



Department of Personnel & Administration Q1 FY2019 Performance Evaluation (October 2018)

Strategic Policy Initiatives

The Department of Personnel & Administration identified several strategic policy initiatives for FY 2018-19 and beyond. For this performance evaluation, the Department updated progress on the initiatives identified in the FY 2018-19 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 October, 2018.

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.



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Operational Measures

**Strategic Focus Driver #1 – Provide an environment that fosters engaged and talented employees to thrive and grow
Major Program Area – Executive Director’s Office**

Key Strategy #1: Employee Engagement Opportunities – Provide opportunities to enable employees’ engagement in agency improvements

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Increase the per capita ratio of employees supporting and working on improvement projects within DPA to > 35%	Approximately 15% of the per capita have participated on improvement projects	Approximately 18% of DPA employees worked on improvement projects	>35% per capita DPA employees supporting improvement projects	>45% per capita DPA employees supporting improvement projects

Key Strategy #2: Employee Career Planning – Encourage employees to take more control over their career planning

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Increase use of Individual Development Plans (IDPs) with employees to 10% of the population (approximately 42 FTE)	~5% of the DPA employees	Identified employees to complete the IDP’s. In the month of September, created additional tools and resources to support leaders and employees in developing plans. Ongoing discussions continue to initiate conversations with employees and building plans.	~10% of the DPA employees	>40% of the DPA employees

Key Strategy #3: Enhanced Skill Training and Team Building – Expand and enhance skills training to meet State and agency demographic needs

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
The Center for Organizational Effectiveness will develop a total of 5 new certificate courses related to Statewide Competency model, one of the courses will be a new Statewide Senior Leader Competency program	20 Courses available	Completed development of a Leader Certificate. Senior Leader Certificate has been posted on Center for Organizational Effectiveness (COE) website. (1 of 5 complete)	3-5 New Courses (30 courses available)	More than 35 courses available

Key Strategy #4: Leadership Acumen and Communication – Enable our leadership to grow and thrive in their role elevating their organizations

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal



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Increase the number and frequency of monetary and non-monetary instances of recognition/appreciation to >150	~40 instances of monetary and non-monetary recognition/appreciation	Held employee appreciation lunch at DPA's Pueblo office in September. Employee Action Team finalized plan for department-wide non-monetary peer recognition program and presented plan to All Leaders at the bi-annual meeting in early October. Implementation of the program will now commence.	> 150 instances of monetary and non-monetary recognition/appreciation	> 175 instances of monetary and non-monetary recognition/appreciation
Develop 5 clear organizational roadmaps for the divisions and units	1 – 2	Currently one completed and several more in process	Greater than 5 roadmaps	Greater than 10 roadmaps

Strategic Focus Driver #2 – Deepen and strengthen DPA’s understanding of business expectations and provide “exceptional customer service”

Major Program Area – Executive Director’s Office

Key Strategy #1: Understand Customer Business Outputs – Gain deep knowledge and understanding of the customers’ outputs to address their needs and expectations

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
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	3-5 Voice of the customer feedback sessions with Process Improvement events	Survey questions developed for OSC to request information from customer base. Participation in working group to review possible vendors for a Customer Experience software system.	> 10 Voice of the customer feedback sessions with Process Improvement events	> 20 Voice of the customer feedback sessions with Process Improvement events
Perform and analyze an internal DPA employee questionnaire to identify and resolve resource gaps inhibiting job productivity (measurement is employee participation rate; goal is for 85% participation).	N/A	Currently in survey question development.	Seeking 85% participation rate by the DPA employees	Greater than 95% participation rate

Key Strategy #2: Offering the Right Services – Offer the right services so that agencies and state employees supported by DPA remain productive to meet mission deliverables

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Division of Human Resources – C-SEAP will expand capacity and increase the availability of services in the Golden facility to 12 hours per week.	N/A	C-SEAP School of Mines contact has resumed, report willingness for C-SEAP to be on campus and are pursuing possible options	Facility is open and available to provide services at a minimum of 12 hours per week	Sustain or add capacity based on client needs



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Division of Central Services – Complete realignment of the State Archives to place the right skills in the right role to provide the right level of service.	Initial analysis to develop FY19 plan	The restructuring of the Research Desk is complete, which has enabled the archivists to focus more of their times and resources on their key responsibilities. Continuing to evaluate the potential need for changes in the Records Management area	Restructuring of the State Archive personnel customer service areas	Adjust and/or add staff based on customer volume of calls and feedback
Division of Central Services – The Address Confidentiality Program will increase the percentage of calls addressed by human intervention, rather than voice message, to improve customer experience and satisfaction	Analysis of the incoming calls with clients leaving voice messages and development of FY19 plan	As training continues for the new FTEs, and proficiency is increasing their interaction with the public and program participants. The number of calls answered by a program employee increased 5% in September.	~60% human response rate	~75% human response rate
Division of Central Services – Implement production dashboard for customers using IDS for request tracking and status, and production scheduling	Developed requirements for dashboard based on customer expectations	The internal production scheduling component is implemented and functional, and DCS is now working with OIT to develop the external customer tracking functionality	Functional dashboard with customer input and tracking features	Sustain or add capacity based on increased customer expectations and requirements
Executive Directors Office – 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.	N/A	Approximately 20% of the sites have been reviewed and on track to meet goal	All DPA web sites reviewed for compliance and gap analysis performed	All DPA web sites are WCAG compliant

Key Strategy #3: Responsiveness to Changing Needs – Overcome the challenges and barriers to responsiveness in meeting the customers of DPA’s changing needs

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Office of State Controller – Continue execution and update the OSC rules, policy and guidance	Continuation of annual reviews	Currently drafting policies and guidance for Procurement rules and Fiscal rules (~30% complete)	Compliance to updated policies and rules	Compliance to updated policies and rules

Strategic Focus Driver #3 – Build and modernize an efficient and effective business operations so employees and agencies can be productive

Major Program Area – Executive Director’s Office

Key Strategy #1: Update Systems and Equipment – update systems and equipment (hardware) to operate more efficiently, effectively and more collaboratively

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Develop and implement a Project Portfolio Planning and Management system to identify and prioritize	Working group identified the benefits, challenges and outputs of a Project	Project Portfolio Planning and Management system is ~60% complete. The process and	PMO system in place with 20% of DPA	> 60% of DPA utilizing the PMO services



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continuous improvement projects from decentralized to a centralized system	Management Office within DPA and documented a gap analysis	organization have been developed. Website development is now in process.	divisions or units utilizing the services	
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Key Strategy #2: Simplify Interfaces – Simplify the interfaces and accessibility of DPA services to make it easier to work with DPA (software and the human handoffs)

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Division of Capital Assets – Capitol Complex work order software to manage and track the work requested and performed across the Capitol Complex buildings.	Developed requirements for work order software based on business expectations	Final questions have been sent to DPA’s Contracts Unit to be incorporated into RFP. DPA Contracts Unit is set to begin working on final RFP draft for review	Software is functional and useable	Sustain or add capacity based on customer needs
Division of Capitol Assets – Fleet Management asset management software	Initial analysis to develop FY19 plan	RFI process is complete. Request for spending authority has been submitted and approval was granted by OSPB. Submitted to JBC and JTC for questions and approval.	Software is functional and useable	Sustain or add capacity based on customer needs
Office of Administrative Courts – Fully implement E-Filing	Initial implementation of software, however multiple “bugs” identified	Software solutions to known issues in process, Training will commence by the end of October for external users.	Software is functional and useable	Sustain or add capacity based on customer needs

Key Strategy #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

Measure	FY18 Actual	Q1 FY19	1-Year Goal	3-Year Goal
Perform Lean analysis and implement improvement for Division of Central Services-Integrated Document Solutions Waiver request process	Additional IDS employees completed Lean training	Review of Waiver process underway to remove waste.	Reduce cycle time by 30%, reduce errors on documentation	Sustain gains implemented in Waiver process