

Performance Plan Evaluation – July 1, 2014 Submission

Department of Personnel and Administration

Strategic Policy Initiatives

Initiative criteria¹:

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

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
Improve DPA Customer Service	Outcome goals include finalizing the Capitol Complex Master Plan; tracking the use of historically underutilized businesses; and a procurement improvement plan.	Each outcome goal for 2015 and 2017 includes at least one specific measure.	The language clearly indicates that the goal of the various outcomes is to improve DPA Customer Service. For the next iteration of the plan, the Department may benefit from identifying its customers more explicitly in this section in order to help the reader understand how the outcomes feed customer service.	State Architect’s Office, Office of the State Controller, and State Purchasing Office.	The plan provides a number of performance measures that serve as strategies/action steps for achieving the goals outlined.

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

Strategic Policy Initiative (SPI)	Outcome oriented	Measurable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
Modernize DPA Systems	Implement CORE, digitize State Archive's collection holdings, obtain funding for statewide Human Resources Information System, and increase the number of CNG vehicles in the state fleet	Each outcome is linked to at least one performance measure. However, some performance measures may require additional process detail in order to assess the achievement of the outcome.	The Department may seek to define the parameters of the initiative more for the next iteration of the plan.	State Fleet, State Archives, Human Resources, in addition to other functions/Divisions not explicitly outlined.	Similar to outcomes
Reinvest in the Workforce	Increase participation/engagement in the State's employee wellness program. Since the initiative language is broader, it may be beneficial to incorporate other aspects of reinvesting in the workforce under this initiative or clarify why wellness was the priority.	Performance measures are associated with the outcome, but the measures are not specific (increase the number of employees from x to y, for example). Adding more specifics to the next iteration of the plan will help the Department identify achievement of its goals.	The Department may seek to define the parameters of the initiative more for the next iteration of the plan.	It is unclear which parts of the Department are specifically involved with the initiative – assuming the Employee Benefits Unit?	Increase number of employees enrolled in the State employee wellness program; increase the number of employees participating/engaged in the wellness program platform; expand employee wellness program to be more interactive.

Additional Feedback: The Department provided valuable background on the problem that each initiative is attempting to tackle; the Department also identified performance measures for each outcome, which reflects a best practice of identifying key targets and action steps for each goal. For the next iteration of the plan, the Department may want to provide more specific parameters to measures, and incorporate the performance measures in the operational component of the plan to track progress.

Major Program Areas

Major Program Area criteria:

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

Major Program Area	Defined	Customer identified
CO State Employee Assistance Program (C-SEAP)	Defined within the strategic component.	State employers and employees
Office of the State Architect	Defined within the strategic component.	All State agencies and institutions
Colorado State Archives	Defined within the strategic component.	Colorado’s territorial and State governments
State Agency Services (Consulting Services)	Defined within the strategic component.	All State departments and Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of the elected officials.
Training Services (Statewide Training and Development Center)	Defined within the strategic component.	State agencies and employees
Compensation Unit	Defined within the strategic component.	All State departments and Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of elected officials.
Employee Benefits Unit	Defined within the strategic component.	State agencies and employees
Risk Management Services	Defined within the strategic component.	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
Integrated Document Solutions	Defined within the strategic component.	State agencies, Institutions of Higher Education and municipalities statewide
Address Confidentiality Program	Defined within the strategic component.	Victims of violent crimes who are enrolled in the program
Fleet Management Program and Motor Pool Services	Defined within the strategic component.	All State agencies and institutions
Capitol Complex Facilities	Defined within the strategic component.	Tenants of Capitol State complex buildings
Office of the State Controller	Defined within the strategic component.	State agencies and institutions
State Purchasing Office	Defined within the strategic component.	State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community

Major Program Area	Defined	Customer identified
Supplier Database and eProcurement	Defined within the strategic component.	State agencies, political subdivisions, Institutions of Higher Education, and nonprofits
Collection Services	Defined within the strategic component.	State agencies, Institutions of Higher Education and political subdivisions
Administrative Law Judge Services	Defined within the strategic component.	More than 50 State departments, agencies, boards, county departments, school districts and citizens
State Personnel Board	Defined within the strategic component.	Applicants and employees in the State Personnel System

Additional Feedback: The Department identified customers for each major program area within the respective divisions. For the next iteration of the plan, OSPB recommends the Department further segment customers for major program areas that specifically drive success of the strategic policy initiatives.

Critical Processes

Critical Process criteria:

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

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
CO State Employee Assistance Program	Provide State employees with a free, confidential individual counseling service throughout the state.	Workload demand, FTE, operating costs	Number employees served; number of employees requesting mental health information on website <i>(suggest refining this measure to indicate how it is an output)</i> ; number of employees aware of services.	Percentage of employees satisfied with C-SEAP services. For additional measures in the future, the Dept may look at other quality measures such as effectiveness of connecting the customer to the right service, or timeliness of response in processing requests.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Office of the State Architect	Improve the working environment by upgrading the condition of the inventory of State-owned buildings through controlled maintenance funding recommendations and implementation of appropriations.	Inventory of facilities and square feet, age and funding levels (workload demand)	Controlled maintenance funding as percentage of actual FY appropriation, and Reinvestment Rate; Number of projects recommended as percentage of actual number funded.	Percentage changes in a variety of characteristics of the inventory
Colorado State Archives	Preserve, increase and digitize collection holdings	Workload demand	Number of analog records accessioned from state agencies for permanent storage; number of records stored with State Archives	Number of permanent electronic/digital records
Colorado State Archives	Review and prioritize statewide records management programs	Workload demand	State agency compliance rate; number of statewide retention schedules reviewed/updated; number that received records management training	The compliance rate is the better informational output for this process; the Department may seek to continue to refine this measure by assessing the quality of record management training and outreach efforts to ensure compliance for the next plan.
State Agency Services (Consulting Services)	Provide guidance on the State of Colorado's selection processes and procedures	Workload demand	Number of days required to complete director reviews; number of days required to fill a State position; number of disparate human resources management systems (this seems like more of an input than an output for the next iteration). Is the number of days required to fill a state position more an input as well?	To improve the clarity of some of these measures it may be better to cite the goal within the measure for the length of the turnaround time for the output measures.
Statewide Training/Development Center	Provide professional development and training services to State employees	Workload demand, FTE, operating budget	Number of employees enrolling in workshops; number of trainings presented; number of new employees participating in new employee orientation	Number of new employees participating in new employee orientation within 10 days of employment. For the next iteration, the Center may want to include a measure on the quality of the training.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Compensation Unit	Manage the compensation and classification plan for the State of Colorado	Workload demand, FTE, budget allocations	Number of survey source comparisons for each benchmark job in the annual compensation survey; number of days to complete a director's review	Percentage of classification survey conducted
Employee Benefits Unit	Administer the State of Colorado insurance plans (health, life and dental)	FTE, Workload demand	Number of reviews to determine eligibility of benefits	Percentage of fulltime employees offered group medical plan coverage; for next iteration, suggest adding a customer service measure component to the process.
Risk Management Services	Provide loss control training to State agencies and other loss control services	FTE, Workload demand	Injury rate of state employee; incurred cost of current fiscal year workers' compensation claims	To improve the informational nature of these measures, suggest adding a customer service component to the process.
Integrated Document Solutions	Manage the metering of outgoing mail for state agencies to receive the maximum reduction in USPS rates	FTE, operating costs, workload demand	Number of b&w and color impressions; number of pieces of letter mail processed; number of zip code sort counts	Percentage of total letter mail processed that received the maximum postage discount; for next iteration, it may help the Department to break out how it controls this output in order to focus on improving it.
Address Confidentiality Program	Facilitate confidential mail forwarding to program participants	Workload demand, operating costs, FTE	Percentage of outgoing mail to incoming mail; average cost per piece of mail processed using the most cost effective strategies	For a more informational output focus, the Program may seek to identify ways it can increase collaboration with other organizations that deal with victims of violent crimes in order to assure increased services to victims?
Fleet Management Program & Motor Pool Services	Provide fleet vehicles to state agencies	Workload demand	Number of CNG vehicles in the state fleet	For a more informational output focus, Fleet may seek to identify a performance measure that reflects customer satisfaction with the fleet service in order to foster continuous improvement of the service.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Fleet Management Program & Motor Pool Services	Manage motor pool rental requests in the Denver metro area	Workload demand	Number of motor pool rentals, number of motor pool rental days	Percentage efficiency; the Department may want to clarify the informational measure of “percentage efficiency” in order to help the reader understand the measure as well as enable the program to manage process improvement.
Capitol Complex Facilities	Manage requests for repairs or maintenance	Workload demand, FTE, operating costs		Number of requests for repairs or maintenance completed within one day time frame; number of calls for return service on a previous repair ticket
Office of the State Controller	Manage the State’s financial reporting	Workload demand	Number of disparate systems being used by the state for accounting/budgeting/procurement (not sure this is an output – appears to be more of an input); number of users of the system (also seems to be more of an input);	Number of days to complete a procurement; number of paper warrants issued
State Purchasing Office	Facilitate state purchasing processes	FTE, workload demand	Number of BIDS/VSS new vendor registrations; number of SASPO/WSCA rebates received; number of active statewide price agreements available; volume/utilization of price agreements statewide; number of registered HUBs; number of quarterly business reviews conducted; number of Pcard rebates received, Pcard user entities	Number of strategic sourcing events hosted (as this seems to touch the customer service aspect of this process more); number of registered HUBs in BIDS/VSS (as this ties to an SPI)
Supplier Database and eProcurement	Implement electronic procurement processes	Number of purchase or delivery orders from catalogs	Number of statewide price agreements added to the eprocurement catalog	Is there is a time frame for this measurement to help the Department assess how effectively the process is being implemented?
Central Collection Services	Collect overdue accounts on behalf of State agencies	Workload demand, FTE, budget	Total amount of debts collected; total number of debtors with payment plan; total number of closed, paid-in-full records/accounts	Average collection rate on debts referred to CCS

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Administrative Law Judge Services	Adjudicate workers compensation proceedings and other government cases on behalf of various Colorado state, county and administrative agencies, as well as local school boards	FTE, workload demand, number of hearings held, number of courtrooms	Number of cases electronically filed	Hours required to processes a worker's compensation case from the opening of the case to the setting date
State Personnel Board	Provide fair and timely resolution to cases before the Board and ensure that state employment is based on merit	Workload demand, hours of legal research and writing per case filing	Number of cases resolved within statutorily required deadlines; number of hours ALJ routinely spend on legal research and writing	For the next iteration, suggest adding a measure that captures the "fair" part of the resolution, or measures some level of customer satisfaction with the process.

Additional Feedback: The Department identified at least one critical process per major program area. For the next iteration, it may be useful to include more performance measures that assess the level of customer service in addition the efficiency that the Department is currently measuring. For example, reporting on customer satisfaction would support the Department's commitment to customer service and provide an additional level of opportunity identification for process improvements.