

Performance Plan Evaluation – July 1, 2014 Submission

Department of Revenue

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 Major Program Area/Function	Strategy/action steps identified
Customer Service – Be respectful to our customers by providing processes that are clear, simple, timely, and convenient.	The Department provided a number of objectives associated with this SPI in its FY13 strategic plan.	Each objective outlined in the previous plan was measurable and specific to being accomplished within the necessary time frame.	Each objective outlined was specific to a key operational process that was clear in direction and connection to the initiative.	The objectives to support the SPI incorporated the relevant major program area within the phrasing of the objective.	For the next iteration of the plan, the Department may benefit from identifying key action steps for achieving the objectives supporting the initiatives.
Fiduciary Responsibility – Provide responsible financial, resource, and project management that builds a sustainable foundation utilizing a high standard of care.	The Department provided a number of objectives associated with this SPI in its FY13 strategic plan.	Each objective outlined in the previous plan was measurable and specific to being accomplished within the necessary time frame.	Each objective outlined was specific to a key operational process that was clear in direction and connection to the initiative.	The objectives to support the SPI incorporated the relevant major program area within the phrasing of the objective.	For the next iteration of the plan, the Department may benefit from identifying key action steps for achieving the objectives supporting the initiatives.

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	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Statutory Responsibility – Promote fairness and consistency in the application of the law.	The Department provided a number of objectives associated with this SPI in its FY13 strategic plan.	Each objective outlined in the previous plan was measurable and specific to being accomplished within the necessary time frame.	Each objective outlined was specific to a key operational process that was clear in direction and connection to the initiative.	The objectives to support the SPI incorporated the relevant major program area within the phrasing of the objective.	For the next iteration of the plan, the Department may benefit from identifying key action steps for achieving the objectives supporting the initiatives.
Employees – Recruit, develop, retain and value a high-quality, diverse workforce in an environment that promotes collaboration, professional development, and employee innovation.	The Department provided a number of objectives associated with this SPI in its FY13 strategic plan.	Each objective outlined in the previous plan was measurable and specific to being accomplished within the necessary time frame.	Each objective outlined was specific to a key operational process that was clear in direction and connection to the initiative.	The objectives to support the SPI incorporated the relevant major program area within the phrasing of the objective.	For the next iteration of the plan, the Department may benefit from identifying key action steps for achieving the objectives supporting the initiatives.
Public Confidence – Maximize public trust through responsible stewardship and transparent processes.	The Department provided a number of objectives associated with this SPI in its FY13 strategic plan.	Each objective outlined in the previous plan was measurable and specific to being accomplished within the necessary time frame.	Each objective outlined was specific to a key operational process that was clear in direction and connection to the initiative.	The objectives to support the SPI incorporated the relevant major program area within the phrasing of the objective.	For the next iteration of the plan, the Department may benefit from identifying key action steps for achieving the objectives supporting the initiatives.

Additional Feedback: The Department has identified a significant level of detail in its previous strategic plans and annual report. The detail in these reports is reflected in the information outlined in this evaluation. For the next iteration of the performance plan, OSPB will work with the Department to integrate the information and structure from the previous plans to help create one working strategic and operational document.

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
Executive Director's Office	Defined in the FY 2014-15 Performance Plan.	Supports the Department functions
Taxation Business Group	Defined in the FY 2014-15 Performance Plan.	The Department identified additional divisions under the Taxation Group. For the next iteration, the Department may seek to more explicitly identify customer segments.
Division of Motor Vehicles	Defined in the FY 2014-15 Performance Plan.	For the next iteration, the Department may seek to more explicitly identify customer segments.
Enforcement Business Group	Defined in the FY 2014-15 Performance Plan.	For the next iteration, the Department may seek to more explicitly identify customer segments.
State Lottery Division	Defined in the FY 2014-15 Performance Plan.	For the next iteration, the Department may seek to more explicitly identify customer segments.

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.)

Operational Goal	Process	Inputs identified	Outputs identified	Informational Output identified
Customer Service	DMV serves walk-in customers with or without pre-schedule appointments through in-person transactions or kiosks using Wait-Less technology	FTE, Wait-Less kiosks deployed	Transactions processed in offices with Wait-Less kiosks	Transactions completed within an average of 60 minutes 65 % of the time in offices with Wait-Less; tickets completed within 60 mins in offices with Wait-Less; customers with pre-schedule appointments; customers with pre-scheduled appts served within 15 mins
Customer Service	Provide online options for taxpayers to file their income and sales tax returns	Workload demand	Sales tax returns filed electronically	Increase the percentage of e-filed sales tax returns annually; increase the percentage of e-filed income tax returns annually

Operational Goal	Process	Inputs identified	Outputs identified	Informational Output identified
Customer Service	Review and issue liquor licenses	Workload demand, FTE	Liquor licenses that received final agency action; licenses w/final agency action within 60 days local approval	Percent w/final agency action within 60 days local approval
	Resolve auto industry consumer complaints by conducting investigations as needed	Workload demand, FTE	Consumer complaints with initial investigations concluded; concluded within 180 days	Percent of auto industry complaints concluded within 180 days
Fiduciary Responsibility	Handle cash responsibility by making timely deposits	Workload demand	Total dollar amount deposited within 24 hours of receipt	Percentage of funds deposited within 24 hours of receipt
	Implement a market strategy to increase sales and profits	Workload demand (lottery retailers), FTE, operating costs	Total amount of sales for the Colorado Lottery per FY; total amount of proceeds distributed per FY; total amount of proceeds distributed per FY as a percentage of total lottery sales	Grow Lottery sales and profits to maximize proceeds to beneficiaries
Statutory Responsibility	Inspect horse racing facilities	Workload demand, FTE	Total numbers of inspections conducted by the Racing investigators per CY; Total number of inspections completed within 45 days per CY	Inspections of racetrack facilities completed within 45 days (measured on calendar year)
	Process marijuana license applications	FTE	Total number of marijuana license applications that received final agency action (license issued/renewed or license denied) during the FY; Total number of post moratorium marijuana licenses that received final agency action within statutory time frame	Percentage of marijuana business license applications completed within 90 days
Employees	Conduct an employee satisfaction survey each fiscal year	Workload demand	Total number/percent of employees that responded to question related to innovative ideas, leaders give clear picture of direction, satisfied with opportunities for growth and advancement	Favorable responses to leaders give clear direction through employee survey
Public Confidence	Inspect new slot machines	Workload demand; FTE	New slot machines inspected; new slot machines inspected within 90 days of introduction	Percent of gaming slot machines inspected within 90 days of introduction

Additional Feedback: The Department has identified several measures to support its strategic and operational goals of customer service, fiduciary responsibility, statutory responsibility, and employees. The Department also included a measure to follow up on the results of the employee engagement survey - this is a measure that many other Departments should seek to replicate in their performance plans.