301 through 1311, 24-82-202, 24-92-110, C.R.S.
- **Director:** Larry Friedberg, State Architect



COLORADO STATE ARCHIVES

- **Program Description:** Colorado State Archives plans, manages, operates, and implements the State's archival and records management program to protect, preserve, and maintain historically significant documents.

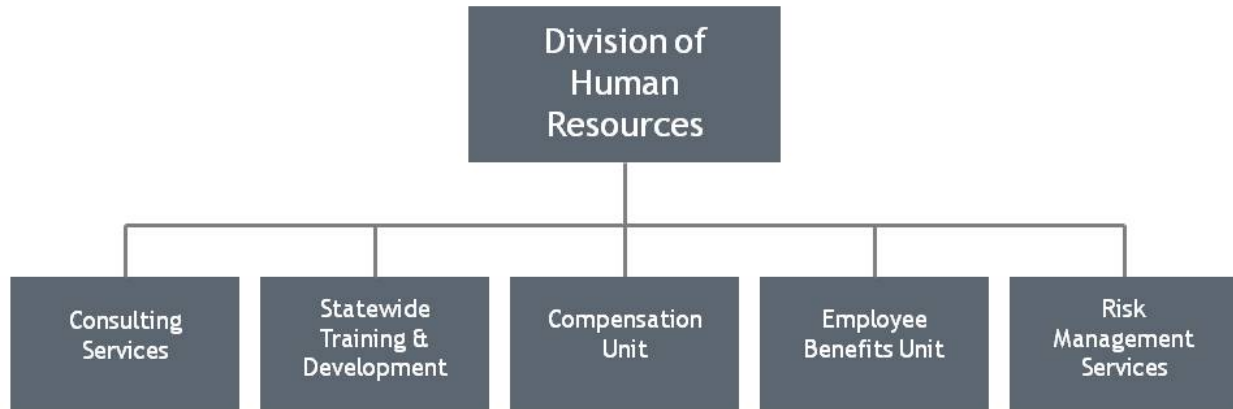
- **Customers:** Colorado state agencies, special districts, municipalities, counties, and schools.
- **Funding Sources:** General Fund, Cash Funds from user fees from non-state agencies, and Reappropriated Funds from user fees from State agencies and Statewide Indirect Cost Recoveries.
- **Location:** Centennial Building, 1313 Sherman St., Denver
- **Statutory Authority:** Sections 24-80-101 through 114, C.R.S.
- **Director:** George Orłowski, State Archivist



COLORADO

Division of Human Resources

Department of Personnel & Administration



The Division of Human Resources (DHR) provides expertise, leadership, and consultation in the development and strategic management of statewide human resources and protection of State assets. The Division’s two primary duties are to maintain the integrity of the State Personnel System and to manage the State’s risk. The Division Director and State Chief Human Resources Officer is Kim Burgess.

MAJOR PROGRAM AREAS

CONSULTING SERVICES

- **Program Description:** Consulting Services provides strategic guidance and oversight of statewide human resources management. This strategic team develops and determines the best practices in the human resources field and advises agencies on the best way to implement those practices at each of the different principle agencies. The unit provides training and consulting and official reviews of the actions taken in administration of the classified personnel system, and training and consultation on all aspects of human resources management and administration under the jurisdiction of the State Personnel Board and State Personnel Director including performance management, selection, progressive discipline, layoffs, and other separations.
- **Customers:** All State departments and Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of elected officials.
- **Funding Sources:** General Fund, Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).

- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-101 through 145, C.R.S.
- **Director:** Joyelle Camilli, Consulting Services Unit Director

STATEWIDE TRAINING AND DEVELOPMENT CENTER

- **Program Description:** The Statewide Training and Development Center (STADC) assists in the provision of training for all State employees in the most cost effective manner. The STADC offers direct training opportunities in supervision, program management, contract management, procurement procedures, and performance management to State employees and supervisors.
- **Customers:** State agencies and employees.
- **Funding Sources:** Cash Funds and Reappropriated Funds from training revenues derived from State and non-State users and institutions of Higher Education.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-122, C.R.S.
- **Director:** Ken Johnson, Manager

COMPENSATION UNIT

- **Program Description:** The Compensation Unit maintains the State's job evaluation and compensation systems, oversees compliance with the Family and Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), and other state and federal regulations, and prepares the Annual Compensation Survey Report and letter.
- **Customers:** All State departments and Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of elected officials.
- **Funding Source:** Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-104 C.R.S.; S.C., Article XII, Section 13
- **Director:** LaDonna Garcia, Manager

EMPLOYEE BENEFITS UNIT

- **Program Description:** The Employee Benefits Unit administers employee group benefits plans (medical, dental, life, flexible spending accounts, and wellness plans), ensures compliance with a number of federal and State laws including Affordable Care Act (ACA), Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), and the Health Insurance Portability and Accountability Act (HIPAA).
- **Customers:** State agencies and employees.
- **Funding Source:** Cash Funds from the Group Benefit Plans Reserve Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-601 through 608, C.R.S.
- **Director:** Markie Davis, Supervisor

RISK MANAGEMENT SERVICES

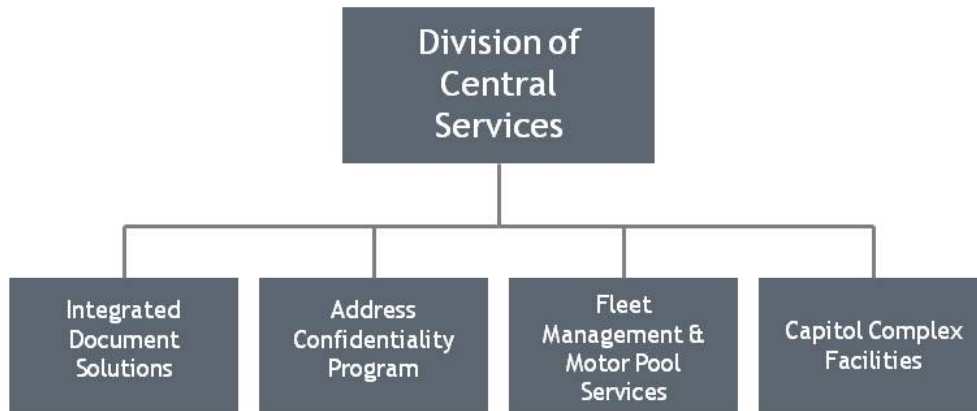
- **Program Description:** The State Office of Risk Management (SORM) protects the State's human resource and property assets. SORM provides loss control training and consulting services including accident investigation, legal defense, safety training, hazard mitigation, building inspection, insurance procurement, claim evaluation, and data collection.
- **Customers:** All State departments and Institutions of Higher Education except the following: University of Colorado system, Colorado State University at Fort Collins, Adams State University, Western State University, Fort Lewis College, Mesa State College of Colorado, and the University of Northern Colorado.
- **Funding Sources:** Reappropriated Funds from the Risk Management Fund, the Self-Insured Property Fund, and the State Employee Workers' Compensation Account.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-30-1501 through 1520, 24-10-114, C.R.S.
- **Director:** Markie Davis, Manager



COLORADO

Division of Central Services

Department of Personnel & Administration



The Division of Central Services (DCS) exists to maximize efficiencies for the State and individual agencies by consolidating internal common business services to take advantage of economies of scale. The Division’s primary focus is to provide those internal support services to agencies with the quality, turnaround, and cost that will facilitate the agency’s successful deployment of services to the State’s citizens. To this end, the Division’s mission is to provide the best value to the State in every service offered and to every customer served.

DCS provides support and services in the areas of State buildings and facilities, grounds maintenance, State fleet vehicle management, graphic design, print services (digital and press), imaging services (scanning and microfilm), data entry, copiers, mail processing and delivery, state identification cards, and secure warehousing and fulfillment. The Division of Central Services also oversees the administration of the Address Confidentiality Program for victims of domestic abuse, sexual assault, or stalking.

The Division's long-term goals are to create the highest possible value for its customers, to develop and sustain a thriving team of employees and to be recognized as an industry leader in each of its service units. The Division is able to provide competitively priced and high-valued services through professional management, skilled and dedicated employees, and consolidated service efficiencies. Because of its sizable customer base, the Division is able to coordinate and control common support services while providing lower costs through economies of scale and volume. The Central Services Division Director is Scott Madsen and the Deputy Division Director is Bill Taylor.

MAJOR PROGRAM AREAS

INTEGRATED DOCUMENT SOLUTIONS

- **Program Description:** Integrated Document Solutions (IDS) provide end-to-end document management operation, serving all government entities across Colorado. IDS advises, assists, and supports each agency's needs and provides a wide variety of document solutions at a professional level and at a fraction of the cost of private vendors. From business cards, graphic design, print to imaging, mail, and delivery, IDS partners with each agency to offer professional services tailored to each program's need and budget.
- **Customers:** State agencies, institutions of Higher Education, and municipalities statewide.
- **Funding Sources:** Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund, and Cash Funds from user fees from non-state agencies.
- **Locations:** Pueblo Campus, and North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1111, C.R.S.
- **Directors:** Mike Lincoln, Northern Regional Manager, and Cindy Goure, Southern Regional Manager

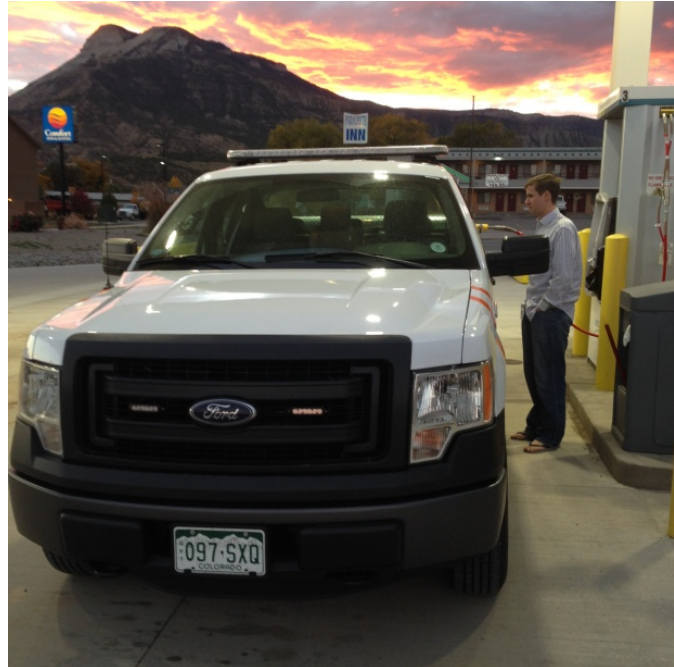
ADDRESS CONFIDENTIALITY PROGRAM

- **Program Description:** The Address Confidentiality Program (ACP) provides survivors of domestic violence, sexual offenses, and/or stalking with a legal substitute address for interacting with all state and local government agencies. The program also provides a confidential mail forwarding service. The legislative intent is to protect the location of a survivor's actual address and reduce the risk of future harm. All State and local government agencies must accept the substitute address as the participant's legal address of record. Some uses for the substitute address include driver's licenses, human services benefits, police reports, utility accounts, and bank accounts.
- **Customers:** Victims of violent crimes who are enrolled in the program.

- **Funding Source:** Cash Funds in the form of offender fees deposited into the Address Confidentiality Program Surcharge Fund. In the 2013 Legislative Session, SB 13-271 also allowed the program to receive General Funding if cash funding sources become insufficient to sustain the statutory requirements of the program.
- **Location:** Central Services, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-20-2101 through 2115, 18-9-313, C.R.S.
- **Director:** Jacqueline Cash, Manager

FLEET MANAGEMENT PROGRAM AND MOTOR POOL SERVICES

- **Program Description:** The State Fleet Program provides management oversight for all vehicles in the State fleet program, including vehicle purchasing, management of maintenance, repairs and preventive services, collision management, vehicle reassignment, auction and salvage of older vehicles, operation of the State Motor Pool for daily rentals, and oversight of the State fleet alternative fuels and energy sustainability programs in support of government greening initiatives.
- **Customers:** All State agencies and institutions.
- **Funding Source:** Reappropriated Funds from user fees from State agencies deposited in the Motor Fleet Management Fund.
- **Location:** Central Services, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1108; 24-30-1112 through 1117, C.R.S.
- **Director:** Scott Edwards, State Fleet Manager



CAPITOL COMPLEX FACILITIES

- **Program Description:** Capitol Complex Facilities is responsible for property management, maintenance, and restoration of all State buildings within the Capitol Complex, including buildings in Denver, Camp George West, Lakewood, and Grand Junction. Capitol Complex provides statewide coordination of buildings services, as well as implementation of energy and government greening initiatives in coordination with the Office of the State Architect.
- **Customers:** Tenants of Capitol Complex buildings.
- **Funding Source:** Reappropriated Funds from user fees from State agencies deposited in the Department of Personnel Revolving Fund.
- **Locations:** Downtown Denver, Lakewood, Grand Junction, Camp George West, and the North Denver Campus at 1001 E. 62nd Ave., Denver

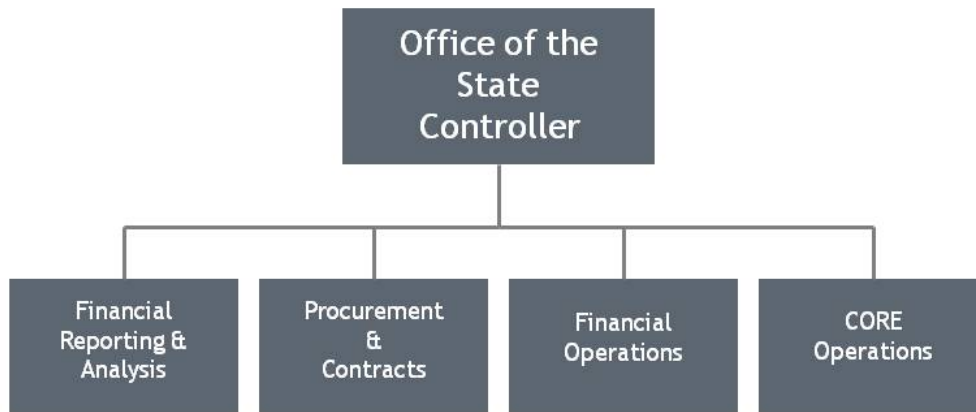
- **Statutory Authority:** Sections 24-1-136.5; 24-82-101 through 103; 24-30-1303; 18-9-117, C.R.S.
- **Director:** Richard Lee, Property Manager



COLORADO

Office of the State Controller

Department of Personnel & Administration



The Office of the State Controller manages the financial affairs of the State of Colorado.

The office promulgates State Fiscal Rules, performs statewide financial reporting, oversees the State’s end-of-year financial close, manages the State contracting process, performs audit activities, manages the State’s central collections services, maintains central aspects of the State’s financial system, manages central payroll functions, and directs CORE operations. The Office of State Controller also oversees all procurement and collections activity on behalf of the State. The Office of State Controller is directed by Robert Jaros, State Controller, and the Deputy State Controller is Lynne Winchell.

MAJOR PROGRAM AREAS

FINANCIAL REPORTING AND ANALYSIS

- **Program Description:** Financial Reporting and Analysis provides financial information for the citizens, legislators, and government managers, by producing the Comprehensive Annual Financial Report, monthly revenue summaries, quarterly financial reports, Schedule of TABOR Computations, and other statutory and ad hoc reports. Financial Reporting and Analysis prepares the statewide budget/cash indirect cost allocation plan and provides support for the Joint Budget Committee in explaining and defending allocations. The unit also provides technical assistance and training to agencies related to cost accounting matters.
- **Customers:** State agencies and institutions.

- **Funding Sources:** General Fund, Cash Funds from rebates received from the Procurement Card Program (in lieu of General Fund), and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-201 through 207, C.R.S.
- **Director:** Jeffrey Kahn, Financial Analysis and Reporting Director

PROCUREMENT AND CONTRACTS

- **Program Description:** Statewide Procurement and Contracts manages statewide centralized procurement through promulgation of the State's procurement rules, procurement education and leadership, solicitation and administration of statewide price agreements, procurement services for non-delegated agencies, and appeals authority for bid protests. The unit develops contracting policies and procedures, drafts model contracts, advises, trains and monitors, and reviews/approves expenditure contracts.
- **Customers:** State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community.
- **Funding Source:** Cash Funds from rebates received from the Procurement Card Program and Institutions of Higher Education (in lieu of General Fund), Western States Contracting Alliance (WSCA) reimbursements, and car rental and travel agency rebates.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-101-101 through 24-112-101, C.R.S.
- **Director:** Cindy Lombardi, State Purchasing Director



FINANCIAL OPERATIONS

- **Program Description:** Financial Operations serves as the State's central accounts receivable functions, and collaborates with other State and Federal agencies to actively collect debts owed to State agencies, Institutions of Higher Education and political subdivisions after initial collections efforts by those entities have been unsuccessful. The unit manages Central Payroll Services, which provides professional and technical guidance to Payroll, Human Resources, and Benefits personnel in agencies. Financial Operations processes payroll and distributes employees' earnings correctly and timely, sets statewide payroll policies, collects deductions from each employee required by law including taxes, PERA, and garnishments and voluntary deductions such as medical insurance, 401K, and 457 plans. The unit distributes payments to federal and state agencies, courts, and other vendors, and reconciles overall payroll.

- **Customers:** State agencies and institutions.
- **Funding Sources:** General Fund, Cash Funds from rebates received from the Procurement Card Program (in lieu of General Fund), and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-201 through 207, C.R.S. (2015)
- **Director:** Vacant

CORE OPERATIONS

- **Program Description:** The CORE Operations unit provides strategic direction, execution, and maintenance of the Colorado Operations Resource Engine (CORE). The unit provides leadership in fostering collaboration and cooperation between the Department and state agencies, political subdivisions, Institutions of Higher Education, and nonprofits throughout the life of the CORE system in the following areas: change management, communications, data analysis, business process development, business process re-engineering, directing end-user testing, training, relationship management, configuring application solutions, leading user community meetings, migration of legacy systems to CORE (e.g., BIDS, COMPASS), and implementation of continuous improvement initiatives to ensure the functionality of the system is fully maximized.
- **Customers:** State agencies, political sub-divisions, Institutions of Higher Education, and non-profits.
- **Funding Sources:** Reappropriated Funds from user fees from State agencies, and Cash Funds from rebates received on price agreements and deposited to the Supplier Database Cash Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-209, C.R.S.
- **Director:** Kyle Schlenker, CORE Operations Director



COLORADO

Office of Administrative Courts

Department of Personnel
& Administration

Office of
Administrative
Courts



The Office of Administrative Courts (OAC) provides an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The OAC is one of approximately 30 central panels of independent Administrative Law Judges (ALJs) in the United States. These judges are independent from the agencies for which they conduct hearings and decide cases.

MAJOR PROGRAM AREA

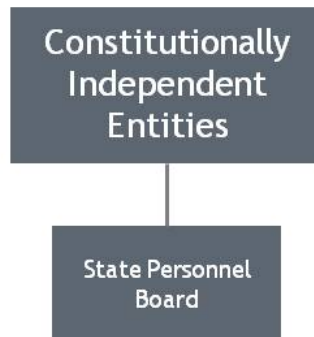
ADMINISTRATIVE LAW SERVICES

- **Program Description:** The Office of Administrative Courts (OAC) hears and decides administrative law matters concerning: Workers' Compensation merits hearings and public benefits cases; professional licensing board work involving the denial, revocation, or suspension of other disciplines of holders of a professional license; Fair Campaign Practices Act complaints; and appeals for Colorado's Health Insurance Exchange.
- **Customers:** Provides services to more than 50 State departments, agencies, boards, county departments, school districts, and citizens.
- **Funding Sources:** Reappropriated Funds from user fees from State agencies, and Cash Funds from user fees from non-state entities.
- **Locations:** OAC serves State citizens from three office locations: 1) the main office in Denver; 2) the Western Regional Office in Grand Junction; and 3) the Southern Regional Office in Colorado Springs. The OAC provides hearings in alternate locations statewide, including Durango, Pueblo, Glenwood Springs, and Greeley.
- **Statutory Authority:** Sections 24-30-1001 through 1003, C.R.S.
- **Director:** Matthew Azer, Chief Judge



COLORADO

State Personnel Board



The State Personnel Board is an independent program created within the State’s Constitution. DPA provides administrative support to the State Personnel Board. The State Personnel Board’s budget appropriation is included in DPA’s portion of the long bill.

STATE PERSONNEL BOARD

- **Program Description:** The State Personnel Board establishes rules that protect and recognize merit as the basis for state employment and hears appeals by applicants and employees in the state personnel system. The Board consists of three gubernatorial appointees and two employee-elected members. The staff includes the Director, three part-time Administrative Law Judges, and two administrative staff members. The Board conducts administrative hearings under the authority of the state Constitution, various state statutes and the state Administrative Procedures Act, conducts settlement conferences, and facilitates dispute resolution.
- **Customers:** Applicants and employees in the State Personnel System.
- **Funding Sources:** General Fund and Cash Funds collected from receipts for copies of information and case documentation.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-101, 24-50-103, 24-50-104, 24-50-112.5 (4), 24-50-125, 24-50-125.3, 24-50-125.4, 24-50-125.5, 24-50-145, 24-50-512, 24-34-405 (8), 27-10.5-902 (3), C.R.S; S.C. Article XII, Sections 13, 14, and 15
- **Director:** Dana Shea-Reid

STRATEGIC POLICY INITIATIVES

INCREASE EMPLOYEE ENGAGEMENT

Increase DPA employee engagement drivers relating to innovation, trust, expectations, recognition, and efficiency.



Strategic Policy Initiative: The Department aims to increase the average percent of core DPA employee engagement drivers from 67 percent to 72 percent by June 30, 2017.

DPA looked at results from the biennial statewide employee engagement survey conducted in 2015 to see how DPA employees responded to key engagement drivers.

These drivers include:

- Encouragement to come up with new and better ways of doing things
- Confidence that leaders will respond to unethical behavior
- Clear expectations from supervisors
- Satisfaction with recognition for work accomplished
- Efficiency in services provided to customers

The Department took an average of these five scores from the employee engagement survey and developed engagement actions focused on the drivers. The Department hopes to increase that average by June 30, 2017. The Department will conduct a survey of DPA employees in the spring of 2017 to measure progress.

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2017

Goal 1: Streamline and enhance recognition and rewards across the Department.

- Strategy 1: Assess recognition and develop best practices.
- Strategy 2: Implement real-time peer and supervisory recognition opportunities.

Goal 2: Build trust in leadership.

- Strategy 1: Conduct ethics trainings across the workforce.
 - Metric: All DPA employees trained.
- Strategy 2: Implement communications strategies to foster transparency and trust in decisions.
- Strategy 4: Survey employees over the year to gauge trust in leadership.
 - Metric: 2 surveys conducted.

Goal 3: Build and implement program to increase communications between employees and leadership.

- Strategy 1: DPA will form an employee action team made up of members from throughout Department to develop and implement innovative ways to improve employee communications.
- Strategy 2: The Executive Director and Chief of Staff will increase formal engagement events with employees throughout the year.
 - Increase events from 12 to 24.
- Strategy 3: The Department will create a page on the Department's intranet site dedicated to tracking and reporting progress on Strategic Policy Initiatives, so employees can stay up to date on Department-wide priorities.

Goal 4: Implement an employee development series aimed at improving and expanding work skills and sharing best practices across Department.

- Strategy 1: Develop formal focused skill trainings within individual offices.
- Strategy 2: Conduct brown bag sessions where employees can share innovative ideas and practices.

Goal 5: Continue and improve Department leadership trainings.

- Strategy: DPA will expand the number of participants in its Leadership Academy and will conduct formal trainings across Department to improve skills among DPA leadership.
 - Metric: Increase DPA Leadership Academy participants from 24 to 32.

Goal 6: Expand and refine Employee Value Proposition.

- Strategy 1: Identify career paths and critical skills associated with professional development.
- Strategy 2: Formulate a total compensation strategy for the State including options to address recruitment and retention problems resulting from inflexibility of current mechanisms to adjust employee pay.
- Strategy 3: Expand, refine, and communicate services offered by C-SEAP to State employees, utilizing new and existing technologies. These include mediation, wellness, workplace assessments, emotional intelligence coaching, and other non-clinical services offered.
- Strategy 4: Office of State Controller will establish statewide competency levels for accounting positions in order to create career paths for those in that classification.

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2019**Goal 1: Improve recruitment and retention of employees in public service.**

- Strategy 1: Measure DPA employee job satisfaction via survey responses.
- Strategy 2: Establish talent management practices, including:
 - Published career paths, competencies, and critical skills for job classifications statewide.
 - Leadership development.
 - Talent discussions.
 - Improved sourcing practices.
 - Robust intern and apprenticeship programs.

Goal 2: Expand Leadership Academy. Approximately 15% of all DPA employees will have gone through Leadership Academy.

IMPROVE CUSTOMER SERVICE

Increase customer satisfaction among DPA customers across State of Colorado



Strategic Policy Initiative: The Department aims to increase overall satisfaction with services received from DPA from 62.8 percent to 65 percent by June 30, 2017 for internal government customers.

DPA conducted a customer service survey in early 2016 among state agency customers. The purpose of this survey was to gather information and measure the level of satisfaction with DPA services with the intent of identifying gaps in customer service.

The customer service survey gathered substantial feedback from DPA’s customers across state agencies, collecting responses from 333 individuals (out of 739 submitted email addresses). With a response rate of 45.1%, this means that DPA has invested customers who want to have their voices heard. The Department-wide portion of the survey asked about three statements: “DPA has been responsive to my needs”, “DPA understands my business”, and “DPA offers the right services”. A majority of respondents (60.0%) either agreed or strongly agreed with each of these statements.

DPA has developed an action plan to address concerns raised in the survey. The Department plans to conduct another survey in the spring of 2017 to measure progress.

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2017

Goal 1: *Revise HR technical guidance documents to support HR professionals across the state.*

- Strategy: DHR will revise and update technical guidance documents to better reflect best practices.
 - Metric: 5 technical guidance documents updated.

Goal 2: *Close CORE help desk tickets and continually track the average time it takes to resolve tickets.*

- Strategy: The Office of the State Controller will continue to reduce the number of outstanding CORE tickets.
 - Metric: Reduce outstanding tickets from a high of approximately 2,000 to fewer than 150.

Goal 3: *The Department will continue to conduct LEAN activities and recommendations to improve service delivery.*

- Strategy 1: The Department will identify 3 operations within IDS for LEAN opportunities.
- Strategy 2: IDS will also conduct 4DX within the organization.
 - Metric: 4 teams participate.

Goal 4: *Broaden HR competencies for HR professionals across state.*

- Strategy: Promote adoption of an HR competency model.
 - Metric: 50% or more of state agencies adopt HR competency model.

Goal 5: *Redesign DPA intranet and internet sites to improve usability for customers.*

- Strategy: The Department aims to simplify the website, reduce redundancies, and improve usability for customers.

Goal 6: *Improve HR University website and portal.*

- Strategy: The Division of Human Resources will improve functionality of portal to encourage more participation and satisfaction among state HR professionals.

Goal 7: *Clearly communicate with state agencies, vendors, and public efforts to modernize procurement code.*

- Strategy 1: DPA will establish a working group to review and introduce legislation to modernize the State's procurement statutes, rules, and processes to better serve State agencies, vendors, and the public.
- Strategy 2: In order to gain valuable feedback from external groups, DPA will proactively engage multiple external stakeholder groups (e.g., chambers of commerce, trade/industry groups, constituents).
- Strategy 3: A working group will communicate with stakeholders across the State and gather feedback and buy in for legislation to be introduced during the 2017 session.
 - Metric: Working group completes report to submit to Legislature by Dec. 31, 2016.

Goal 8: Conduct operations training across Department.

- Strategy: Conduct accounting, budget, HR, and procurement trainings across departments.
 - Metric: Conduct 4 separate operations trainings across department.

Goal 9: Improve State Archives records management program.

- Strategy: Archives will implement the new statute focusing on records management and statewide training regarding awareness and best practices surrounding archives.

Goal 10: Provide additional CORE training modules.

- Strategy: The Department is developing a series of modules for both new and advanced users across the State to keep pace with the system and financial requirements.
 - Metric: Approximately 4,000 CORE users trained.

Goal 11: Improve adjudications within the Department.

- Strategy 1: The Office of Administrative Courts will continue to send out Notices of Appeal in benefits cases.
 - Metric: Send notices within 72 hours of opening an appeal.
- Strategy 2: The Office of Administrative Courts will improve mediation success rate.
 - Achieve a 75% success rate for mediations.
- Strategy 3: The Office of Administrative Courts will reduce the average wait time for the issuance of workers' compensation orders.
 - Metric: Reduce wait time from 26 days to 21 days.
- Strategy 4: The Office of Administrative Courts will continue to reduce the average time for the issuance of its benefits cases order.
 - Metric: Reduce average time from 12 days to 10 days.

- Strategy 5: The State Personnel Board will develop a *pro se* litigant guide to provide greater education and clarity around SPB process.

Goal 12: Improve response rate for collections and establish baseline customer service satisfaction.

- Strategy: Respond to all customer contacts.
 - Metric: Resolve customer service tickets within 1 business day.
- Strategy: Conduct customer service survey to establish baseline number.

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2019

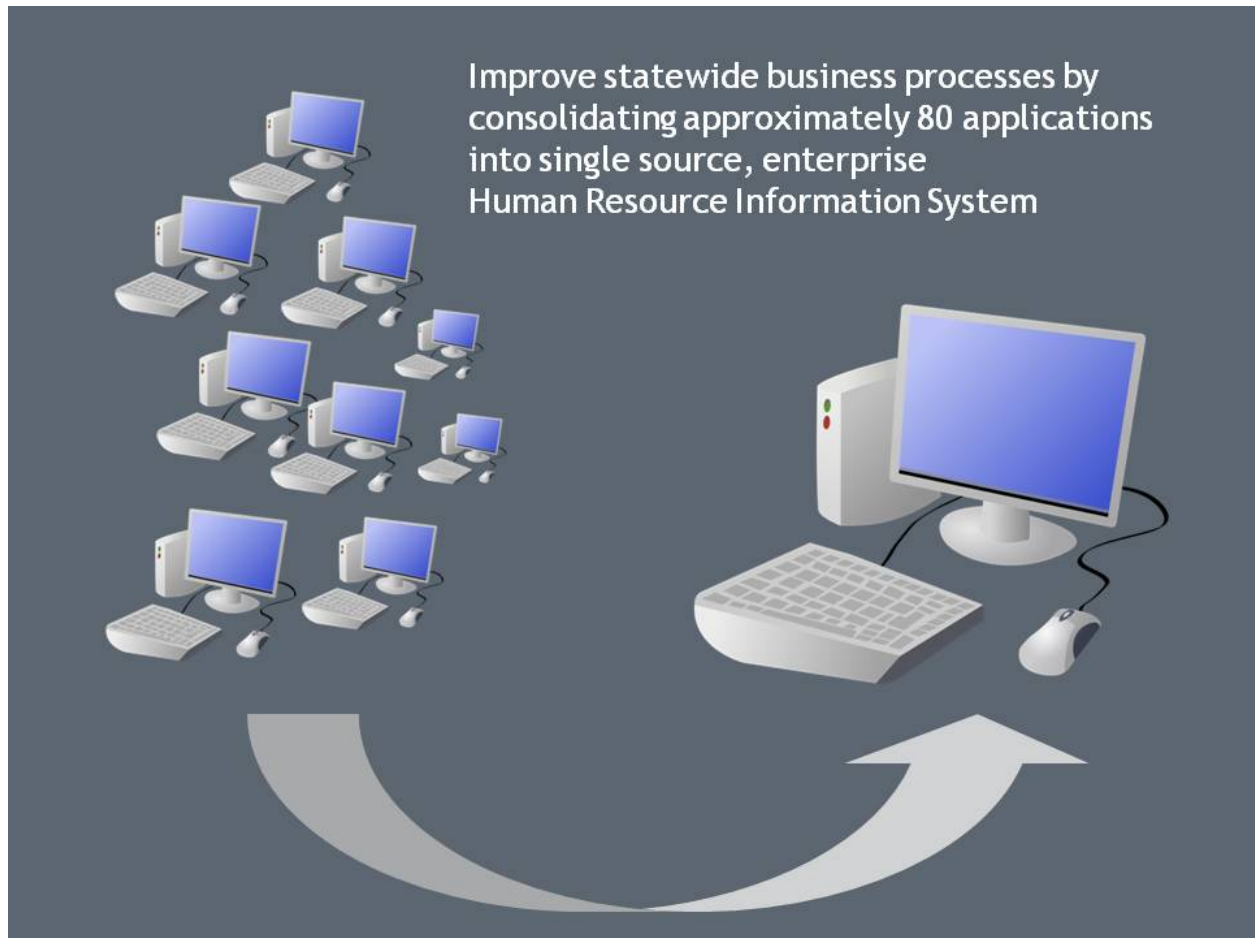
Goal 1: *State Agency Satisfaction: Increase State Agency satisfaction with the guidance, management, and services provided by DPA.*

- Strategy: In order to drive agency satisfaction with DPA, the baseline state agency customer satisfaction survey was completed in 2015, and DPA has identified how to improve customer satisfaction, specific actions, and measurements of each action. Subsequent customer satisfaction surveys will be conducted to measure progress.

Goal 2: *Public Satisfaction: Conduct a baseline customer satisfaction survey of the public.*

- Strategy 1: Several of DPA's programs directly serve the public: the Office of Administrative Courts, the State Purchasing Office, State Archives, and Collections. In 2016, the Department will develop specific surveys to assess satisfaction.
- Strategy 2: In order to improve customer service actions geared toward the public, the surveys will be complete by June 30, 2019. Specific objectives will be determined for each program after the public surveys are completed.

MODERNIZE BUSINESS OPERATIONS



Strategic Policy Initiative: Improve statewide business processes for managing personnel administration, performance management, and statewide leave and time tracking by reducing the number of disparate systems from approximately 80 different applications to a single-source, enterprise Human Resource Information System (HRIS) by 2017 for Executive Branch Departments.

The Division of Human Resources will lead the procurement and implementation of a single-source, enterprise HRIS for Executive Branch departments. The implementation of the HRIS will dramatically improve business processes and automation for critical human resources functions by eliminating disparate systems and providing a central system that can accommodate the critical human resource functions, resulting in efficiency gains realized by the State of Colorado.

By identifying and highlighting this goal, the Department is also emphasizing the importance of developing a model for how to implement an enterprise change. Successfully procuring and implementing an HRIS and is critical to advance the State's ability to recruit, reward,

retain, manage, and measure talent for today and in the future.

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2016

Goal 1: *Institute HRIS stakeholder engagement plan across Executive Branch.*

- Strategy 1: The Department will survey stakeholders and assess information and engagement needs for project implementation.
- Strategy 2: The Department will provide a range of opportunities for stakeholder engagement, including information sharing, opportunities for input, and collaboration.

Goal 2: *Procure Human Resources Information System.*

- Strategy: DPA is working with the Governor's Office of Information Technology to select a vendor to implement HRIS.

Goal 3: *Conduct business process inventory across Executive Branch.*

- Strategy: The Department will identify the range of current business processes to standardize where appropriate and provide flexibility to address unique business needs.

Goal 4: *Analyze existing system applications inventory across Executive Branch.*

- Strategy: The Department, in partnership with the Governor's Office of Information Technology, will assess current application inventory to identify duplicate applications that can be retired and to ensure critical interfaces are developed for the HRIS.

Goal 5: *Conduct data validation clean-up across Executive Branch.*

- Strategy: The Department will partner with agencies to validate existing HR and payroll data to ensure migration of accurate data for the new system.

Goal 6: *Implement HRIS training program.*

- Strategy: The Department will identify user groups and specific training needs to conduct implementation training across agencies.

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2019

Goal 1: *Continue HRIS stakeholder engagement plan across Executive Branch.*

Goal 2: *Retire disparate, agency-based systems across Executive Branch.*

Goal 3: *Eliminate complex system interdependencies across Executive Branch.*

Goal 4: *Update and continue HRIS training program.*

Goal 5: *Complete HRIS implementation.*