Memorandum of Understanding (MOU)

ColoradoWINS Information Technology Professionals Committee

and

State Chief Information Officer, Governor's Office of Information Technology

I. Purpose

(1) The purpose of this Memorandum of Understanding (MOU) is to further the development of a partnership relationship between Colorado WINS (COWINS) IT Professionals Committee and the Governor's Office of Information Technology. The parties are committed to the purposes of Executive Order D 028 07: "to establish a framework for employee partnerships in service of a smarter, more effective, more efficient and more accountable state government to the citizens of the State."

(2) The COWINS IT Professionals Committee is made up of state employees in the IT and related fields who were elected in meetings held in 2008 in 13 agencies across the State of Colorado. The committee has held meetings with the State Chief Information Officer (SCIO), the Deputy State Chief Information Officer (DSCIO) and their designees since the second half of 2008 to discuss a variety of issues of mutual interest, frame the issues for clarity, and identify multiple responses to perceived needs. The issues addressed to date include (a) the performance management process; (b) training and mentorship; and (c) infrastructure improvements.

(3) This MOU focuses solely on performance management, as members and OIT felt this was the highest priority.

(4) Specifically, the parties will continue to collaborate in the revision of the Office's employee performance plans so as to ensure more effective employee and team evaluations while building employee and manager confidence in the fairness and consistency of evaluations within the Governor's Office of Information Technology.

(5) After working within the MOU dated February 2, 2009, the parties found that the original MOU timeline did not accurately reflect the scope of the project. All parties are still committed to making the changes outlined in the MOU and to finding ways to work through these complex issues together.

II. Scope of Performance Management Revision Project

(1) The parties have identified some best-practice models which they will adapt for use in OIT. In addition, the parties will use this project as a prototype for the process of working on partnership projects together.

(2) The objectives for the revised performance management process are:

- (a) Performance factors that are pertinent to the respective team, section, or function, and which are consistent with the OIT Strategic goals for that team, section, or function;
- (b) Performance ratings that give the same score to shared team goals for all team members, including managers in order to create shared accountability for team goals;
- (c) Consideration for team members who are exceptional performers in achieving team objectives; and
- (d) Individual performance objectives that bear a direct relationship to team or unit goals as expressed in the strategic plan for the team or unit.

(3) In Phase 1, the parties are committed to incorporate a revised OIT performance management process for the 2009 midyear review cycle for at least OIT HQ employees.

(4) Phase II will implement the newly revised performance management process for all OIT employees for the 2010 plan year.

(5) The parties will continue to meet at least monthly, or more frequently as agreed necessary, until the plan is ready for implementation.

(6) Employees in other departments who are transferred to OIT after the initial rollout will continue to function under the performance plans developed in their current agencies, unless individual employees are assigned to new positions in OIT. In the latter case, OIT will attempt to develop new performance plans in line with the prototype. In the cases of employees who are transferred over after the prototype is in place, performance plans for the next annual cycle will be developed in accordance with the new model then in effect.

For the mid year review cycle, we want to implement a collaborative process:

(7) The goals for implementing the above changes to the performance plans are:

- (a) During the 2009 mid-year review cycle, OIT will develop and incorporate a shared goal into each performance plan for the OIT-HQ plans.
  - (i) The appointing authority, in collaboration with their management team, OIT-HQ employees, and other agencies with OIT employees as desired, will meet and collectively agree on a specific, functional, team goal with a shared accountability for performance. This will include at least two

specific objectives- at least one for the team and at least one for the individual related to the team goal. Both parties must agree that these objectives are reasonably achievable within the performance period (6 months).

(ii) Managers will ensure that they and employees share ratings for the team performance of the goal. The weight for this shared goal will be 15%.

(iii) The appointing authority is responsible for making these goal collaboration meetings happen by the end of October 2009 and for putting objectives in managers' and supervisors' plans.

(b) The training documents and performance management system will be changed to include all of the objectives in Section II. (2) for the 2010 plan year (April 2010 through March 2011). Extending the use of specific statewide IT goals in OIT performance plans, including training required for managers to work with employees to generate related goals and then share in performance ratings, will be a primary focus in the 2010 plan year.

(c) In December 2009, and every December after that, COWINS members and OIT will hold a formal lessons learned meeting to see if our approach or objectives need to be adjusted based on our experience at the mid-year review before moving on to the 2010 changes, or next year's changes as appropriate.

(8) Roles and Responsibilities:

(a) This is primarily an OIT project. OIT staff and management are responsible for ensuring that the objectives are met and met on time.

(b) COWINS Members can support OIT in this effort by proposing specific changes to the system, helping explain those changes and why they are good for everyone to the employees, and providing feedback and accountability to OIT management on how the changes are working in the organization.

(c) When the COWINS members work on the performance planning system with approval from the supervisors, the time will be considered productive work time and can be accomplished within work hours and without special administrative leave.

III. Future Formal Partnership Agreement

The parties recognize that this (MOU) may later be included in a more expansive, formal partnership agreement for the Governor's Office of Information Technology ("vertical agreement" under the executive order).

IV. This MOU Replaces Prior MOU

The parties agree that this MOU is intended to totally replace the earlier MOU executed by the SCIO on January 30, 2009 and by COWINS representatives on February 2, 2009.

V. Executing Parties

The signatory parties represent that they have the authority of the respective entities to execute this MOU.

State of Colorado

Michael Locatis
State Chief Information Officer

9/28/09
Date

Jim Lynn
OIT Agency Services Director

Heather Perdue
OIT HR Director

Martin E. Flahive
Governor's Designee for
Employee Partnerships

Colorado WINS

Mark Schwane
General Counsel: ColoradoWINS

9/23/09
Date

Colorado WINS Performance Management Committee