



COLORADO

Department of Personnel & Administration



FY 2015-16

Performance Management Plan

July 1, 2015

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DEPARTMENT MISSION, VISION, VALUES, AND FOCUS

Mission Statement

The mission of the Department of Personnel & Administration is to provide quality services to enhance State government success.

Vision Statement

Our vision is to be the leader in service excellence.

Values

- **Effective: Doing the Right Thing**
We value: Knowledge, Integrity, Accountability
- **Efficient: Achieving the Best Outcome**
We are: Innovative, Collaborative, Cost Effective
- **Elegant: Delivering the Best Customer Service**
We strive for: Ease of Doing Business, Exceeding Expectations, Engagement

Explanation of Focus

The Department of Personnel & Administration (DPA) provides State government agencies and institutions the ability to focus their limited resources toward the efficient and effective delivery of services to the citizens of Colorado. DPA performs core functions that provide the infrastructure, processes, services, guidance, and tools necessary to help eliminate redundancy in State government and minimize costs. 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 aligns itself with the Governor's overall goal of executing effective, efficient, and elegant solutions to the challenges that face the State and its citizens. The expansive knowledge base and core principles of integrity and accountability guide DPA's day-to-day operations and ensure its staff is equipped to "do the right thing."

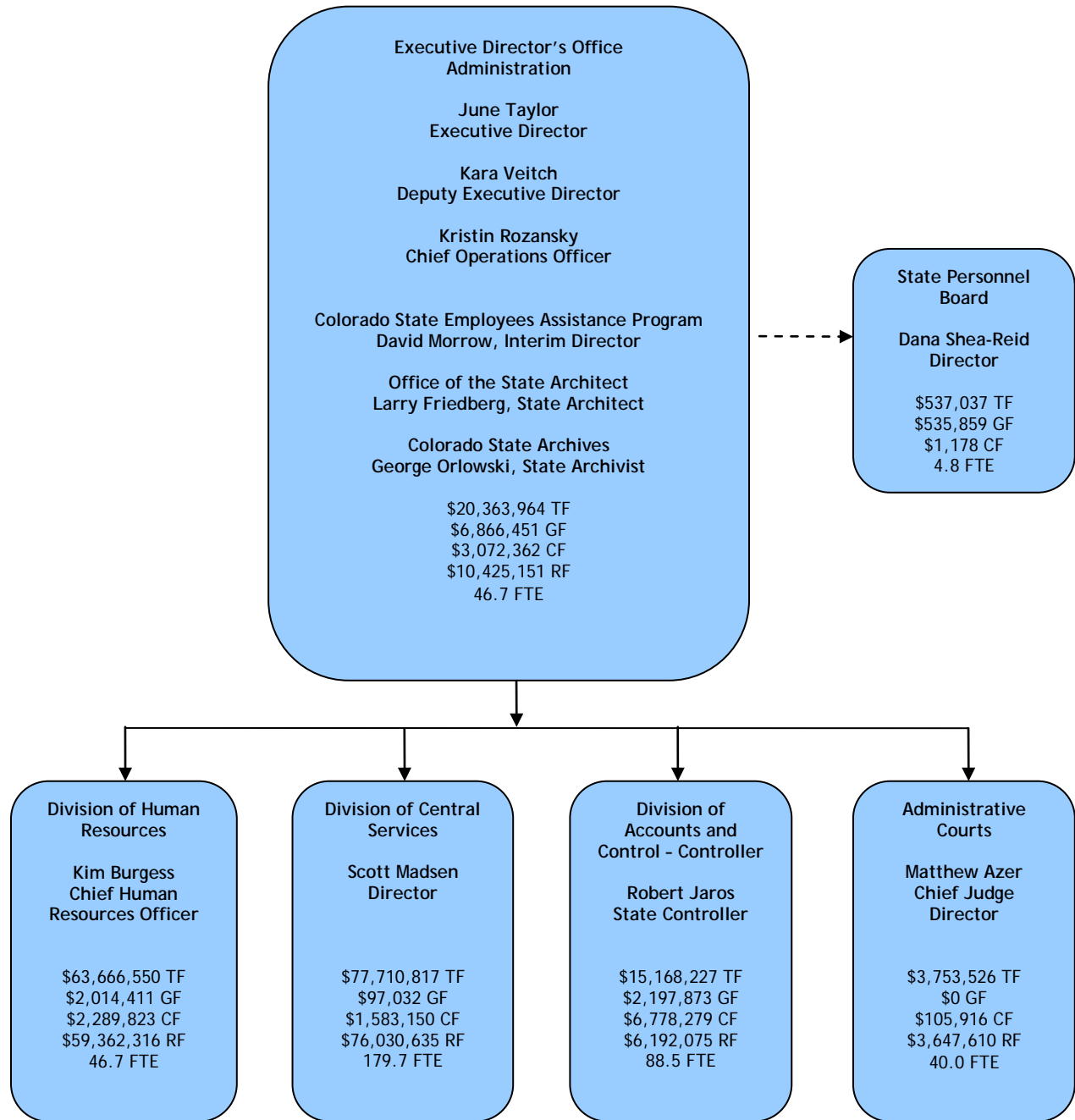
The Department collaborates with employees, agencies and institutions, vendors, and citizens to develop innovative ways to provide cost-effective solutions that further the State's ability to conduct its business. These solutions lessen the burden and complexity of doing business, and allow the Department to engage its customers and exceed their expectations at every step.

Statutory Authority

The statutory authority of the DPA is found in Title 24, Article 50.3, Sections 101-105 of the Colorado Revised Statutes.

DEPARTMENT STRUCTURE - ORGANIZATIONAL CHART

FY 2015-16 Summary of Funding:	
Total Funds:	\$181,200,121
General Fund:	\$11,711,626
Cash Funds:	\$13,830,708
Reappropriated Funds:	\$155,657,787
FTE:	406.4



DEPARTMENT DESCRIPTION

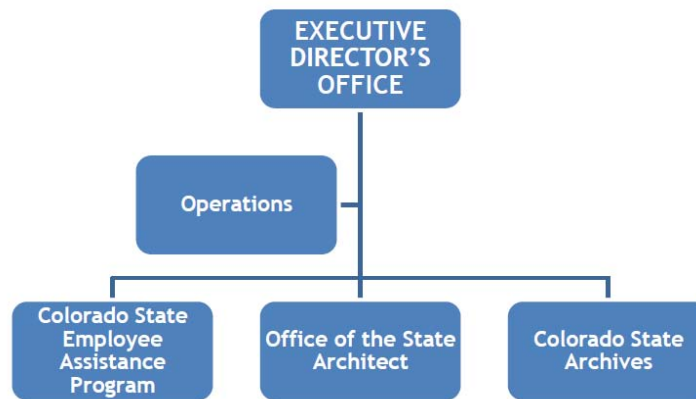


DPA provides centralized human resources, information, tools, and resources necessary for the State of Colorado government to function. The Department provides the infrastructure needed for Colorado State government to function in a consistent and cost-conscious manner. The Department provides much of 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.

Service to customers is the Department's driving force. The DPA customer base is three-fold. DPA serves: 1) government entities, including State departments, the General Assembly, Institutions of Higher Education, and local municipalities; 2) State employees; and 3) the public. The Department operates much like a business within State Government, providing such centralized services as: human resource management and oversight; procurement management and oversight; financial assistance and guidance; graphic design, printing, scanning and copying services; fleet vehicle management; and Administrative Law Judge services for agencies and programs throughout State government. 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.

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.

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 DPA with operational management direction, policy formulation and core internal functions in the areas of financial services, human resources, communications, media relations, and legislative relations. In addition, the internal support functions of the Human Resources, Policy & Communications, Budget, and Accounting units interact with agencies statewide in many areas, including common policies, billing, records requests, and state employee communications. The Executive Director is June Taylor, the Deputy Executive Director is Kara Veitch, and the Chief Operations Officer is Kristin Rozansky. The office is funded with both General Fund and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund), as well as fees from user agencies.

MAJOR PROGRAM AREAS

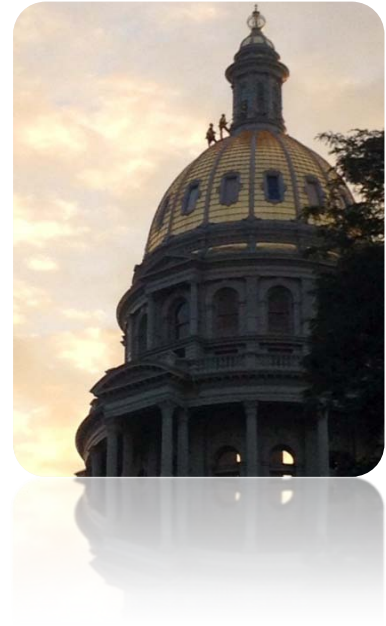
There are three Major Program Areas residing in the Executive Director's Office, Statewide Special Purpose line item group: 1) the Colorado State Employee Assistance Program, 2) the Office of the State Architect, and 3) Colorado State Archives. These programs serve all agencies statewide.

COLORADO STATE EMPLOYEE ASSISTANCE PROGRAM

- **Program Description:** Colorado State Employee Assistance Program (C-SEAP) is a team of professionals who provides confidential counseling and referrals, mediation, coaching, group facilitation, crisis response, organizational consultation/development, and educational services statewide.
- **Customers:** State employers and employees.
- **Funding Sources:** 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.
- **Locations:** Offices are located in Denver, Colorado Springs, Grand Junction, Pueblo, Loveland, Sterling, Durango, Alamosa, and Canon City.
- **Statutory Authority:** Section 24-50-604 (k), C.R.S.
- **Director:** Dr. David Morrow, Interim Director

OFFICE OF THE STATE ARCHITECT

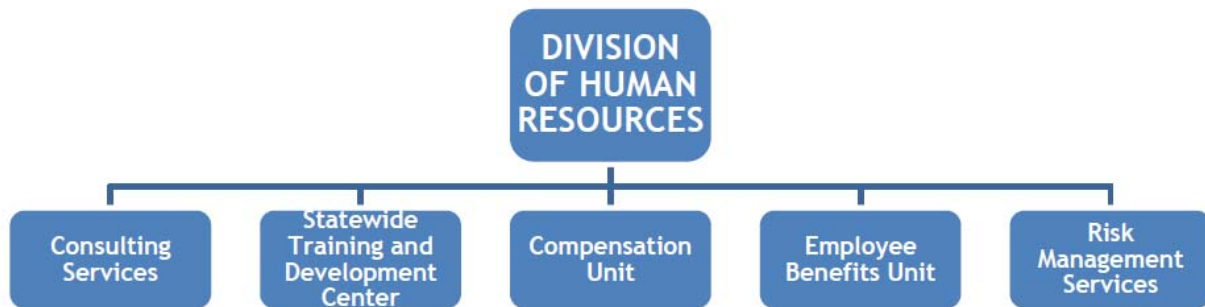
- **Program Description:** The Office of the State Architect (OSA) administers State funded capital construction projects, prioritizes controlled maintenance project requests, sets code policy and compliance for all state-owned buildings, manages the emergency controlled maintenance fund, and sets policy on energy management for existing and new facilities.
- **Customers:** All State agencies and institutions.
- **Funding Sources:** General Fund and Reappropriated Funds (from Statewide Indirect Cost Recoveries).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-30-1301 through 1311, 24-82-202, 24-92-110, C.R.S.
- **Director:** Larry Friedberg, State Architect



COLORADO STATE ARCHIVES

- **Program Description:** Colorado State Archives plans, manages, operates, and implements the State's archival and records management program to protect, preserve, and maintain historically significant documents.
- **Customers:** Colorado state agencies, special districts, municipalities, counties, and schools.
- **Funding Sources:** General Fund, Cash Funds from user fees from non-state agencies, and Reappropriated Funds from user fees from State agencies and Statewide Indirect Cost Recoveries.
- **Location:** Centennial Building, 1313 Sherman St., Denver
- **Statutory Authority:** Sections 24-80-101 through 114, C.R.S.
- **Director:** George Orłowski, State Archivist

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. The Division Director and State Chief Human Resources Officer is Kim Burgess.



MAJOR PROGRAM AREAS

CONSULTING SERVICES

- Program Description:** Consulting Services provides strategic guidance and oversight of statewide human resources management. This strategic team develops and determines the best practices in the human resources field and advises agencies on the best way to implement those practices at each of the different principle agencies. The unit provides training and consulting and official reviews of the actions taken in administration of the classified personnel system, and training and consultation on all aspects of human resources management and administration under the jurisdiction of the State Personnel Board and State Personnel Director including performance management, selection, progressive discipline, layoffs, and other separations.
- Customers:** All State departments and Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of elected officials.
- Funding Sources:** General Fund, Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- Location:** State Services Building, 1525 Sherman St., Denver
- Statutory Authority:** Sections 24-50-101 through 145, C.R.S.
- Director:** Joyelle Camilli, Consulting Services Unit Director

STATEWIDE TRAINING AND DEVELOPMENT CENTER

- **Program Description:** The Statewide Training and Development Center (STADC) assists in the provision of training for all State employees in the most cost effective manner. The STADC offers direct training opportunities in supervision, program management, contract management, procurement procedures, and performance management to State employees and supervisors.
- **Customers:** State agencies and employees.
- **Funding Sources:** Cash Funds and Reappropriated Funds from training revenues derived from State and non-State users and institutions of Higher Education.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-122, C.R.S.
- **Director:** Ken Johnson, Manager



COMPENSATION UNIT

- **Program Description:** The Compensation Unit maintains the State's job evaluation and compensation systems, oversees compliance with the Family and Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), and other state and federal regulations, and prepares the Annual Compensation Survey Report and letter.
- **Customers:** All State departments and Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of elected officials.
- **Funding Source:** Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-104 C.R.S.; S.C., Article XII, Section 13
- **Director:** LaDonna Garcia, Compensation Program Manager



EMPLOYEE BENEFITS UNIT

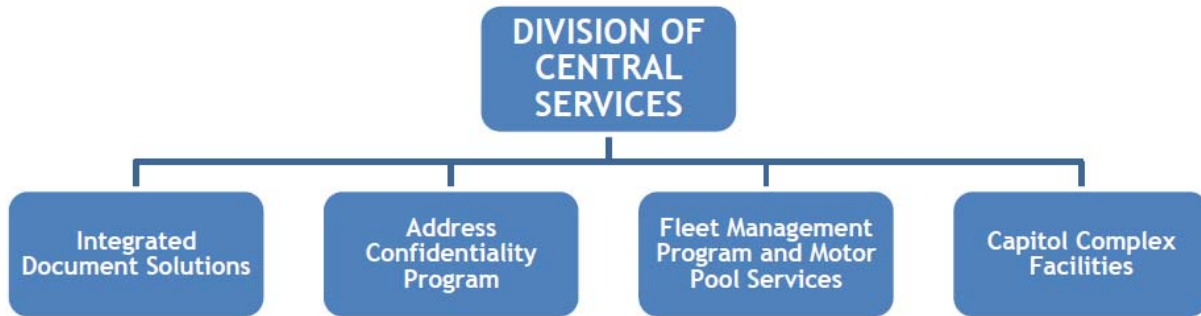
- **Program Description:** The Employee Benefits Unit administers employee group benefits plans (medical, dental, life, flexible spending accounts, and wellness plans), ensures compliance with a number of federal and State laws including Affordable Care Act (ACA), Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), and the Health Insurance Portability and Accountability Act (HIPAA).
- **Customers:** State agencies and employees.
- **Funding Source:** Cash Funds from the Group Benefit Plans Reserve Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-601 through 608, C.R.S.
- **Director:** Monica Cortez-Sangster, Benefits Supervisor



RISK MANAGEMENT SERVICES

- **Program Description:** The State Office of Risk Management (SORM) protects the State's human resource and property assets. SORM provides loss control training and consulting services including accident investigation, legal defense, safety training, hazard mitigation, building inspection, insurance procurement, claim evaluation, and data collection.
- **Customers:** 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.
- **Funding Sources:** Reappropriated Funds from the Risk Management Fund, the Self-Insured Property Fund, and the State Employee Workers' Compensation Account.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-30-1501 through 1520, 24-10-114, C.R.S.
- **Director:** Markie Davis, Risk Management Program Manager

DIVISION OF CENTRAL SERVICES



The Division of Central Services (DCS) exists to maximize efficiencies for the State and for individual agencies by consolidating internal common business services to take advantage of economies of scale. The Division’s primary focus is to provide those internal support services to 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. DCS 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. The Division of Central Services also oversees the administration of the Address Confidentiality Program for victims of domestic abuse, sexual assault, or stalking.

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 Central Services Division Director is Scott Madsen and the Deputy Division Director is Bill Taylor.

MAJOR PROGRAM AREAS

INTEGRATED DOCUMENT SOLUTIONS

- Program Description:** Integrated Document Solutions (IDS) provide end-to-end document management operation, serving all government entities across Colorado. IDS advises, assists, and supports each agency's needs and provides a wide variety of document solutions at a professional level and at a fraction of the cost of private vendors. From business cards, graphic design, print to imaging, mail, and delivery, IDS partners with each agency to offer professional services tailored to each program's need and budget.
- Customers:** State agencies, institutions of Higher Education and municipalities statewide.
- Funding Sources:** Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund, and Cash Funds from user fees from non-state agencies.
- Locations:** Pueblo Campus, and North Denver Campus at 1001 E. 62nd Ave., Denver
- Statutory Authority:** Sections 24-30-1101 through 1111, C.R.S.
- Directors:** Mike Lincoln, Northern Regional Manager, and Cindy Goure, Southern Regional Manager

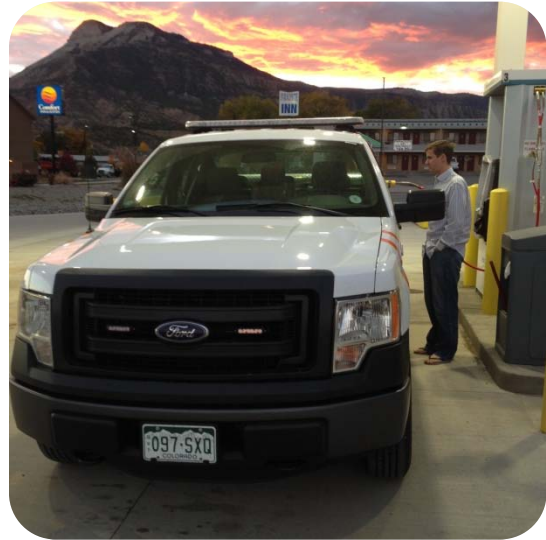


ADDRESS CONFIDENTIALITY PROGRAM

- Program Description:** The Address Confidentiality Program (ACP) provides survivors of domestic violence, sexual offenses, and/or stalking with a legal substitute address for interacting with all state and local government agencies. The program also provides a confidential mail forwarding service. The legislative intent is to protect the location of a survivor's actual address and reduce the risk of future harm. All state and local government agencies must accept the substitute address as the participant's legal address of record. Some uses for the substitute address include driver's licenses, human services benefits, police reports, utility accounts, and bank accounts.
- Customers:** Victims of violent crimes who are enrolled in the program.
- Funding Source:** Cash Funds in the form of offender fees deposited into the Address Confidentiality Program Surcharge Fund. In the 2013 Legislative Session, SB 13-271 also allowed the program to receive General Funding if cash funding sources become insufficient to sustain the statutory requirements of the program.
- Location:** Central Services, North Denver Campus at 1001 E. 62nd Ave., Denver
- Statutory Authority:** Sections 24-20-2101 through 2115, 18-9-313, C.R.S.
- Director:** Jacqueline Cash, Manager

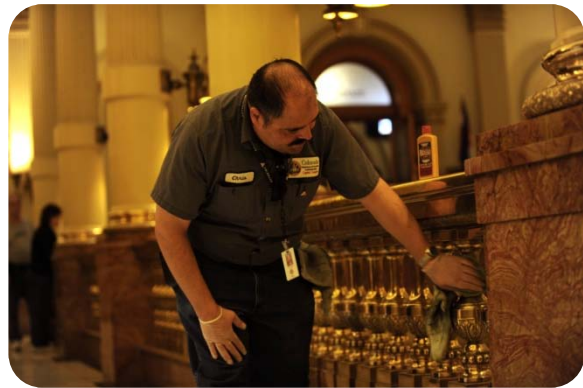
FLEET MANAGEMENT PROGRAM AND MOTOR POOL SERVICES

- **Program Description:** The State Fleet Program provides management oversight for all of the vehicles in the State fleet program, including vehicle purchasing, management of maintenance, repairs and preventive services, collision management, vehicle reassignment, auction and salvage of older vehicles, operation of the State Motor Pool for daily rentals, and oversight of the State fleet alternative fuels and energy sustainability programs in support of government greening initiatives.
- **Customers:** All State agencies and institutions.
- **Funding Source:** Reappropriated Funds from user fees from State agencies deposited in the Motor Fleet Management Fund.
- **Location:** Central Services, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1108; 24-30-1112 through 1117, C.R.S.
- **Director:** Scott Edwards, State Fleet Manager

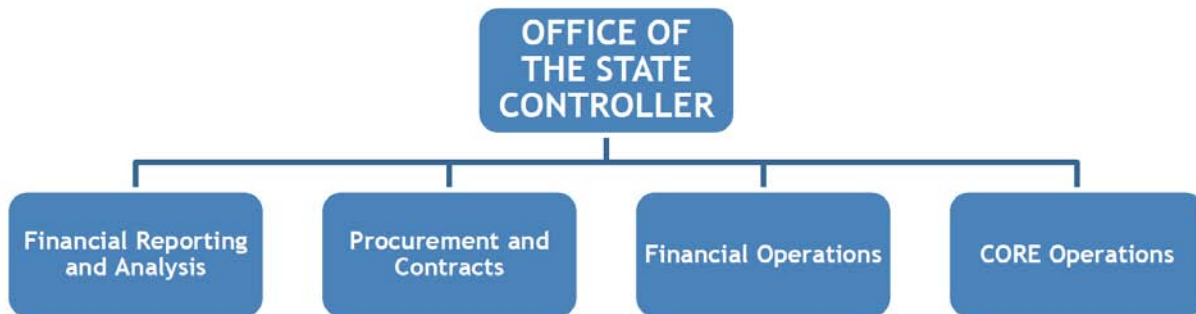


CAPITOL COMPLEX FACILITIES

- **Program Description:** Capitol Complex Facilities is responsible for property management and maintenance for all State buildings within the Capitol Complex, including buildings in Denver, Camp George West, Lakewood, and Grand Junction. Capitol Complex provides statewide coordination of buildings services, as well as implementation of energy and government greening initiatives in coordination with the Office of the State Architect.
- **Customers:** Tenants of Capitol Complex buildings.
- **Funding Source:** Reappropriated Funds from user fees from State agencies deposited in the Department of Personnel Revolving Fund.
- **Locations:** Downtown Denver, Lakewood, Grand Junction, Camp George West, and the North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-1-136.5; 24-82-101 through 103; 24-30-1303; 18-9-117, C.R.S.
- **Director:** Richard Lee, Property Manager



OFFICE OF THE STATE CONTROLLER



The Office of the State Controller manages the financial affairs of the State of Colorado. The office promulgates State Fiscal Rules, performs statewide financial reporting, oversees the state end-of-year financial close, manages the state contracting process, performs audit activities, maintains central aspects of the state's financial system, manages central payroll functions, and directs CORE operations. The Office of State Controller also oversees all procurement and collections activity on behalf of the state. The Office of State Controller is directed by Robert Jaros, State Controller.

MAJOR PROGRAM AREAS

FINANCIAL REPORTING AND ANALYSIS

- **Program Description:** Financial Reporting and Analysis provides financial information for the citizen, legislator, and government manager, by producing the Comprehensive Annual Financial Report, monthly revenue summaries, quarterly financial reports, Schedule of TABOR Computations, and other statutory and ad hoc reports. Financial Reporting and Analysis prepares the statewide budget/cash indirect cost allocation plan and provides support for the Joint Budget Committee in explaining and defending allocations. The unit also provides technical assistance and training to agencies related to cost accounting matters.
- **Customers:** State agencies and institutions.
- **Funding Sources:** General Fund, Cash Funds from rebates received from the Procurement Card Program (in lieu of General Fund), and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-201 through 207, C.R.S.
- **Director:** Tammy Nelson, Financial Reporting and Analysis Director

PROCUREMENT AND CONTRACTS

- Program Description:** Statewide Procurement and Contracts manages statewide centralized procurement through promulgation of the State's procurement rules, procurement education and leadership, solicitation and administration of statewide price agreements, procurement services for non-delegated agencies, and appeals authority for bid protests. The unit develops contracting policies and procedures, drafts model contracts, advises, trains and monitors, and reviews/approves expenditure contracts.
- Customers:** State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community.
- Funding Source:** Cash Funds from rebates received from the Procurement Card Program and Institutions of Higher Education (in lieu of General Fund), Western States Contracting Alliance (WSCA) reimbursements, and car rental and travel agency rebates.
- Location:** State Services Building, 1525 Sherman St., Denver
- Statutory Authority:** Section 24-101-101 through 24-112-101, C.R.S.
- Director:** Cindy Lombardi, State Purchasing Director



FINANCIAL OPERATIONS

- Program Description:** Financial Operations serves as the State's central accounts receivable functions, and collaborates with other State and Federal agencies to actively collect debts owed to State agencies, Institutions of Higher Education and political subdivisions after initial collections efforts by those entities have been unsuccessful. The unit manages Central Payroll Services, which provides professional and technical guidance to Payroll, Human Resources, and Benefits personnel in agencies. Financial Operations processes payroll and distributes employees' earnings correctly and timely, sets statewide payroll policies, collects deductions from each employee required by law including taxes, PERA, and garnishments and voluntary deductions such as medical insurance, 401K, and 457. The unit distributes payments to federal and state agencies, courts, and other vendors, and reconciles overall payroll.
- Customers:** State agencies and institutions.
- Funding Sources:** General Fund, Cash Funds from rebates received from the Procurement Card Program (in lieu of General Fund), and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund).
- Location:** State Services Building, 1525 Sherman St., Denver
- Statutory Authority:** Section 24-30-201 through 207, C.R.S. (2015)
- Director:** Vacant

CORE OPERATIONS

- **Program Description:** The CORE Operations unit provides strategic direction, execution, and maintenance of the Colorado Operations Resource Engine (CORE). The unit provides leadership in fostering collaboration and cooperation between the Department and state agencies, political subdivisions, Institutions of Higher Education, and nonprofits throughout the life of the CORE system in the following areas: change management; communications; data analysis; business process development; business process re-engineering; directing end-user testing; training; relationship management; configuring application solutions; leading user community meetings; migration of legacy systems to CORE (e.g., BIDS, COMPASS); and implementation of continuous improvement initiatives to ensure the functionality of the system is fully maximized.
- **Customers:** State agencies, political subdivisions, Institutions of Higher Education and non-profits.
- **Funding Sources:** Reappropriated Funds from user fees from State agencies, and Cash Funds from rebates received on price agreements and deposited to the Supplier Database Cash Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-209, C.R.S.
- **Director:** Kyle Schlenker, CORE Operations Director



ADMINISTRATIVE COURTS



The Office of Administrative Courts (OAC) provides an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The OAC is one of approximately two dozen central panels of independent Administrative Law Judges (ALJs) in the United States. These judges are independent from the agencies for which they conduct hearings and decide cases.

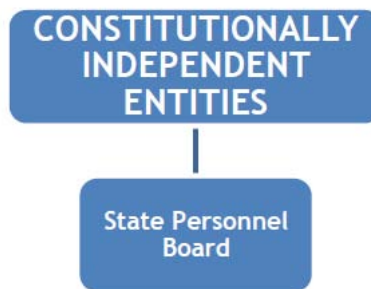


MAJOR PROGRAM AREA

ADMINISTRATIVE LAW SERVICES

- **Program Description:** The Office of Administrative Courts (OAC) hears and decides administrative law matters concerning: Workers' Compensation merits hearings and public benefits cases; professional licensing board work involving the denial, revocation, suspension of other disciplines of holders of a professional license; Fair Campaign Practices Act complaints; and appeals for Colorado's Health Insurance Exchange.
- **Customers:** Provides services to more than 50 State departments, agencies, boards, county departments, school districts, and citizens.
- **Funding Sources:** Reappropriated Funds from user fees from State agencies, and Cash Funds from user fees from non-state entities.
- **Locations:** OAC serves State citizens from three office locations: 1) the main office in Denver; 2) the Western Regional Office in Grand Junction; and 3) the Southern Regional Office in Colorado Springs. The OAC provides hearings in alternate locations including Durango, Pueblo, Glenwood Springs, and Greeley.
- **Statutory Authority:** Sections 24-30-1001 through 1003, C.R.S.
- **Director:** Matthew Azer, Director and Chief Judge

CONSTITUTIONALLY INDEPENDENT ENTITIES



The State Personnel Board is a program created within the State's Constitution. DPA provides administrative support to the State Personnel Board. The State Personnel Board's budget appropriation is included in DPA's portion of the long bill.

STATE PERSONNEL BOARD

- Program Description:** The State Personnel Board establishes rules that protect and recognize merit as the basis for state employment and hears appeals by applicants and employees in the state personnel system. The Board consists of three gubernatorial appointees and two employee-elected members. The staff includes the Director, three part-time Administrative Law Judges and two administrative staff members. The Board conducts administrative hearings under the authority of the state Constitution, various state statutes and the state Administrative Procedures Act, conducts settlement conferences, and facilitates dispute resolution.
- Customers:** Applicants and employees in the State Personnel System.
- Funding Sources:** General Fund and Cash Funds collected from receipts for copies of information and case documentation.
- Location:** State Services Building, 1525 Sherman St., Denver
- Statutory Authority:** Sections 24-50-101, 24-50-103, 24-50-104, 24-50-112.5 (4), 24-50-125, 24-50-125.3, 24-50-125.4, 24-50-125.5, 24-50-145, 24-50-512, 24-34-405 (8), 27-10.5-902 (3), C.R.S; S.C. Article XII, Sections 13, 14, and 15
- Director:** Dana Shea-Reid, Director



STRATEGIC POLICY INITIATIVES

IMPROVE DPA CUSTOMER SERVICE

ONE-YEAR OUTCOME GOALS FOR JULY 1, 2016

1. Conduct a baseline state agency customer satisfaction survey.

- DPA provides services to three types of customers: State departments, State employees, and the public. The initial customer survey will focus on services provided by DPA to other departments and branches of government. This includes oversight, guidance, management, and services offered by the Office of the State Controller, the Division of Human Resources, the State Purchasing Office, the Colorado State Employee Assistance Program, Capital Complex, State Archives, and Central Services.
- The survey will include questions about departmental satisfaction with DPA, and also specific questions designed to identify gaps in services. Once the gaps are identified, DPA will work to determine the root cause of the gaps, and develop an implementation plan to close the gaps.
- *Performance Measures:*
 - In order to achieve a baseline metric of customer perception, DPA will complete a customer survey of at least 250 individuals from the departments and institutions DPA serves by December 31, 2015.
 - In order to drive customer focused actions, DPA will develop an implementation plan to close indentified gaps for the FY 17 Performance Management Plan.



THREE-YEAR OUTCOME GOALS FOR JULY 1, 2018

1. State Agency Satisfaction: Increase State Agency satisfaction with the guidance, management, and services provided by DPA.

- *Performance Measure:* In order to drive agency satisfaction with DPA, the baseline state agency customer satisfaction survey will be completed in 2015, and DPA will identify how it will seek to improve customer satisfaction, take specific actions, and

measure each action. These will be determined in early 2016 and this Performance Management Plan amended accordingly.

2. **Public Satisfaction: Conduct a baseline customer satisfaction survey of the public.**
 - Several of DPA's programs directly serve the public: the Office of Administrative Courts, the State Purchasing Office, State Archives, and Collections. Given the diverse interaction of the public with these programs, different surveys will be created for each.
 - Surveys will seek to obtain a baseline of customer satisfaction and identify opportunities for improved service.
 - *Performance Measure:*
 - In order to improve customer service actions geared toward the public, the surveys will be complete by June 30, 2018. Specific objectives will be determined for each program after the public surveys are completed.

MODERNIZE BUSINESS OPERATIONS

ONE-YEAR OUTCOME GOALS FOR JULY 1, 2016

1. **Complete the implementation of the Colorado Operations Resource Engine (CORE).**
 - The State launched CORE on July 1, 2014. In the first year, the State processed approximately 980,000 documents through the system (\$1.7 billion in disbursements, \$95 billion in receipts and encumbrances).
 - Rollout continues with the implementation of three remaining modules in CORE: accounts receivable, grants lifecycle management for both incoming and outgoing grants, and vendor self service financial queries which will allow vendors to monitor payment processing and update their information.
 - In order for the State maximize the use of CORE, the State must continue to train the CORE users on advanced functions, and to ensure that best business practices are utilized by all users.
 - *Performance Measures:*
 - In order to maximize efficient CORE use, DPA will train 1000 users by June 30, 2016. Training will include both introductory training for new employees and advanced training for proficient users.
 - In order to maximize the functionality of CORE, DPA will implement the accounts receivable module by February 28, 2016.
 - In order to ensure best business practices are utilized, DPA will implement the grants lifecycle management module by February 28, 2016.



- In order to improve business relationships and maximize efficiency, DPA will implement financial queries for vendors by June 30, 2016.
 - In order to effectively manage grant lifecycles, DPA will process all incoming and outgoing grants managed by the State in CORE by June 30, 2016.
- 2. Procure an enterprise Human Resource Information System, and conduct prerequisite work for implementation.**
- The State conducted a needs assessment with state agencies to define current human resources processes and priorities for automation in twelve essential functions. The top three priorities were: 1) human capital management including payroll, labor allocation, and a single-source database; 2) timekeeping and leave management; and 3) performance management.
 - Current agency Human Resources units use more than 40 fragmented, homegrown or standalone systems with manual processes and inconsistent applications for human resources.
 - The benefits administration system is overdue to be replaced and does not meet the State's existing needs for compliance with regulatory mandates.
 - *Performance Measures:*
 - In order to ensure best human resources practices are utilized, DPA will procure an enterprise Human Resource Information System by September 30, 2015.
 - In order to drive consistency in state human resources units, DPA will develop and document standard business practices by March 31, 2016.
 - In order maximize efficiency of human resources business practices, DPA will oversee and complete statewide human resource data clean-up by agencies by June 30, 2016.
 - In order to prioritize state human resources needs, DPA will conduct a survey of all departmental business processes and re-engineer them to align with best business practices and the functions of the HRIS by June 30, 2016.

THREE-YEAR OUTCOME GOALS FOR JULY 1, 2018

1. Implement the Human Resources Information System

- The implementation of the HRIS will take approximately two years once the system is procured in September 2015. All employees in principle departments within the executive branch will utilize the HRIS.
- *Performance Measures:* To achieve implementation of the HRIS within two years, DPA will meet the following milestones:
 - Go-live with the first four areas of the HRIS (human capital management, timekeeping and leave management, performance management, and benefits administration) on July 1, 2017.
 - Develop a training plan and materials by October 2016.
 - Train Human Resource and Payroll staff by April 2017.
 - Provide training for employees by April 2017.

2. Propose legislation to improve the State's procurement process.

- DPA is undertaking a review of the State's procurement process, to include proposed changes to the Procurement Code (Colorado Revised Statutes), Procurement Rules, and Statewide fiscal policies and procedures.

- The review started in February 2015 and will take three years to complete. There will be opportunities for input from both internal and external stakeholders. Each of the three phases have defined goals that culminate in a cohesive, thorough review of the overall procurement process and will result in a streamlined, more efficient and effective procurement process for the State and its customers.
 - Phase 1 is a technical clean up of Procurement Rules that reflect the transition from ColoradoBIDS to Vendor Self Service in CORE and the implementation of the federal Supercircular. Phase 1 will be complete by March 2016.
 - Phase 2 is a public engagement process to identify changes to procurement policy and will be complete by August 2017.
 - Phase 3 is the proposal of legislation identified in prior phases and will be complete by June 2018.
- *Performance Measures:*
 - In order to prioritize procurement process needs, DPA will conduct a survey of internal State employee stakeholders on what is working and opportunities for improvement in procurement by December 2015.
 - In order to gain valuable feedback from external groups, DPA will proactively engage multiple external stakeholder groups (e.g., chambers of commerce, trade/industry groups, constituents) for Phases 1 and 2 by August 2017.
 - In order to ensure as efficient and effective procurement process, DPA will propose legislation to improve the State's procurement process in 2018.

INVEST IN THE WORKFORCE

ONE-YEAR OUTCOME GOALS FOR JULY 1, 2016

1. Increase DPA employee job satisfaction.

- The 2013 employee engagement survey identified the following:
 - 36% of DPA employees are not "satisfied with an opportunity for career growth and advancement." 27% were neutral.
 - 31% of DPA employees were not "satisfied with recognition I get for the work I do." 18% were neutral.
 - 53% of DPA employees "seriously considering leaving the State of Colorado within the next 12 months." 25% were neutral.
 - 54% of DPA employees "would recommend the State of Colorado as a good place to work" and 32% were neutral.
- In the fall of 2015, DPA will administer the statewide employee engagement survey.
- In order to recruit, retain, and reward quality employees, DPA must focus on recognizing employees, identify career paths, and provide training opportunities.



- *Performance Measures:*
 - In order to obtain baseline metrics of employee engagement, DPA will conduct the employee engagement survey and will set performance measures for the following: 1) percent of employees who are “satisfied with an opportunity for career growth and advancement”; 2) percent of employees who are “satisfied with recognition I get for the work I do”; 3) percent of employees who are “seriously considering leaving the State of Colorado within the next 12 months”; and 4) percent of employees who “would recommend the State of Colorado as a good place to work.”
 - In order to drive growth and learning of high level supervisors, DPA will grow the year-long DPA Leadership Academy from the current 8 participants to 15 supervisors by August 2016.
 - In order to improve employee recognition, DPA will engage all DPA supervisors to identify three department-wide initiatives to recognize and reward DPA employees by June 30, 2016.
 - In order to provide training and career paths, DPA will pilot a training program in the Office of the State Controller for junior accountants and controllers to gain necessary skills to lead departmental controller units by July 1, 2016.
 - In order to provide a culture that is dedicated to employees’ health, DPA will increase the number of DPA employees enrolled in the State Wellness Program from 49% to 60% by June 30, 2016.
- 2. **Develop an employee value proposition for classified employees.**
 - An employee value proposition is the myriad of programs that the State offers employees. It encompasses every aspect of the employment experience, including the State’s mission, purpose, values, career paths, culture, people, and total compensation and rewards.
 - A clearly stated and communicated employee value proposition is key to the recruitment and retention of top talent.
 - *Performance Measures:*
 - In order to direct the recruitment and retention of top talent, DPA will develop an employee value proposition for classified employees by June 30, 2016.
 - In order to effectively communicate the DPA employment experience, DPA will develop a communication plan for the employee value proposition by June 30, 2016.

THREE-YEAR OUTCOME GOALS FOR JULY 1, 2018

1. Increase DPA employee job satisfaction.

- In 2017, DPA will conduct the statewide employee engagement survey.
- *Performance Measures:*
 - In order to increase DPA employee satisfaction, DPA will conduct an employee engagement survey in 2015 and will set performance measures for the following: 1) percent of employees who are “satisfied with an opportunity for career growth and advancement”; 2) percent of employees who are “satisfied with recognition I get for the work I do”; 3) percent of employees who are “seriously considering leaving the State of Colorado within the next 12 months”; and 4) percent of employees who “would recommend the State of Colorado as a good place to work.” These will be measured by the 2017 employee engagement survey.

