



State of
COLORADO

PERFORMANCE MANAGEMENT PLAN

FY 2018-19

Department of Personnel & Administration

July 1, 2018

Department Mission, Vision, Values, and Focus 3

Department Structure 5

EXECUTIVE DIRECTOR’S OFFICE8

DIVISION OF HUMAN RESOURCES8

DIVISION OF CENTRAL SERVICES 12

DIVISION OF CAPITAL ASSETS 15

OFFICE OF THE STATE CONTROLLER 17

OFFICE OF ADMINISTRATIVE COURTS 20

OFFICE OF THE STATE ARCHITECT 21

STATE PERSONNEL BOARD 22

DISABILITY FUNDING COMMITTEE 23

Strategic Policy Initiatives 24

INCREASE EMPLOYEE ENGAGEMENT..... 24

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2018..... 26

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2020 27

IMPROVE CUSTOMER SERVICE 28

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2018..... 30

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2020 31

MODERNIZE BUSINESS OPERATIONS 32

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2016..... 34

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2020 35

Appendix: Fiscal Year 2016-17 Performance Evaluation 36

DEPARTMENT MISSION, VISION, VALUES, AND FOCUS

The Department of Personnel & Administration (DPA) provides many cost effective state-wide foundational services to agencies and employees, so they can remain focused on meeting their department's mission. DPA delivers core functions in

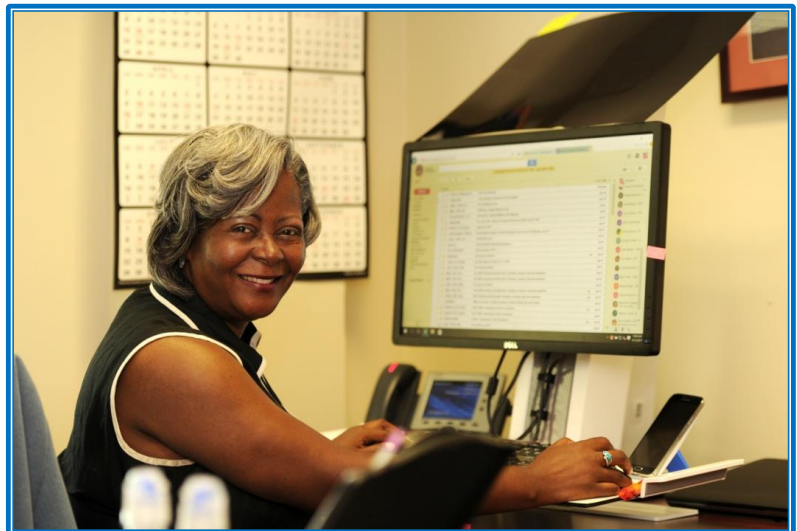
The Department of Personnel & Administration (DPA) provides State government agencies and institutions the ability to focus their limited resources on their mission and the delivery of services to Colorado citizens.

infrastructure, processes, guidance and tools to alleviate redundancies and reduce costs in State government.

Our commitment is to offer the *right services at the right time*; we recognize our customers depend upon us. Our people embody the Department values of: integrity, teamwork, responsiveness, transparency and service to guide our day-to-

day operations and ensure we “do the right thing” so our customers remain productive.

The Department actively seeks better ways to execute the work. We routinely collaborate with employees throughout the State to implement innovative solutions improving the State's ability to serve the public. Solutions applied in one agency are often leveraged into multiple agencies to reduce their cost of doing business and be better stewards of the taxpayers' money. The services provided by DPA enable executive branch agencies to achieve their missions and advance the Governor's goals.



Statutory Authority

The statutory authority of 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 workforce.

Department Vision

Our vision is to be the leader in service excellence.

Department Values

DPA employees 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

The Department provides the infrastructure needed for Colorado State government to perform in a consistent, productive and cost-conscious manner.

The Department operates much like a business within State government, providing such centralized services as: human resource management and oversight; risk management; training; 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.

DPA operates much like a business within State government providing centralized services to State agencies, employees and the Colorado public

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 has three strategic focus areas:

1. Provide an environment that fosters engaged and talented employees to thrive and grow.
2. Deepen and strengthen DPA's understanding of business expectations to provide "exceptional customer service".
3. Build and modernize efficient and effective business operations so employees and agencies can be productive.

DEPARTMENT STRUCTURE - ORGANIZATIONAL CHART

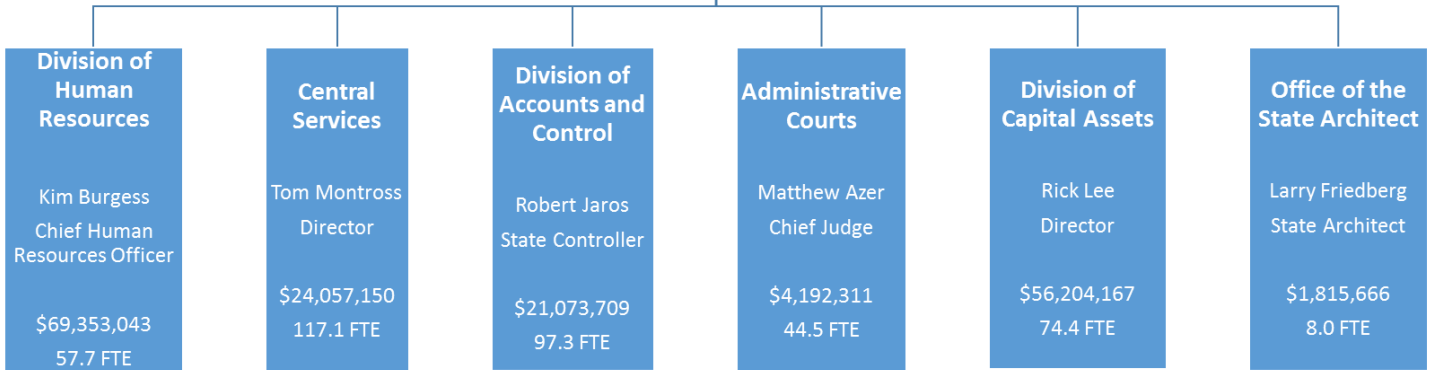
FY 2017-18 Summary of Funding:	
Total Funds:	\$196,216,235
General Funds:	\$12,499,410
Cash Funds:	\$14,926,636
Reappropriated Funds:	\$168,790,189
FTE:	422.1

**Executive Director's Office
Administration**

June Taylor
Executive Director

Kara Veitch
Deputy Executive Director

\$18,971,409
18.3 FTE

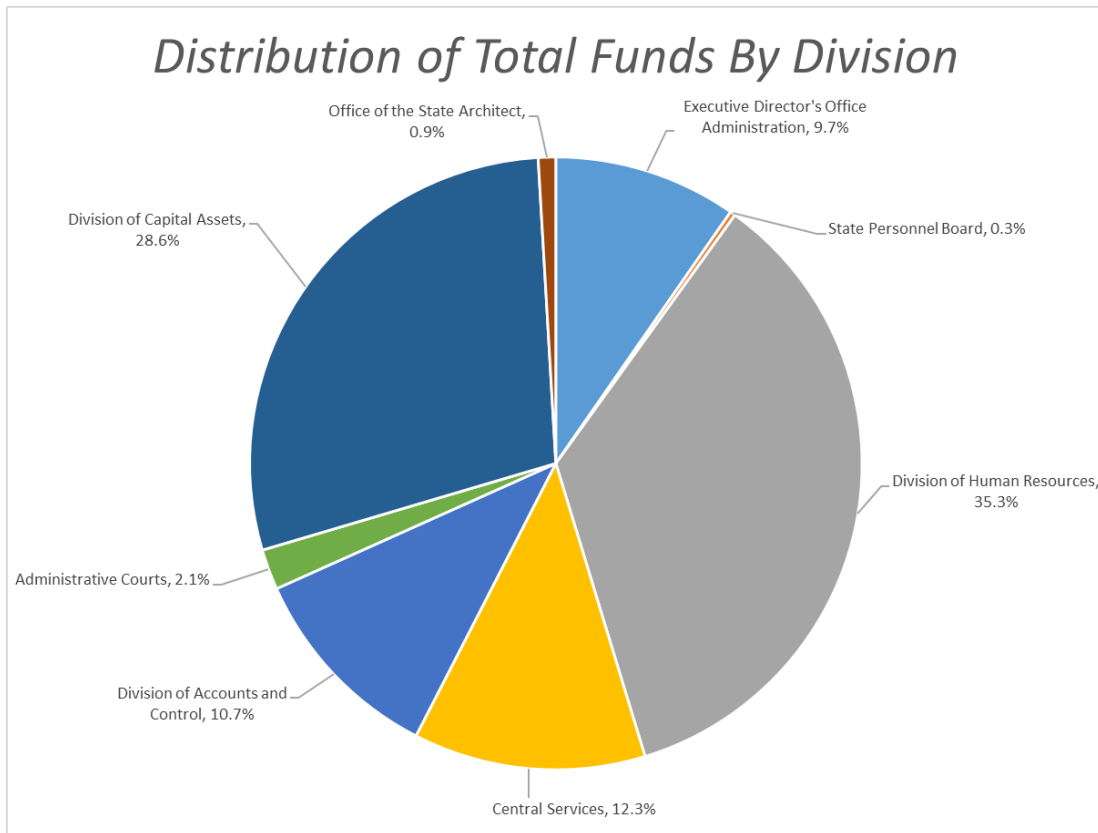


Central Services – North Campus

DPA Appropriations

Funding Source*	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
General Fund	\$11,817,618	\$13,145,504	\$12,499,410	\$14,074,381
Cash Funds	\$14,293,652	\$16,928,150	\$14,926,636	\$14,016,747
Reappropriated Funds	\$163,651,651	\$162,444,496	\$168,790,189	\$178,382,318
Federal Funds	\$0	\$0	\$0	\$0
Total Funds	\$189,762,921	\$192,518,150	\$196,216,235	\$206,473,446
Full Time Equivalent Staff	393.1	410.1	422.1	425.6

*Total Appropriation





COLORADO

Executive Director's Office

Department of Personnel
& Administration

Executive
Director's
Office

The Executive Director's Office (EDO) is responsible for essential duties that impact the Department and, uniquely, 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 also 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, and the Deputy Executive Director and Chief of Staff is Kara Veitch. 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.



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 primary duties are to maintain the integrity of the State Personnel System, manage the State’s risk, lead talent management of the statewide workforce and Colorado State Employee Assistance Program (C-SEAP). The Division Director and State Chief Human Resources Officer is Kim Burgess.



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.

MAJOR PROGRAM AREAS

CONSULTING SERVICES

- **Program Description:** Consulting Services provides strategic guidance and oversight of statewide human resources management. This team develops and determines the best practices in the human resources field and advises State agency customers accordingly. The unit provides 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

CENTER FOR ORGANIZATIONAL EFFECTIVENESS

- **Program Description:** The Center for Organizational Effectiveness (COE) devises a statewide training framework for core competencies for all State employees in the most cost effective manner. The COE offers training 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:** Tim Barker, COE Unit Director

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

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, Manager

RISK MANAGEMENT SERVICES

- **Program Description:** The State Office of Risk Management protects the State's human capital and property assets. The office provides training and consulting services on accident investigation, legal defense, safety training, hazard mitigation, building inspection, insurance procurement, claim evaluation, loss control 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 STATE EMPLOYEE ASSISTANCE PROGRAM

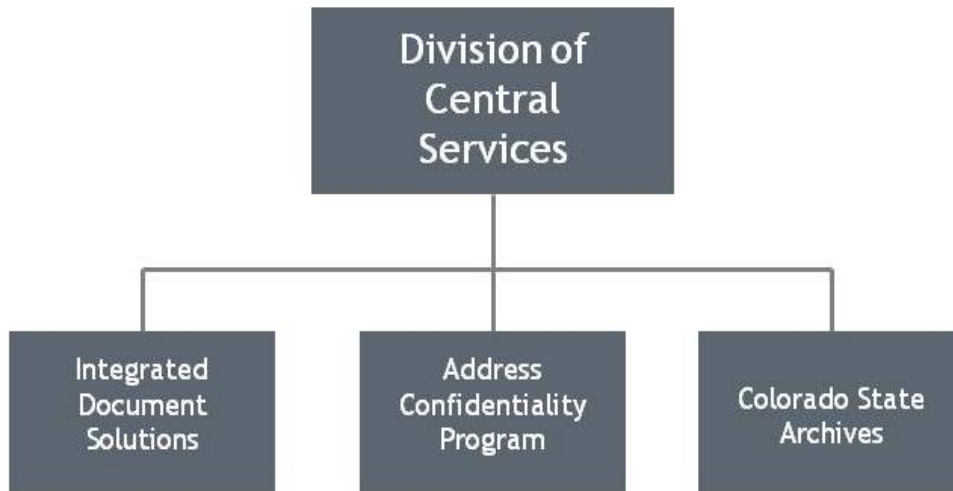
- **Program Description:** Colorado State Employee Assistance Program (C-SEAP) is a team of professionals who provides confidential counseling and referrals, mediation, coaching, group facilitation, crisis response, organizational consultation/development, and educational services statewide.
- **Customers:** 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, Director



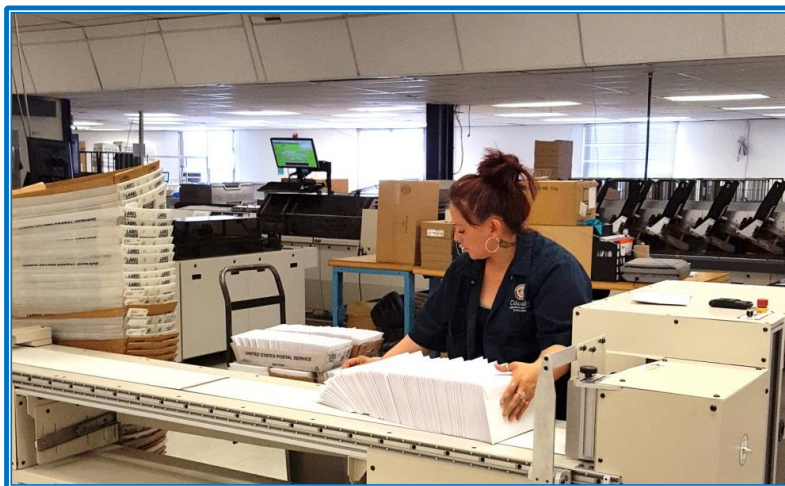
COLORADO

Division of Central Services

Department of Personnel & Administration



The Division of Central Services (DCS) exists to maximize efficiencies for the State and local government by consolidating internal common business services to take advantage of economies of scale.



The Division’s primary focus is to provide agencies with the quality, turnaround, and cost that will facilitate successful deployment of services to the State’s residents. 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 is comprised of three units: Integrated Document Solutions, Address Confidentiality Program and Colorado State Archives.

The Central Services Division Director is Tom Montross.

MAJOR PROGRAM AREAS

INTEGRATED DOCUMENT SOLUTIONS

- **Program Description:** Integrated Document Solutions (IDS) provides end-to-end document management, support and services in the areas of graphic design, print services (digital and press), imaging services (scanning and microfilm), data entry, copiers, mail processing and delivery, and secure warehousing and fulfillment 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 customer to offer professional services tailored to their 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 Rae Wiant, 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 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, and utility accounts.
- **Customers:** Victims of stalking, domestic violence and sexual assault as well as direct victim service providers, and state and local government agencies.
- **Funding Source:** Cash Funds in the form of offender fees deposited into the Address Confidentiality Program Surcharge Fund. SB 13-271 also allows 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 21-30-2101 C.R.S.
- **Director:** Jacqueline Cash, Manager

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 historic and legally significant documents.

- **Customers:** All three branches of State government, special districts, municipalities, counties, schools, and the general public.
- **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:** Aly Jabrocki, State Archivist

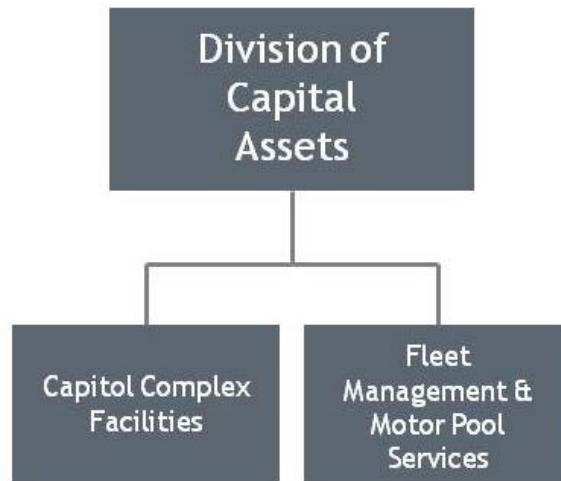




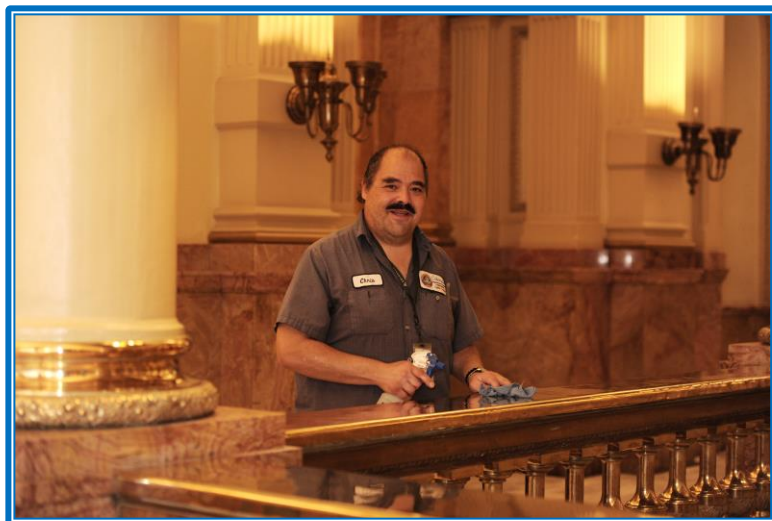
COLORADO

Division of Capital Assets

Department of Personnel
& Administration



The Division of Capital Assets (DCA) is focused on high value assets owned by the State of Colorado to ensure the most efficient use of this property. The employees of DCA provide a structured procurement, maintenance, and disposal of the State’s buildings, vehicles, and linear assets, ensuring maximum value for Colorado. This systematic approach demonstrates a dedication to economic, transparent, and sustainable resource management. The Director is Richard Lee



CAPITOL COMPLEX FACILITIES

- **Program Description:** Capitol Complex is responsible for property management, maintenance, and restoration of all State properties within the Capitol Complex, plus some of the State's buildings in 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:** Scott Villava, Maintenance Manager, and Sheila Scintistevan, Assistant Property Manager

FLEET MANAGEMENT PROGRAM AND MOTOR POOL SERVICES

- **Program Description:** The State Fleet Program provides oversight for all vehicles in the State fleet program, including administration of the fleet, vehicle purchasing, 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

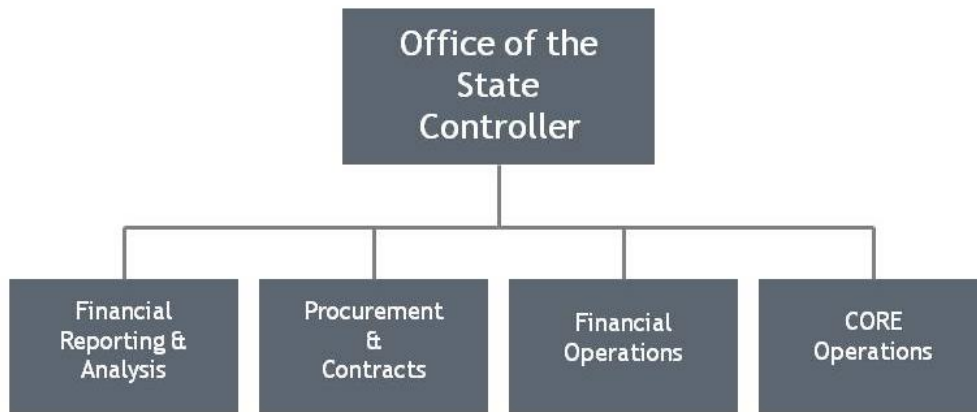




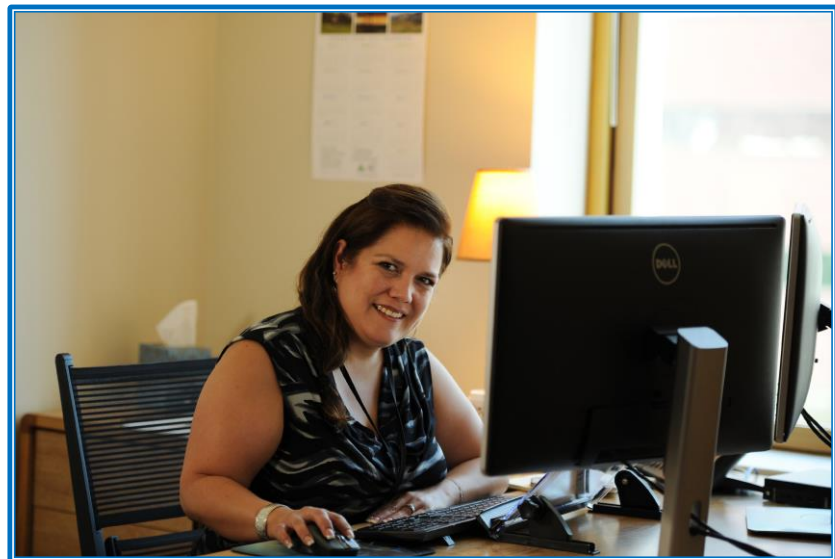
COLORADO

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 Colorado Operations Resource Engine (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, Lynne Winchell.



MAJOR PROGRAM AREAS

FINANCIAL OPERATIONS & REPORTING

- **Program Description:** Financial Operations and Reporting includes Reporting and Analysis, Central Payroll, and Central Accounting & Vendor Management.
- Reporting & Analysis provides financial information for Coloradans, 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 provides technical assistance and training to agencies related to cost accounting matters.
- Central Payroll processes statewide payroll, distributes employees' earnings correctly and timely, collects deductions from each employee required by law including taxes, PERA, and garnishments and voluntary deductions such as medical insurance, 401K, and 457 plans and provides professional and technical guidance to payroll personnel in agencies,.
- Central Accounting & Vendor Management provides support and training on vendor customer set up, vendor self service, warrant/EFT management, warrant cancel, reissue, and escheatment, unclaimed property, vendor intercepts, PERA retiree independent contractor reporting, TIN matching, and 1099 Federal Reporting.
- **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
- **Manager:** Tammy Terrell, Central Payroll
- **Manager:** Angela Lujan, Vendor Operations Manager

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 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

CENTRAL COLLECTION SERVICES

- **Program Description:** Central Collection Services collects past due debts owed to State agencies, Institutions of Higher Education and political subdivisions after initial collections efforts by those entities have been unsuccessful.
- **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, Central Collection Services

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. The unit focuses on: 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 Coloradans and more than 50 State departments, agencies, boards, county departments, school districts, and Coloradans.
- **Funding Sources:** Reappropriated Funds from user fees from State agencies, and Cash Funds from user fees from non-state entities.
- **Locations:** OAC serves State Coloradans 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.
- **Director:** Matthew Azer, Chief Judge





COLORADO

Office of the State Architect

Department of Personnel
& Administration

Office of the State Architect

The Office of the State Architect (OSA) is statutorily responsible for the administration of state funded planning, construction, energy conservation, and real estate transactions at state agencies and institutions of higher education.

OFFICE OF STATE ARCHITECT

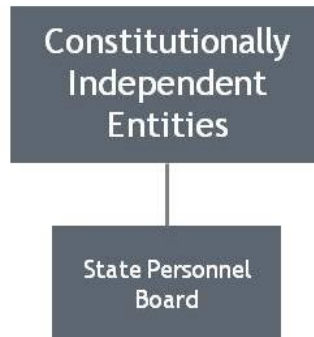
- **Program Description:** The OSA establishes policies and procedures; providing technical support and training; and recommending the annual controlled maintenance statewide budget and state agency capital construction budget requests.
- **Customers:** the Governor's Office of State Planning and Budgeting and the Capital Development Committee of the general assembly
- **Funding Sources:** OSA receives its funding through the General Fund and Reappropriated Funds (from Statewide Indirect Cost Recoveries).
- **Statutory Authority:** Sections 24-30-1301 through 1311, 24-82-202, 24-92-110, C.R.S.
- Larry Friedberg is the State Architect.





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 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. 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.
- **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, Board Director



Disability Funding Committee

The mission of the Disability Funding Committee is to maximize support for new and innovative programs benefitting Colorado's disability community by raising and distributing funds as authorized by the Laura Hershey Disability Support Act.

DISABILITY FUNDING COMMITTEE

- Program Description: This is a consolidated the work of two previous committees: the Disability-Benefit Support Committee and the License Plate Auction Group.
- Customers: Colorado disability community
- Funding: Funded with cash funds generated from the sale of registration numbers
- Location: State Services Building, 1525 Sherman St., Denver
- Statutory Authority: 24-30-2201 C.R.S. et al.
- Facilitator: Doug Platt, DPA Communications Manager

STRATEGIC POLICY INITIATIVES

INCREASE EMPLOYEE ENGAGEMENT



Strategic Policy Initiative: The Department aims to enhance branding the State of Colorado as an “employer of choice” by improving the employee engagement index score to greater than 80% by 4th quarter 2019.

Strategic Focus Driver #1

Provide an environment that fosters engaged and talented employees to thrive and grow

DPA systematically analyzed the results from the biennial statewide employee engagement survey conducted in 2017 to see how DPA employees responded to key engagement indices. Though the analysis centered on the attributes affecting the Engagement Index, it was recognized the elements within

the Leadership Index and Employee Value Proposition Index also have a strong correlation ratio with employee engagement lagging indicators.

These three indices include survey statements about:

- Work gives feeling of personal accomplishment
- Treated with respect by immediate supervisor
- Feels inspired to put forth best effort
- Pride in employment with State of Colorado
- Retention within the State of Colorado
- Referral of State of Colorado for employment

From these indices we developed strategic drivers.

Strategic Driver #1: Provide an environment that fosters engaged and talented employees to thrive and grow, with four strategic focus areas:

1. Employee Engagement Opportunities - Provide opportunities to enable employees' engagement in agency improvements
2. Employee Career Planning - Encourage employees to take more control over their career planning
3. Enhanced Skills Training and Team Building - Expand and enhance skills training to meet State and agency demographic needs
4. Leadership Acumen and Communication - Enable our leadership to grow and thrive in their role elevating their organizations

The Department performed a deep-dive into the survey responses over the past several years and developed a series of goals and strategies that will influence the higher-correlation ratio functions within the focus areas.

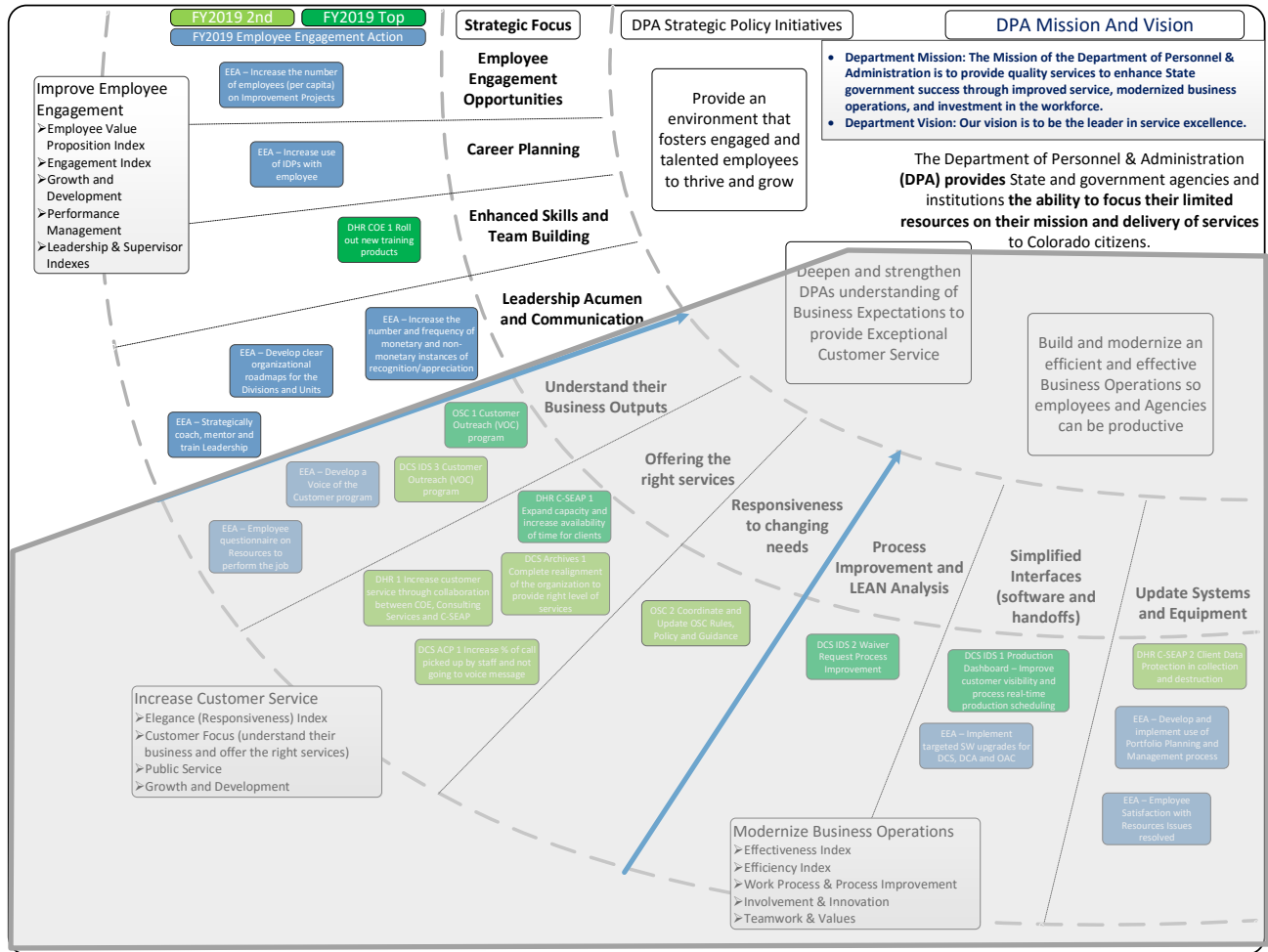


Figure 1: Strategic Alignment matrix - Employee Engagement drivers

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2019

Description of the Strategies and Goal	June 2017	2018-19	3-year goal
Increase the per capita ratio of employees supporting and working on Improvement projects with in DPA	~ 15%	>35%	>45%
Increase the per capita ratio of employees with an IDP	<10%	>40%	>60%
Roll out 3-5 new employee/leadership competency training materials	25	30	>35
Increase the number and frequency of monetary and non-monetary instances of employee recognition and appreciation	~40	>150	>175
Develop clear organizational roadmaps for the Division and units	1-2	>5	>10

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2021

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 participation. Approximately 20% of all DPA employees will have completed Leadership Academy.

- Grow the skills and experiences of the next generation of DPA Leaders

IMPROVE CUSTOMER SERVICE



Strategic Policy Initiative: The Department aims to continue increasing overall satisfaction with services received to greater than 70 percent by June 30, 2019 for internal government customers.

DPA conducts periodic customer satisfaction surveys among state agency customers. Historically, the customer satisfaction responses have ranged between 60% and 68%. The purpose of the survey is to gather information, measure the level of satisfaction using DPA services and identify gaps in customer service. The analysis correlates the customer satisfaction survey attributes with the Efficiency Index and Elegance Index

also have a strong correlation ratio with Customer Satisfaction. A common theme in the analysis was on responses relates to DPA: A) understands my business, B) offers the right services, and C) is responsive to my (changing) needs.

Strategic Focus Driver #2

Deepen and strengthen DPA's understanding of business expectations and provide "exceptional customer service"

Strategic Driver #2: Deepen and strengthen DPAs understanding of business expectations to provide “exceptional customer service”. Three strategic focus areas are:

1. Understand customer Business Outputs - Gain deep knowledge and understanding of the customers’ outputs to address their needs and expectations
2. Offering the Right Services - Offer the right services so that Agencies and State employees supported by DPA remain productive to meet mission deliverables
3. Responsiveness to Changing Needs - Overcome the challenges and barriers to responsiveness in meeting the customers’ or DPA’s changing needs

The Department performed a deep-dive into the data and information over the past several years and developed a series of goals and strategies that will have a higher impact on the focus areas.

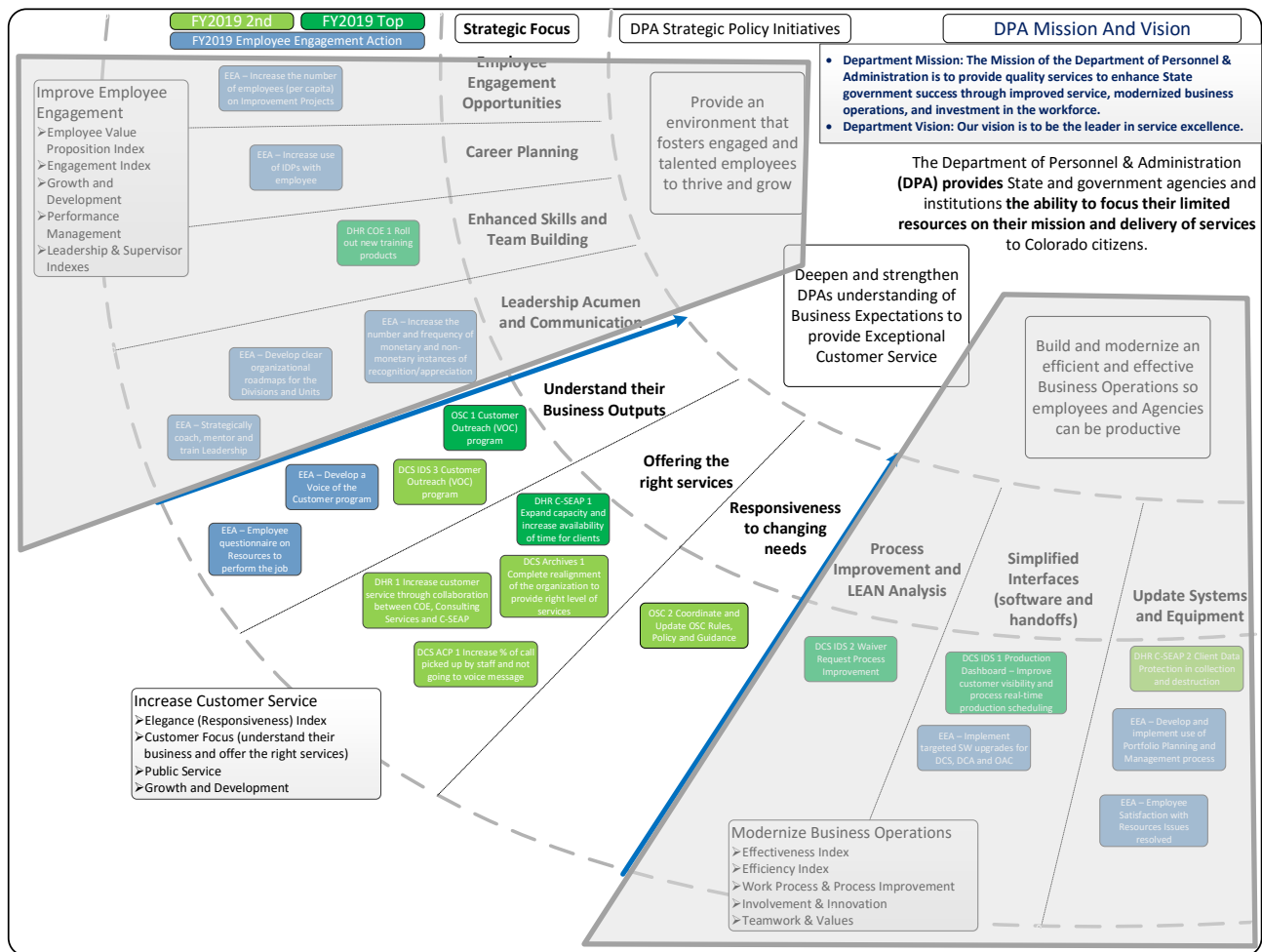


Figure 2: Strategic Alignment Matrix - Customer Service drivers

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2019

Description of the Strategies and Goal	June 2017	2018-19	3-year goal
<i>Develop and implement a Voice of the Customer (VOC) closed loop process and perform >10 process improvement projects as a result of the outreach to DPA customers (note: DPA will define the performance measurements and projects based on the feedback from the customers)</i>	<i>~3-5 VOC Sessions</i>	<i>>10 VOC Sessions</i>	<i>>20 VOC Sessions</i>
<i>Perform and analyze an internal DPA employee questionnaire to identify and resolve resource gaps inhibiting job productivity (measurement is employee participation rate)</i>	0	>85%	>95%
<i>Improve overall Customer Experience (CX) service level to internal and external customers utilizing DPA services</i> A. Division of Central Services Archives: - Complete realignment of the organization to place the right skills in the right roles to provide the right level of service B. Division of Human Resources: - Increase customer service through collaboration between Center for Organizational Effectiveness (COE), Consulting Services and C-SEAP removing redundancies C. Division of Central Services Address Confidentiality Program: - Increase the % of calls addressed with human intervention to improve customer experience and satisfaction	N/A	N/A	N/A
<i>Division of Human Resources Colorado State Employee Assistance Program (C-SEAP): Expand capacity and increase availability of services in the Golden facility</i>	N/A	12 hours / week	Sustain or add based on demand
<i>Division of Central Services Integrated Document Services: Implement production</i>	N/A	Functionality in place	100% usage;

<i>dashboard for customer request tracking and status, and production scheduling</i>			Upgrade A/R
<i>Continue execution and training of annual coordination and update of Office State Controller rules, policy and guidance</i>	Completed 2017 Phase	In-process for 2018-19	On-going
<i>Review all DPA websites and perform a gap analysis to identify updates to comply with Web Content Accessibility Guidelines (WCAG) to ensure assisted technologies can access available content. (note: level of effort to implement updates will be determined during the reviews)</i>	N/A	100% of all DPA sites reviewed	Ongoing updates

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2021

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

- o Strategy: Continue to conduct pulse and annual survey and VOC analysis to improve customer service and adjust based on feedback and changing expectations

Goal 2: Public Satisfaction: Conduct customer satisfaction survey of the public

- o Strategy 1: Several of DPA’s programs directly serve the public: the Office of Administrative Courts, the State Purchasing Office, State Archives, and Collections - continue with specific surveys to assess satisfaction and new strategies and objectives will be determined for each program after the public surveys are completed



Note: these 1-3 year goals align with the state-wide initiatives of improving customer experience

MODERNIZE BUSINESS OPERATIONS



Strategic Policy Initiative: Improve statewide business processes for managing personnel, assets, finances, and adjudication. The Division of Central Services, Division of Capital Assets and Office of Administrative Courts will lead system implementations and/or upgrades and process improvements for DPA customers.

Strategic Focus Driver #3

Build and modernize an efficient and effective business operations so the employees and agencies can be productive

DPA continually reviews and addresses the processes and technologies used within the department with the commitment to drive higher productivity of our employees.

The purpose of the analysis is to identify the issues and difficulties of our customers or employees while using or interfacing with DPA systems.

A key initiative is the implementation of HR Works. This 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.

Strategic Driver #3: Build and modernize an efficient and effective business operations so that the employees and agencies can be productive. Three strategic focus areas are:

1. Update Systems and Equipment - Update systems and equipment (hardware) to operate more efficiently, effectively and more collaboratively
2. Simplify Interfaces - Simplify the interfaces and accessibility of DPA services to make it easier to work with DPA (software and the human handoffs)
3. Process Measurements and Lean analysis - Promote a continuous improvement mindset and use “LEAN Events” to remove the non-value added steps in the process

(Note: More technology insertion and software upgrade/change request efforts are identified within the OIT/DPA 5-year plan)

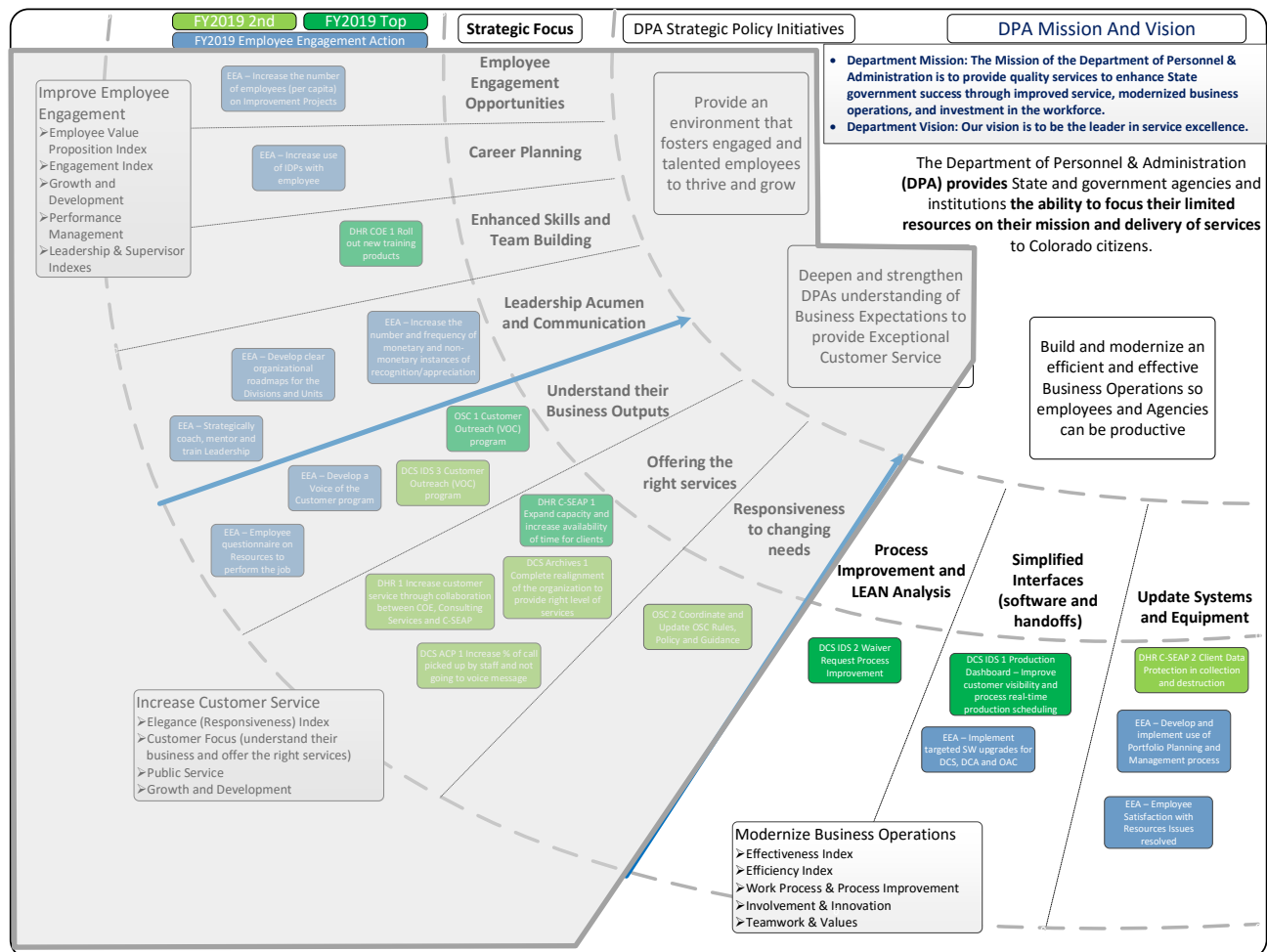


Figure 3: Strategic Alignment matrix - Visibility into Modernizing Business Operations drivers

ONE-YEAR OUTCOME GOALS FOR JUNE 30, 2019

Description of the Strategies and Goal	June 2017	2018-19	3-year goal
<i>Develop and implement a Project Portfolio Planning and Management system to identify and prioritize continuous improvement projects from decentralized to a centralized system</i>	<i>Ad Hoc</i>	<i>In-Place with 20% of organization using</i>	<i>>70% of Dept. using system</i>
<i>Achieve a >65% DPA employee satisfaction rate with resolution of resource issues raised in questionnaire in Strategic Driver #2, Goal 2. (note: the increased productivity of DPA employees translates into completeness & accuracy of the services provided, resulting in lower lead time and rework for the customers)</i>	<i><10%</i>	<i>>65%</i>	<i>>80%</i>
<i>Implement targeted software upgrades within Division of Central Services, Division of Capitol Assets and Office of Administrative Courts by June 30, 2019</i> <ul style="list-style-type: none"> ○ DCA - Capital Complex Facility work order software ○ DCS - Fleet Management asset management software ○ OAC - Fully implement E-Filing 	<i>In-process of implementation</i>	<i>In-Place and functioning as expected</i>	<i>Updates and change orders</i>
<i>Perform Lean analysis and implement improvement for DCS IDS Waiver request process</i>	<i>N/A</i>	<i>Reduce cycle time by 30%, Reduce errors on documentation</i>	<i>Maintain gains</i>

THREE-YEAR OUTCOME GOALS FOR JUNE 30, 2019

Goal 1: *Continue HR Works 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 HR Works training program.

Goal 5: Complete HR Works implementation.

APPENDIX: FISCAL YEAR 2017-18 PERFORMANCE EVALUATION



Department of Personnel & Administration
Q3 FY2018 Performance Evaluation (April 2018)

Strategic Policy Initiatives

The Department of Personnel & Administration identified several strategic policy initiatives for FY 2017-18 and beyond. For this performance evaluation, the Department updated progress on the initiatives identified in the FY 2017-18 Performance Plan that capture the Department’s strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of April, 2017.

Additional detail for these, and other, strategic policy initiatives is available in the Department’s Performance Plan, which may be accessed [here](#).

Improve DPA Customer Service

DPA performs core functions that provide the infrastructure, processes, services, guidance and tools necessary to help eliminate redundancy in State government and help keep costs down. Due to the nature of the Department’s business, service to customers is the Department’s driving force. The DPA customer base is three-fold; DPA serves government entities, State employees, and the public. The Department serves State departments, the General Assembly, Institutions of Higher Education, and local government entities. 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 aims to improve service to its customers in each and every interaction, to be focused on solutions, and to “do the right thing.” The Department works to engage its customers and exceed their expectations at every step.

Modernize Business Operations

DPA provides centralized human resources, information, tools, resources and materials needed for the State of Colorado government to function. The Department provides much of the infrastructure by which many agencies in State government operate. The programs and services provided by the Department are vitally important to the efficient and effective operation of State government; and it is therefore paramount that the systems and processes the Department uses are consistent with customers’ expectations and enable customers to do their work efficiently and effectively. 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.

Increase Employee Engagement

State employees are an essential component of DPA’s internal customer base and are the State’s most valuable resource. 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 function at their highest level. To that end, the Department is focused on investing in the workforce.



Department of Personnel & Administration
Q3 FY2018 Performance Evaluation (April 2018)

Operational Measures

Increase Employee Engagement

Major Program Area – Executive Director’s Office

Process – Build trust in leadership through utilization of formal and informal training, communications strategies, and the development of leadership skills regarding trust and transparency

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
In order to build and implement program to increase communications between employees and leadership, the Executive Director and Chief of Staff will increase formal engagement events with employees throughout the year.	More than 24 employee engagement events conducted. As well, ED and Deputy ED have each completed close to 200 1-on-1 conversations with DPA employees.	ED and Deputy ED have completed close to 600 1-on-1 conversations with DPA employees.	ED and Deputy ED have completed close to 840 1-on-1 conversations with DPA employees.	ED and Deputy ED have completed 1-on-1 conversations with all DPA employees. Now in sustaining to glean information from new employees	Executive conversations with all employees	Increase employee job satisfaction

Increase Employee Engagement
Major Program Area – Executive Director’s Office
Process – Expand leadership competencies and development

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
DPA will expand the number of participants in its Leadership Academy by 35%.	Cohort of 12 employees currently enrolled.	Cohort of 12 employees currently enrolled. A program update has been drafted geared to emerging leaders.	New emerging leaders academy cohort selected.	The Emerging Leader training kicked off on February 15, 2018 with a cohort of 20 employees; an 82% increase over the prior Leadership Academy.	DPA will establish an emerging leadership academy.	Approximately 20% of all DPA employees will have completed Leadership Academy
DPA will launch Lean training to advance the statewide “Talent Challenge”	N/A	RFI issued; two vendors chosen; contracts being drafted.	Currently, seven participants have been identified for Lean training.	The first cohort has begun and is completing the 120 program and will be starting to report on their projects.	Expand leadership competencies	Improve recruitment and retention of employees in public service

Major Program Area – Executive Director’s Office

Process Enhance branding the State of Colorado as an “employer of choice”

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
Reduce barriers to recruitment by completing minimum qualification review of all classifications	N/A	85% complete	85% complete	100% complete	Complete minimum qualification review of all classifications by June 30, 2018	Improve recruitment and retention of employees in public service
Develop for statewide use a State of Colorado Employee Value Proposition	N/A	Currently in test phase. Developed agency focus group, held initial meeting, preparing survey and beginning communication plan/strategy and deliverables for implementation phase.	Change management consultant working with state agencies to capture cultures.	Complete. Communication sent with toolkits, posters, surveys and menu of rewards on February 7th	Develop statewide Employee Value Proposition statement by June 30, 2018	Improve recruitment and retention of employees in public service

Modernize Business Operations

Major Program Area – Division of Human Resources
Process – Implement HRWorks for State of Colorado executive branch departments

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
Implement HRWorks for State of Colorado executive branch agencies	N/A	Implementation is approximately 10% complete	40% complete	65% complete In progress for implementation in Fall of 2018. Challenges include biweekly pay bill, Legislative Department bill exemption from biweekly, HRWorks conversion timing depending on the pay cycles, and potential funding implications of two pay cycles.	Reduce 81 legacy HR systems and complete business process reviews and data verification	Complete HRWorks implementation

Major Program Area – Office of the State Controller
Process – Improve Central Collections financial reporting on collection of revenues

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
Obtain and implement a new Central Collections system to replace CUBS	N/A	Obtained approval from the JTC and JBC to issue RFP for a new collection that meets Central Collection Services needs at a cost that is within CCS’s budget. Issued RFP. Presently answering questions from proposers.	Plan to sign contract and go live by July 1.	20% Complete Contract signed with Simplicity (vendor). Test environment in place. Plan to go live by September, 1, 2018 due to adjustments in contracting and workloads in the departments.	Implement new Central Collections system	Eliminate complex system interdependencies across Executive Branch

Improve Customer Service

Major Program Area – Office of the State Controller

Process – Update OSC fiscal rules, procurement rules, grants policy, and OMB uniform guidance for state’s internal and external financial management community

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
Create sub-committees of controllers, accounting, budget, and procurement staff to review and complete rulemaking process for modifications to the Fiscal Rules, Procurement Rules, Grant Policy and OMB Uniform Guidance with an effective date of July 1, 2018.	N/A	OSC and working group has reviewed all but 2 fiscal rules except. Plan to complete first draft of all fiscal rules by Nov. 8. 8 groups completed review of procurement rules. SPCO will review all proposed changes in Oct/Nov. Issued Grants Policy on Aug. 9. Drafted OSC’s interpretation of OMB Guidance and <u>Subrecipient</u> Guidance.	60% complete	80% Complete Completed Grants Policy and OSC’s interpretation of OMB’s Uniform Guidance. Filed Fiscal Rules to be effective 10/1/18 at request of controllers. In process of finalizing procurement rules that we anticipate will be completed in April.	Update OSC Fiscal Rules, Procurement Rules, Grants Policy and OMB Uniform Guidance for state’s internal and external financial management community.	Increase State agency satisfaction with guidance, management, and services provided by DPA

Major Program Area – Division of Central Services

Process – Conduct Lean activities and recommendations to improve service delivery

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Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
Identify 4 operations within IDS for process improvement and conduct Lean or 4DX sessions for those operations.	N/A	IDS Billing and 4DX in progress.	New division director working with IDS management to gather resources for completion.	80% Complete Progress: 4DX Sessions: 1. IDS North - Cross Training - 90% complete 2. IDS North - Workflow Optimization (organization and staging of materials) - 95% 3. IDS Pueblo - Pipeline Efficiency - 85% LEAN Project: 1. IDS Billing - Currently at approx. 50% completion. One IDS employee is currently in LEAN training, and the plan is to tackle this item as the project for this class.	4 Lean or 4DX sessions completed	Improve service delivery

Major Program Area – Office of the State Archives

Process – Implement fully functional Archives database

Measure	FY17 Actual	Q1 FY18	Q2 FY18	Q3 FY18	1-Year Goal	3-Year Goal
Implement a fully functional Archives database for customers to efficiently access permanent and temporary state records.	N/A	In progress	Began process of installing new web interface. Developed plan and began ingest of agency records into database.	90% Complete More than 80% of the analog catalog has been entered into the database (ahead of plan). Still working in integration with public website.	Catalogue 50% of the analogues catalogue and integrate with public search option	Increase State agency satisfaction with guidance, management, and services provided by DPA.