



Department of Personnel & Administration Q2 FY2019 Performance Evaluation (January 2019)

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 January, 2019.

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	Q1 FY19	Q2 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 18% of DPA employees worked on improvement projects	Approximately 28% of DPA employees worked on improvement projects. On track to meet goal.	>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	Q1 FY19	Q2 FY19	1-Year Goal	3-Year Goal
Increase use of Individual Development Plans (IDPs) with employees to 10% of the population (approximately 42 FTE)	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.	Division Directors have identified several employees within their areas who may benefit from an IDP. Resources have been provided to supervisors and employees to assist in IDP development. DPA has 17 employees who successfully completed the Emerging Leaders Academy and are actively engaged in career development through continued participation in the process improvement projects they oversaw during the academy. On track to meet goal.	~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	Q1 FY19	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	Completed development of a Leader Certificate. Senior Leader Certificate has been posted on Center for Organizational	Four statewide certificate programs have been created: Customer service certificate, leading without authority certificate, leadership certificate, and senior leader certificate. Additionally, COE finalized and launched a	3-5 New Courses (30 courses available)	More than 35 courses available



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	Effectiveness (COE) website. (1 of 5 complete)	Leadership Certificate program for DORA in November and are creating an emerging leaders certificate program with CDOT which should be complete in February. Have met goal of 3-5 new courses.		
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Key Strategy #4: Leadership Acumen and Communication – Enable our leadership to grow and thrive in their role elevating their organizations

Measure	Q1 FY19	Q2 FY19	1-Year Goal	3-Year Goal
Increase the number and frequency of monetary and non-monetary instances of recognition/appreciation to >150	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.	DPA Employee Action Team implemented peer-to-peer recognition program across the department, which includes a thank you card program and the selection of DPA’s employee of the month. 50% of goal achieved.	> 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	Currently one completed and several more in process	2 additional roadmaps in process within IDS. On track to meet goal.	Greater than 5 roadmaps	Greater than 10 roadmaps



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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	Q1 FY19	Q2 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	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.	The Office of the State Controller (OSC) and Integrated Document Solutions (IDS) North and South campuses have engaged with the customers. IDS has initiated 5 Lean projects to improve their processes. More than 50% toward goal.	> 10 Voice of the customer feedback sessions with Process Improvement events	> 20 Voice of the customer feedback sessions with Process Improvement events

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	Q1 FY19	Q2 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.	C-SEAP School of Mines contact has resumed, report willingness for C-SEAP to be on campus and are pursuing possible options	C-SEAP - School of Mines contact has resumed, tentative move-in date is set for February.	Facility is open and available to provide services at a minimum of 12 hours per week	Sustain or add capacity based on client needs
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.	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	State Archives – currently in the process of selecting a consultant who will assist the program with a long-term strategy for preserving records, and this assessment will include recommendations for developing 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



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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	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.	ACP – call volume remained steady in December, however, as outreach activities continue to expand and more trained enrollment specialists become available to the public in areas that were previously not served, volumes are expected to increase again in January.	~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	The internal production scheduling component is implemented and functional, and DCS is now working with OIT to develop the external customer tracking functionality	DCS is continuing 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.	Approximately 20% of the sites have been reviewed and on track to meet goal	Approximately 30% 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	Q1 FY19	Q2 FY19	1-Year Goal	3-Year Goal
Office of State Controller – Continue execution and update the OSC rules, policy and guidance	Currently drafting policies and guidance for Procurement rules and Fiscal rules (~30% complete)	Office of the State Controller - Procurement Rules effective 10/1/18 and Fiscal Rules effective 11/1/18. Drafting policies and guidance for these rules to be reviewed with department controllers and procurement officials. (~80% complete)	Compliance to updated policies and rules	Compliance to updated policies and rules



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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	Q1 FY19	Q2 FY19	1-Year Goal	3-Year Goal
Develop and implement a Project Portfolio Planning and Management system to identify and prioritize continuous improvement projects from decentralized to a centralized system	Project Portfolio Planning and Management system is ~60% complete. The process and organization have been developed. Website development is now in process.	The process is defined and in use within IDS North and South campuses (greater than goal of 20% of the organization). Project list and dashboard reporting created. Finalizing documentation of the process. (overall this phase of the project is ~90% complete)	PMO system in place with 20% of DPA divisions or units utilizing the services	> 60% of DPA utilizing the PMO services

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	Q1 FY19	Q2 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.	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	DPA Contracts has placed the RFP on the State Bids system.	Software is functional and useable	Sustain or add capacity based on customer needs
Division of Capitol Assets – Fleet Management asset management software	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.	Currently waiting for JBC/JTC funding approval.	Software is functional and useable	Sustain or add capacity based on customer needs
Office of Administrative Courts – Fully implement E-Filing	Software solutions to known issues in process, Training will commence by the end of October for external users.	E-filing has gone live. Some technical issues have been discovered and are being corrected by the vendor. Training for external customers will begin in February.	Software is functional and useable	Sustain or add capacity based on customer needs



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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	Q1 FY19	Q2 FY19	1-Year Goal	3-Year Goal
Perform Lean analysis and implement improvement for Division of Central Services-Integrated Document Solutions Waiver request process	Review of Waiver process underway to remove waste.	Developing process and preparing for pilot at IDS-Pueblo.	Reduce cycle time by 30%, reduce errors on documentation	Sustain gains implemented in Waiver process