



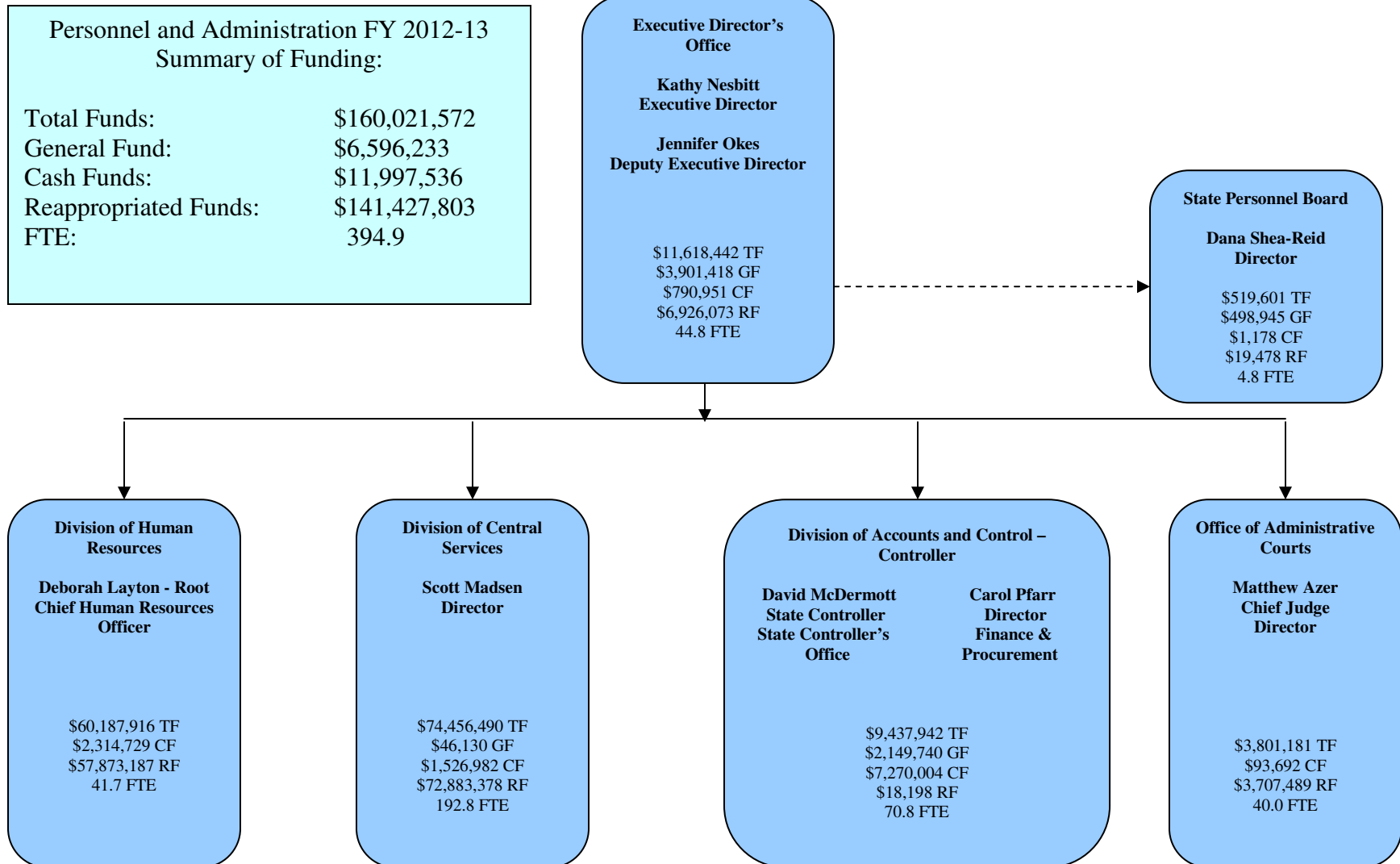
DPA

Department of Personnel & Administration

FY 2013-14 DEPARTMENT DESCRIPTION

NOVEMBER 1, 2012

DEPARTMENT STRUCTURE – ORGANIZATIONAL CHART



Department of Personnel and Administration Background Information

The Department of Personnel and Administration (DPA) provides centralized human resources, information, tools, resources and materials needed for Colorado State government to function. The Department provides much of the infrastructure by which the rest of State government operates. The programs and services provided by the Department are vitally important to the efficient and effective operation of State government.

Due to the nature of the Department's business, service to customers is the Department's driving force. The Department's customer base is three-fold; the Department serves State agencies, State employees, and the public. The Department of Personnel and Administration's State government customers include State departments, institutions of higher education, the General Assembly, local government entities, and State employees. The Department operates as a business and service center for programs conducted throughout State government. The Department believes 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 integrity. Employees are an important base of the Department's internal customers 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 today. The Department's goal is to develop an environment in which employees can be productive, creative and function at their highest level.

Executive Director's Office

The Executive Director's Office (EDO) is responsible for essential duties that impact the department and a multitude of State agency customers. The office provides the Department with operational management direction, policy formulation and core internal functions in the areas of financial services, human resources, communications and legislative relations. In addition, the internal support functions of Budget, Accounting, Human Resources, the Public Information Officer and the Legislative Liaison interact with agencies statewide in many areas, including common policies, billing and Colorado Open Records Act requests. The Executive Director is Kathy Nesbitt and the Deputy Executive Director is Jennifer Okes. The office is funded with both General Fund and Reappropriated Funds, including indirect cost recoveries, fees from user agencies, and Statewide indirect cost recoveries.

The Colorado State Employee Assistance Program (C-SEAP) is directed by Randi Wood and consists of statewide services from professionals who provide State employers and employees with confidential counseling and referral, mediation, coaching, group facilitation, crisis response, organizational consultation/development, and educational services. The program facilitates preventative intervention processes to help managers and supervisors improve productivity and curtail workplace risk issues before they become liabilities. The Program is funded with Reappropriated Funds including, but not limited to, funds from the Group Benefit Plans

Reserve Fund, the Risk Management Fund, and any interest derived from said funds. The Colorado State Employee Assistance Program reports to the Executive Director's Office.

The Office of the State Architect (OSA) integrates statutory oversight responsibilities with comprehensive design, construction and real estate expertise. This office is overseen by the State Architect - Larry Friedberg. This program's primary duties include establishing policies and procedures for capital construction and controlled maintenance projects including; solicitation of design and construction services, project management, code policy compliance, energy management/High Performance Building Certification, prioritizes and establishes the annual state wide controlled maintenance budget and administers the controlled maintenance emergency fund. Comprehensive project administration support and training are also provided to all state agencies and institutions in all aspects of design and construction. In addition, the Office of the State Architect establishes policies, procedures, and provides training for all State agencies and institutions relating to state leases and other real estate transactions. The office provides an annual report to the Governor's Office and State Assembly outlining statewide construction and real estate activities. This program is funded by the General Fund and reports to the Executive Director's Office.

The Colorado State Archives plans, manages, operates and implements the State's archival and records management program to protect, preserve and maintain the legal documents for Colorado's territorial and State governments. The unit develops and approves record retention policies and destruction schedules for all State agencies, counties, cities, school districts, and special districts in regards to preservation and management of records. These records are a valuable business asset to the State and are recorded in a variety of media including paper and electronic formats. The unit also provides citizens and State agency access to the records in its custody for legal and research purposes. This unit is funded by General Fund, Cash Funds from user fees from non-State agencies, and Reappropriated Funds from user fees from State agencies.

The Address Confidentiality Program was transferred to the Department of Personnel and Administration as a result of HB 11-1080. This program, which is directed by Jacqueline Cash, provides a means to victims of violent crimes to conceal their true physical address when this information is required from entities whose records are subject to public scrutiny or easily obtained through simple inquiry. The program provides the victims that are enrolled in the program a generic address at a State facility, an identification card that is accepted at nearly all governmental offices, and the benefit of automatically forwarding personal mail (not packages, junk mail, flyers, or periodicals, such as magazines) to the victims' physical address. The program works with utility companies to ensure that the individuals enrolled in the program are provided as much confidentiality as can be had while still providing essential services such as gas, electric, water, internet, and cable. This unit is funded through a fee (Cash Funds) assessed to individuals that are convicted of a number of crimes that may warrant the victims' enrollment into this type of service.

Finally, the Executive Director's Office, (B) Statewide Special Purpose section contains a section called (4) Other Statewide Special Purpose. This section contains two distinct line items that do not fit within the scope of any of the Department's other divisions.

The first line item is the Test Facility Lease which is funded through the General Fund. In 1970, the State agreed to a 50-year lease of 33,492 acres of land free of charge to the U.S. Transportation Department, Federal Railroad Commission (FRC). The site was to be used for a high speed train test site in order to boost economic development in that region. The appropriation to this line item supports a lease payment to the State Land Board for a Federal Railroad Commission testing facility in Pueblo, Colorado.

The second line item is the Employment Security Contract Payment, which was created in order for the State to enter into employment security contracts. This line was first placed in the Department of Personnel and Administration in HB 95-1362, which merged the Departments of Personnel and Administration. This appropriation supports a contract with a private company (Employer's Edge, LLC) that is responsible for reviewing and challenging unemployment insurance claims filed against the State, excluding institutions of higher education.

Division of Human Resources

The Division of Human Resources (DHR) provides expertise, leadership, and consultation in the development and strategic management of statewide human resources and protection of State assets. The Division's two primary duties are to maintain the integrity of the State Personnel System and to manage the State's risk. It derives its statutory authority to perform these duties through Art. XII, Section 14(4) of the State Constitution, 24-50-101(3)(c), 24-50-102, the Risk Management Act, C.R.S. 24-30-1501 et seq., and the Governmental Immunity Act, CRS 24-10-101 et seq. The Division Director and State Chief Human Resources Officer (CHRO) is Deborah Layton - Root.

The Division establishes statewide human resource programs and systems to meet statutory requirements and provides appropriate services to the Human Resources Offices located in state departments, institutions of higher education, and the offices of elected officials (hereafter "departments"). The CHRO is responsible for processing and final approval of Director's appeals and disputes and coordinates the division's participation in the Labor-Management Partnership Initiative.

The Division includes the Human Resources Analytics Unit, which maintains the complete statewide classified workforce and benefit dataset by integrating data from disparate sources, including higher education. These data are the basis for numerous fiscal impact and costing analyses that the unit conducts in collaboration with the Department's Executive Office, the Office of State Planning and Budgeting, and Legislative Council staff

The State Office of Risk Management (SORM) is a unit that operates under the authority of the Risk Management Act, CRS 24-30-1501 et seq., and the Governmental Immunity Act, CRS 24-10-101 et seq. The unit provides loss control training and consulting

services and manages the State's self-insured liability and workers' compensation program. SORM also manages the property insurance programs, through a brokerage contract with IMA of Colorado. These services are provided to 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. The State Office of Risk Management is funded with Reappropriated Funds, including the Risk Management Fund, the State Employee Workers' Compensation Fund, appropriations to other departments for the Risk Management Fund, appropriations to other departments for the Self-Insured Property Fund, and appropriations to other departments for the State Employee Workers' Compensation Fund. The Workers' Compensation Fund provides the funding source for the Colorado State Employees' Assistance Program (CSEAP) in the Executive Director's Office.

The Consulting Services Unit is responsible for training and advising the human resource community to mitigate the State's employee liability risk. The Statewide Training and Development Center (Training Unit) offers state agencies and employees flexible and interactive training opportunities that include career development, leadership training, and supervisory certificate programs. This unit is mostly funded by Reappropriated Funds from training revenue from State agencies. A small portion of the Training Unit revenue is Cash Funds from training revenue from non-State agencies.

The Compensation Unit is responsible for providing technical advice and maintaining the State's job evaluation and compensation systems, including the establishment of job classes and pay, leave policy administration. The Compensation Unit maintains the job evaluation system, which is a method of grouping individual job assignments into different job categories based on the nature of the work. The overall goal of the job evaluation system is to provide an efficient way for the State to organize its approximately 33,000 individual position assignments and ensure the equitable pay of employees performing similar work. The Compensation Unit oversees statewide compliance with the Family and Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), personal services contracts review as a central approver, and coordinates with the Office of the State Controller regarding independent contractor issues related to Internal Revenue Service, US Department of Labor, and Colorado Department of Labor and Employment regulations. In addition, the Compensation Unit conducts the annual survey that compares state salaries and benefit contributions with those paid in the private and public sectors. The Executive Director bases recommendations to the Governor and General Assembly on the data collected through this survey process.

The Employee Benefits Unit administers the employee group benefits plans which include the initial design of the employee benefit programs as well as the subsequent contractual, administrative, and financial management of these benefits programs. The unit is responsible for legal compliance with a number of federal and state laws, including administering COBRA and HIPAA. The Compensation Unit is funded with Reappropriated Funds, including indirect cost recoveries and Statewide indirect cost recoveries from other departments. The Employee Benefits Unit is funded by Cash Funds in the Group Benefit Plans Reserve Fund.

Constitutionally Independent Entities

The Constitutionally Independent Entities long bill group was created by the Department's realignment decision item that was passed during the 2009 Legislative Session. This group contains the State Personnel Board, which is a program created within the State's Constitution and is not subject to the oversight of the Department.

The State Personnel Board (SPB) adjudicates employment disputes within the State classified system and is responsible for promulgating rules to ensure that State employment is based on merit and fitness. The Board derives its constitutional authority from art. XII, §§ 13(10) and 14(3) and its statutory authority from §§ 24-50-101, *et seq.*, C.R.S. 2010. The Director is Dana Shea-Reid. The Board employs Administrative Law Judges (ALJ), conducts administrative hearings, promulgates rules under the authority of the State Constitution, various State Statutes, and State Administrative Procedures Act, and facilitates dispute resolution. The Board is funded for personal services mostly through General Funds with Cash Funds making up the remainder through receipts collected for copies of information and case documentation, for legal services through General Funds and for operating expenses through Reappropriated Funds from Statewide indirect cost recoveries from other departments.

The Board is constitutionally established with five members, each serving five-year terms. The Governor appoints three members and the remaining two members are elected by State employees. The cases presented to the Board include issues of discrimination, retaliation under the State Employee Protection Act, layoff and retention disputes, wrongful discipline and other employment related issues. The Board's staff conducts settlement conferences, facilitates settlement negotiations between State agencies and their employees and encourages parties to resolve their cases on their own terms, whenever possible. Additionally, the Board conducts training for departments and agencies upon agency request. The Board ultimately seeks to provide guidance in achieving and maintaining a sound, comprehensive, and uniform system of human resource management through rules, decisions, communication, and training.

Division of Central Services

The Division of Central Services (DCS) is managed by Scott Madsen and exists to maximize efficiencies for the State and for individual agencies by consolidating internal common business services to take maximum advantage of economies of scale. The Division's primary focus is to provide those internal support services to the agencies with the quality, turnaround and cost that will facilitate the agency's successful deployment of services to the State's citizens. To this end the Division's mission is to "provide the best value to the State in every service offered and to every customer served." The Division provides support and services in the areas of state buildings and facilities, grounds maintenance, state fleet vehicle management, graphic design, print services (digital and

press), imaging services (scanning and microfilm), data entry, copiers, mail processing and delivery, state identification cards, and secure warehousing and fulfillment . DCS also oversees the administration of the Address Confidentiality Program for victims of domestic abuse. The Division of Central Services is funded with Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund and the Motor Fleet Management Fund.

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

The Integrated Document Solutions (IDS) unit has operations in Pueblo and Denver and serves state agencies, institutions of higher education and municipalities statewide. The Integrated Document Solutions group exists to provide high quality, economical and comprehensive document and data related business support services to its customers. These services include graphic design, print operations, mail operations, data entry, imaging services, and warehousing and fulfillment. The program also manages the rental of on-site low volume multi-function devices (copy, print, scan and fax) to state agencies. The unit strives for customer satisfaction through quality work, rapid turnaround time, discounted postage, advanced technology services and "one stop shopping." Integrated Document Solutions is funded with Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund.

State Fleet Management (SFM) provides management oversight for all of the vehicles in the state fleet program. State Fleet Management provides vehicle purchasing, management of maintenance, repairs and preventive services, collision management, vehicle reassignment, fleet monitoring and reporting. The program also manages the auction and salvage of older vehicles and operates the State Motor Pool for daily rentals. State Fleet Management also oversees the state fleet alternative fuels and energy sustainability programs in support of the Governor's Greening Initiatives, and purchases as many alternative fuel vehicles for the state fleet as feasible in any given fiscal year to achieve the State's energy program goals. State Fleet Management is assisted by an advisory body, the Motor Vehicle Advisory Council (MVAC), with representatives from each user agency and institution. The program is funded with Reappropriated Fund fees from user agencies deposited in the Motor Fleet Management Fund.

Facilities Maintenance (Capitol Complex) is responsible for property management and maintenance for all state buildings and facilities located downtown and at the Lakewood, Grand Junction, Camp George West and North Denver Campus locations. The unit is responsible for statewide coordination of services and required funding, including calculating and establishing rates for all services referenced, and periodically calculating and identifying appropriation needs for all state agencies that utilize its facilities and services.

Working closely with the Office of the State Architect, this unit has implemented many energy efficiencies. The self funded savings generated through the performance contract have allowed for a broad range of energy and Greening Government initiatives throughout the complex including energy efficient lighting, upgraded HVAC, the placement of state-of-the-art solar panels at the State Capitol, the Governor's Mansion, and the 1881 Pierce facility and now in FY 2012-13 the completion of a large scale geothermal project to assist with the heating and cooling of the State Capitol. The State Capitol and the Governor's Mansion were the first in the nation to be LEED certified for energy efficiency. Facilities Maintenance is funded almost entirely by Reappropriated funds from user fees from other state agencies deposited in the Department of Personnel Revolving Fund.

Division of Accounts and Control - Controller

This Long Bill Group consists of four primary components:

The Office of the State Controller (OSC) provides management, monitoring and oversight of the State's financial affairs. The State Controller's position, currently held by David McDermott, is appointed by the Executive Director of the Department with approval of the Governor but is required to report directly to the Legislature on fiscal matters. The State Controller also has Constitutional responsibilities related to fund deficits and the related validity of appropriations. The Office of the State Controller prepares the State's financial Statements and other constitutional and statutory reports including the TABOR Schedules. The office also administers the State budget; promulgates fiscal rules, policies, and procedures to implement a unified system of accounts; is the business owner of the state's accounting system – Colorado Financial Reporting System (COFRS); issues warrants and electronic funds transfers (EFTs) to pay State obligations; develops procedures and administers training related to contract approval; manages the Vendor Offset Program, the Contract Management System, the Recovery Audits Program (related to the Federal Improper Payments Act), the Fraud Hotline, and is the final signatory on the issuance of centralized State borrowings not otherwise delegated to State agencies in statute. This office is funded by General Fund, Cash Funds from rebates received from the Procurement Card Program, and Reappropriated Funds from Statewide indirect cost recoveries.

The State Purchasing Office (SPO), which is managed by Carol Pfarr, manages Statewide centralized procurement with duties that include the promulgation of the State's procurement rules; procurement education and leadership; procurement and administration of Statewide price agreements; conducting procurement services for non-delegated agencies; and appeals authority for bid protests.

The Supplier Database Unit primarily supports business operational and database needs of the State Purchasing Office. This Office is funded by Cash Funds from the Supplier Database Cash Fund and includes the development of the statewide e-procurement system.

Central Collection Services is a program that serves as a central accounts receivable function and actively collects debts owed to State agencies, departments, and institutions after initial collections efforts have been unsuccessful. This office is funded with Cash Funds from collection fees assessed to individuals and Reappropriated Funds from collection receipts previously booked as cash.

The State Travel Management Program (STMP) oversees and monitors all state employee travel, including travel suppliers, travel card systems, airlines, rental car agencies, lodging providers, travel agencies and various incidental suppliers. In addition, the program provides guidance, education and compliance support to travel compliance designees, state travelers, political subdivision program participants and travel vendors concerning the intricacies of the program policies, procedures, compliance, enforcement and rules. This high-volume customer base enables the State to negotiate exceptional rates and benefits. The program also provides consolidated reporting and analysis of state travel as requested. The program has an advisory body, the State Travel Management Program Vendor Roundtable, and is funded entirely through travel agency and car rental fees.

The 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 Director and Chief Judge of the OAC is Matthew Azer. The OAC is one of approximately two dozen central panels of independent Administrative Law Judges (ALJ's) in the United States. The judges are independent from the agencies for which they conduct hearings and decide cases. The OAC hears and decides administrative law matters for a total of more than 50 State departments, agencies, boards and county departments. The OAC serves the State's citizens from three office locations; the main office in Denver, the Western Regional Office in Grand Junction, and the Southern Regional office in Colorado Springs. In addition, the Office of Administrative Courts provides hearings at other regional locations, such as Durango, Pueblo, Glenwood Springs, and Greeley. The operation of regional offices allows citizens to have easier access to administrative hearings without having to travel to the Denver metro area. The office is funded by Cash Funds from user fees from non-State agencies and Reappropriated Funds from user fees from State agencies.

The Office of Administrative Courts conducts all Workers' Compensation merits hearings for the entire State; all public benefits cases (food stamps, Colorado Works, Aid to Families with Dependent Children, Medicaid, etc.); all professional licensing board work involving the denial, revocation, suspension or other discipline of holders of a professional license (such as doctors, nurses, architects, real estate brokers, teachers, engineers, etc.); and all Secretary of State cases where a citizen has filed a complaint under the Fair Campaign Practices Act. In addition, the OAC routinely conducts hearings for the Department of Education, the Department of Agriculture, the Department of Personnel & Administration, the Department of Corrections, the Department of Public Health and Environment, the Department of Revenue and select school districts.

Prior Year Legislation***SB 12-150 “State Treasurer Auth to Manage State Financing” (Schwartz - Sonnenberg)***

SB 12-150 was adopted which reduced \$42,951 GF and 0.5 FTE from (5) Division of Accounts and Control beginning in FY 2012-13. The legislation centralizes management of certain state public finance transactions in the State Treasurer’s Office. The bill requires the State Treasurer to act as the issuing manager for most state agencies for approved issuances or incurrence of financial obligations, such as bonds, notes or warranties when the amount is at least \$1 million and repaid in whole or part from state revenues. Prior to the passage of this bill, DPA was appropriated 1.0 FTE in the Office of the State Controller for issuance and post-issuance compliance review. These responsibilities, and the portion of the position associated with post-issuance compliance, were transferred to the State Treasurer’s Office.

SB 12-156 “DPA Authority to Expend Gifts Grants & Donations” (Steadman - Gerou)

With the passage of SB12-156, the DPA has the ability to accept and expend custodial gifts, grants and donations. Custodial funds are defined as funds given to the State that can be specifically identified and set aside are for a specific purpose, for which the State is to act as a custodian and which are not available for the general use of the State. With the ability to accept custodial funds, the Department will be able to reestablish the Colorado State Employees Assistance Program (C-SEAP) Emergency Fund and assume the administrative functions of receiving and approving applications and distributing individual grant awards to state employees in need.

SB 12-111 “Full-time Equivalent Employees Dept Reporting” (Hodge - Levy)

This bill modified full time equivalent (FTE) reporting requirements for state agencies. The bill eliminates a requirement that each department reconcile authorized positions with the number of payroll warrants issued on a monthly basis and allows reconciliations to compare authorized FTE and appropriated FTE. Under this legislation, institutions of higher education are now required to report authorized FTE and DPA is required to prepare a report with consolidated information for all state agencies on or before October 1 of each year.

SB 12-112 “Full-time Equivalent Employees Definition” (Hodge - Levy)

This bill modifies the definition of a FTE to account for the actual number of work hours performed in a fiscal year. Under current law, a FTE is defined as a state employee who is paid for at least 2,080 hours per fiscal year, with adjustments made for paid leave, overtime or shift differential pay, and leave payouts upon termination.

HB 12-1246 “Reverse Payday Shift State Employees Paid Biweekly” (Becker – Hodge)

HB 12-1246 reversed the 2003 pay date shift for bi-weekly paid state employees. This bill will result in an additional biweekly payroll to be paid from FY 2011-12 budgets, an estimated \$1.6 million. Beginning in 2013, biweekly-paid employees will receive their final

June paycheck in June as regularly scheduled and not July. The bi-weekly payday shift causes significant financial disruption for many of the lowest paid state employees and the passage of HB 12-1246 is the first step in progress toward reversing in whole the 2003 pay date shift.

HB 12-1321 “Modernization of the State Personnel System Act” (Ferrandino - Johnston)

HB 12-1321 is the first step in addressing challenges that face state employees. This bill contains statutory changes to the personnel system that will take effect September 1, 2012. This legislation:

- Eliminates the “pay for performance” system and introduces a quartile system to move employee’s base salaries along according to performance evaluations and where they fall within the salary range. The State Personnel Director will now have the ability to identify the lowest paid group of employees and find opportunities to move them to the mid-range of base salaries.
- Creates the ability for departments to use reversion dollars to assist in funding merit pay for employees.
- Phases out the practice known as “bumping,” in which employees whose positions are eliminated are permitted to displace less senior employees in the State personnel system. Bumping rights will no longer be available to any employee who is not within five years of full retirement, as defined in 24-51-602 (1) (a). This change will create more certainty when there are shifts or reductions in the state workforce.
- Additionally, employees who are separated from state service due to a layoff may be eligible to receive postemployment compensation, including but not limited to severance pay, health benefits, tuition or educational training vouchers, or placement on a reemployment list. Seniority and performance will continue to be guideposts in any layoff plan.

The General Assembly also approved HCR-1001 this spring. Because the state’s personnel rules are embedded in the Colorado Constitution, the changes proposed in this referred measure must be approved by the voters. The measure will appear on the November ballot as Amendment S and, if approved, would increase the flexibility of the state’s personnel system.

Hot Issues

Improve customer service – DPA undertook a strategic planning effort that focused on opportunities for improving customer service.

The Department of Personnel & Administration (DPA) provides infrastructure, resources, information, tools and materials to all state agencies, essentially serving as the backbone for state government. Our programs and services are key to ensuring the effective and efficient operation of Colorado state government. In FY 2011-2012, DPA undertook a strategic planning effort that evaluated and assessed opportunities for improving our image and customer service, particularly in statewide human resources and procurement. DPA determined that three overarching performance goals encapsulate the desired strategic direction for the Department:

1. To improve customer service;

2. Upgrade or replace systems that are outdated, ineffective or on the verge of failure; and
3. Chair the Talent Agenda initiative.

During the process that generated these goals, the Department's leadership team created a new vision, mission, Department slogan, value statements and division-wide goals to support these goals. Division managers also set synchronized individual performance measures with the program-, division- and department-wide goals to provide a clear path to success for all levels of the organization.

Increase employee engagement – DPA has made significant progress in engaging state employees, through multiple outreach efforts.

DPA conducted the first ever Employee Engagement Survey, enabling the Administration to formulate informed strategies with respect to the hiring, training, and retention of talented employees. To generate ideas around these and other important topics, the Department has also formed a number of Human Resource Subcommittees to develop realistic approaches to the numerous HR-related issues that face the State. The Department worked with the General Assembly and Governor's Office to eliminate the pay date shift for bi-weekly paid state employees and to reverse the 2.5% PERA swap. DPA's Division of Human Resources brought medical and dental benefits to 100% of prevailing state contributions and fund balance subsidization resulting in decreases in employee contributions across the board. DPA also coordinated a breakfast with the Governor to honor top state employees from each department as part of Public Service Recognition Week.

Modernize statewide financial system – DPA is working to modernize the Colorado Financial Reporting System, also known as COFRS.

The Colorado Financial Reporting System, better known as COFRS, has been the State's financial management system since the early 1990s. COFRS provides overall accounting and financial management reporting for State government in Colorado and is the system of final record. The State of Colorado relies on COFRS to pay vendors, record salary payments to state employees, distribute money to local governments and taxpayers, prepare the annual Comprehensive Annual Financial Report (CAFR), manage the State's annual budget, track and record state assets, and provide accurate and up-to-date information to taxpayers. In Fiscal Year 2010-11, COFRS processed approximately \$72 billion in combined revenues and expenditures.

Despite COFRS' overall successful performance over the past two decades, the State has been unable to keep COFRS current with improvements in technology, and it is increasingly difficult to hire and retain the necessary staff resources to support this legacy system. As described in an audit conducted in 2011, the likelihood of partial or complete failure is increasing with each passing day. As a result of these risks, the State desires to upgrade COFRS to a modern technology platform and move the system into a managed

services model to mitigate staffing retention and recruitment issues. Further, the State desires to utilize a public-private partnership in which the vendor would share the financial risk during the implementation of the upgraded system.

During FY 2011-2012, a capital construction request was submitted and secured to modernize the COFRS system. DPA is currently coordinating with OIT on a decision in response to the RFI, as well as contracting for ongoing maintenance support.

Chair Talent Agenda initiative – DPA spearheaded an effort to modernize the State’s 92-year-old personnel system.

To continue to attract and retain top talent in the State workforce, we must modernize a personnel system that has not seen significant change since the advent of commercial radio and mass production of the Ford Model-T. “The Talent Agenda” initiative focuses on increasing flexibility in hiring processes, changes to employee compensation and moving the workforce environment into the 21st century. HB 12-1321 and HCR 12-1001 were overwhelmingly passed by the General Assembly.

HB 12-1321 was signed June 6 and rulemaking is underway for a September 1, 2012, effective date. It creates a new merit pay system based upon employees’ performance and placement within the salary range. In addition to monies appropriated for merit pay by the General Assembly, reversions from specified line items at the close of each fiscal year will provide additional merit pay funding. It also phases out the disruptive practice of “bumping,” except for any employee who is within five years of retirement. This practice is bad for both the organization and the employee, leading to non-optimal staffing assignments that are ineffective and often result in turnover. Instead, the Talent Agenda will allow for employees who are separated from service due to lack of work, lack of funds or reorganization to receive severance pay/post employment compensation or other benefits (health benefits, tuition or educational training vouchers, placement on a reemployment list or a hiring preference).

Some of the obsolete provisions related to personnel management are part of the Colorado Constitution and cannot be changed without a vote of the people. As a result, HCR 1001 was referred by the General Assembly to the November ballot. If passed, it will allow for additional flexibility in hiring some Senior Executive Service (SES) and other specified employees (not to exceed 1 percent of the classified personnel system), while grandfathering in those currently in these select positions so they retain their classified status. It also enables the State to more meaningfully acknowledge our country’s veterans for their commitment by expanding the use of “preference points” on their applications.

Implementation of e-procurement – Implementation of the State’s new electronic procurement system, Colorado Market Passport (COMPASS), is scheduled for completion in FY 2012-13.

Recently named Colorado Market Passport (COMPASS), the State’s e-procurement system will standardize workflow, automate processes and increase efficiency overall in bid processing, purchasing, order tracking and accounts payable functions. The system was created as a result of SB 09-099, which required DPA to implement a centralized electronic procurement system that will improve interactions with State agencies, local governments and private business vendors. It also authorized DPA to set and collect fees (currently one percent) from vendors and local governments to cover the costs of the system. The revenue is deposited into an e-procurement account within the Supplier Database Cash Fund and is annually appropriated to the DPA for implementing and maintaining the e-procurement system.

Workload Indicators

Executive Director’s Office

C-SEAP Workload Indicator	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of contacts by the Colorado State Employees’ Assistance Program (e.g., employee cases, workplace consultations & auxiliary services)	9,001	9,224	8,456*	8,934

* The fluctuation in the total number of contacts reflects a shift in approach by agency leadership in addressing workplace concerns. Requests for specific and focused organizational development services have, in many instances, replaced previous requests for large group training/education efforts.

Communications	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of press releases issued by the Department	0	0	0	1
Number of CORA requests responded to by the Department	Not Available	Not Available	88*	89

* The Department began tracking this information starting in September 2010 and this number does not represent a complete year’s worth of data.

** The Department began utilizing a communication service that tracks data in FY 2011-12.

Division of Human Resources

Training Services Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
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Training Services Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of employees trained through the Statewide Training and Development Center*	1,794	2,115	1,565	2031
Number of Registrations (total number of students enrolled in all classes)	3,475	2,997	2,325	3782
Number/dollar value of training waivers granted to departments, excluding Higher Education	375 \$10,999,361	795 \$4,279,998	776 \$4,214,128	1942** \$11,443,064**

* This number is unique student count and does not take into account one student taking several classes.

** The Division is in the process of tracking on a more detailed level the number of waivers in order to determine classes contracted by category; allowing the Division the ability to further define the use of waivers and possible consideration of conducting as much as possible in-house.

Risk Management Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of workers' compensation claims filed.	3,822	3,743	3,938	3,690
Number of liability claims filed.	1,400	1,447	1,237	1,359
Number of Property Damage Claims Filed	132	137	73	114

State Personnel Board

State Personnel Board Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of Case Filings	256	278	255	284
Percentage of Cases Set for Hearing Which Have Settled	71%	82%	84.74%	75.59%
Number of Evidentiary Hearings Held and Decisions Issued	15	12	17	13
Number of Days in Evidentiary Hearing	107	104	123	100

State Personnel Board Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of Preliminary Recommendations Issued	30	27	23	35

Division of Central Services

Mail Operations Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Pieces of Mail Processed	44,184,424	32,830,446	31,756,720	37,092,450
Total Number of Mail Stops (per month)	268	204	187	174
Total Demand / Special Runs	1,867	692	848	305

Print Operations Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Total Print Impressions	81,007,582	75,435,517*	75,367,841	77,817,317
Total Print Jobs	5,931	4,850	4,561	5,414
“Right Sourced” Printing**	\$716,140	\$1,122,599	\$843,718	\$920,610
Total Design Jobs (Includes Business Card Orders)	3,491	4,181	4,224	5,424
Total Design Units (15 minute increments)	14,442	10,814	11,190	12,990

*Beginning in FY 2009-10, IDS took steps to ensure that only critical documents are printed. Therefore, despite taking over general mainframe and warrant printing from OIT and assuming all printing for the City and County of Denver, IDS still experienced a decrease in total number of print impression from FY 2009-10 volumes.

** “Right Sourced” Printing is when IDS determines the best option for a customer is to outsource the job in order to ensure the best price, quality and turnaround time. This amount dropped in FY 2010-11 due to agencies cutting back on printing for budgetary reasons.

Imaging Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
16MM (# of images)	4,954,078	630,043*	343,872*	546,609
SCAN (# of images)	9,334,353	14,584,335	13,961,804	11,254,984
Total Images (includes all types)	14,288,431	15,214,378	14,305,676	11,809,593

*The use of microfilm has decreased in recent years, and the Integrated Document Solutions Group (IDS) has worked to reduce the reliance on microfilm even more dramatically in FY 2010-11. Currently IDS is working with Departments that rely on microfilm to determine a plan for the future, which may include the migration to scanned documents.

Electronic Data Warehouse Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Electronic Documents Stored on the Electronic Data Warehouse	50,376,071	67,876,701	83,749,017	96,409,540

Document Conversion Workload Indicators <i>(measured in documents/images)</i>	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Data Entry	5,255,923	4,904,598	4,472,845	4,632,144
Online (includes both on-line documents and on-line hours)	208,425	209,977	398,161	390,194

State Fleet Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of Vehicles in the State Fleet	5,803	5,889	5,879	5,896
Number of Miles Driven	72,824,078	68,974,133	70,413,101	69,733,974
Number of Maintenance/Repair Work Orders Generated	55,242	50,374	51,612	50,375
Average Cost per Work Order	\$155.62	\$163.87	\$155.91	\$166.06

State Fleet Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Fuel Cost per Gallon	\$2.33	\$2.21	\$2.64	\$3.11
Total Fuel Expense	\$10,862,523	\$9,834,542	\$11,875,994	\$13,914,861
Average Miles/Gallon	15.62	15.50	15.67	15.60
Average Maintenance Cost/Mile	\$0.103	\$0.097	\$.102	\$.113
Average Operating Cost/Mile (Fuel & Maintenance)	\$.251	\$.239	\$.2708	\$.3125

*Includes vehicles added to State Fleet through the passage of SB 06-15.

Capitol Complex Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of Work Orders	14,389	13,286	14,118	10,453
Number Of In House Projects	74	102	104	158
Number of Insurance Projects	9	8	1	4
Number of Emergency Projects	15	11	5	7
Controlled Maintenance Projects	2	2	2	2
Controlled Maintenance Project Cost	\$860,750	\$518,643	\$588,643	\$1,018,104

Division of Accounts and Control – Controller

Office of the State Controller Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12

Office of the State Controller Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Count of Funds Established on COFRS	805	837	701 ⁽¹⁾	698 ⁽¹⁾
Payroll Count (General Government - Personnel System and Exempt - Excludes Higher Education)	30,829	30,794	31,491	31,554
Appropriation Documents and Appropriation Transfers Documents	17,390	18,932	19,204 ⁽²⁾	17,093 ⁽²⁾
Governmental Accounting Standards Issued (Cumulative at year end)	56	59	64	68
Count of Vendors Paid ⁽³⁾	65,202	65,135	67,469	65,142
Bills Signed By Governor	463	453	335	307
Statewide Contract Records ⁽⁴⁾	9,780	7523 ⁽⁵⁾	5433 ⁽⁵⁾	5578

- (1) Repealed funds were identified and removed from the count of COFRS Funds in Fiscal Year 2010-11 as part of the implementation of GASB 54. In Fiscal Year 2011-12, four funds were added, but an additional seven funds were removed as no longer in use.
- (2) The reduction in Appropriation Documents and Transfers in Fiscal Year 2011-12 is primarily related to the termination of federal grants funded by the American Recovery and Reinvestment Act (ARRA).
- (3) Vendor count is used as a surrogate for workload related to warrant issuance, cancellation, tracking; 1099 reporting, and vendor file management.
- (4) The State's Contract Management System (CMS) was active beginning July 1, 2009 (Fiscal Year 2009-10) with different requirements placed on the use of CMS as compared to the previously used COFRS Contract Log Information (CLIN) table.
- (5) The Fiscal Year 2009-10 and 2010-11 counts have been restated. Those counts and Fiscal Year 2011-12 include all contracts with entry dates during the fiscal year excluding all ARRA, Purchase Order, and Institutions of Higher Education records. The Fiscal Year 2009-10 count includes contracts that predate that Fiscal Year as agencies entered prior year contracts for tracking in CMS. The reduction in volume from Fiscal Year 2009-10 to Fiscal Year 2010-11 is the result of the prior year contracts entered in CMS in Fiscal Year 2009-10, agencies consolidating CMS records, deleting duplicate or erroneous records, and adding contract modification records that are counted as part of the original contract rather than as a separate record. State agencies have continued to consolidate and change contract records to the modification record type to more accurately reflect the action taking place, such as, adding funds or extending the original contract. The CMS logs show 2,533 records changed to the modification type and 2,503 deleted records as either duplicative or erroneous.

State Purchasing Office Workload Indicator	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Volume/Utilization of Price Agreements Statewide	\$387.6M	\$342.7M	\$359.4M	\$430.0M

Central Collections Workload Indicator	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Total Amount of Debts Collected	Not Available	\$15.2M	\$17.6M	\$19.7M
Average Collection Rate*	Not Available	25%	30%	27%

* Measured as the average monthly collections divided by the average monthly inventory.

Office of Administrative Courts

Office of Administrative Courts Workload Indicators	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of applications for hearings received/processed (Cases Opened)*	9,398	9,385	9,140	8,433
Number of hearings held	2,678	2,598	2,620	2,606
Number of days/hours in hearings (Bench Time)	3,387	3,179	3,080	3,812
Number of hours billed	42,804.8	39,810.5	43,323.70	44,752
Average number of days from application to hearing date (workers' compensation cases only)	121.7	Unavailable**	Unavailable**	106.5

* This is data for total applications received for hearing in workers' compensation cases. Multiple applications can be filed under a single case number. The total number of cases opened (all matters) will only count a single case number, regardless of the number of requests. The "total cases opened" is used to determine the hearings held and the percentages.

** The OAC is not confident that it can accurately report this data with its current case management system. Because multiple applications can be filed in a single workers compensation case, the data obtained through the reporting system is not accurate. The OAC has collaborated with the DOWC to use the GGCC database to generate case numbers with a two digit appendix that will indicate the application number for the workers compensation case. This will allow the OAC to accurately track the amount of time between case openings, the setting of the hearing and hearings held. This process began on July 1, 2011 and will allow for accurate data to be collected and reported in future years.