DEPARTMENT OF PERSONNEL AND ADMINISTRATION
FY 2012-13 STRATEGIC PLAN

WORKING TOGETHER TO SERVE COLORADO

Table of Contents

DPA'S MISSION, VISION, EXPLANATION OF FOCUS and AUTHORITY 3

Mission Statement *3*

Vision Statement *3*

Our Values *3*

Explanation of Focus *3*

Statutory Authority *3*

DPA POSTER 4

DEPARTMENT OF PERSONNEL AND ADMINISTRATION – ORGANIZATIONAL CHART 5

THE STRATEGIC PLANNING PROCESS 6

SUMMARY OF DEPARTMENT PERFORMANCEBASED GOALS 6

1. Brand DPA as an effective service organization for State citizens and governmental entities *6*

2. Upgrade or Replace Systems that are Outdated, Ineffective or on the Verge of Failure *7*

3. Improve the Multiple Facets of the Division of Human Resources (HR) *7*

4. Improve the Statewide Procurement Function *8*

PERFORMANCE MEASURES TO SUPPORT THE PERFORMANCE-BASED GOALS 8

DPA'S MISSION, VISION, EXPLANATION OF FOCUS and AUTHORITY

Mission Statement

The mission of the Department of Personnel and Administration's is to provide quality services to enhance state government.

Vision Statement

Our vision is to be the leader in service excellence.

Our Values

- Effective: Doing the Right Thing
- Efficient: Achieving the Best Outcome
- Elegant: Delivering the Best Customer Service

Explanation of Focus

The Department of Personnel & Administration (DPA) provides state government agencies the ability to focus their limited resources toward the efficient and effective delivery of services to the citizens of Colorado. DPA performs a set of core functions that provide the infrastructure, processes, services, guidance, and tools necessary to eliminate redundancy in state government. The Department of Personnel and Administration seeks to be the State of Colorado's leader in service excellence by offering quality services that enhance the success of the State's government. The Department has taken careful steps to align itself with the government's overall goal of executing effective, efficient, and elegant solutions to the issues that face the State and its citizens. To that end, the Department's expansive knowledge base and core principles of integrity and accountability guide its day-to-day operations and ensure our staff are equipped to "do the right thing." The Department collaborates with employees, customers, vendors and citizens to develop innovative ways to provide cost-effective solutions that further the State's ability to conduct its business under increasing fiscal constraints. These solutions should lessen the burden or complexity of doing business and allow the Department to engage its customers and exceed their expectations at every step. In the pages that follow, the Department has presented the primary goals and performance measures that will allow it to achieve its mission of providing quality services to enhance state government.

Statutory Authority

The statutory authority for the Colorado Department of Personnel and Administration is found in Title 24, Section 50.3, 101-105, C.R.S.

DPA Department of Personnel & Administration

Vision

Be the leader in service excellence

Mission

To provide quality services to enhance state government success

Effective

We Value:

Knowledge
Integrity
Accountability

Doing the Right Thing

Efficient

We Are:

Innovative
Collaborative
Cost Effective

Achieving the Best Outcome

Elegant

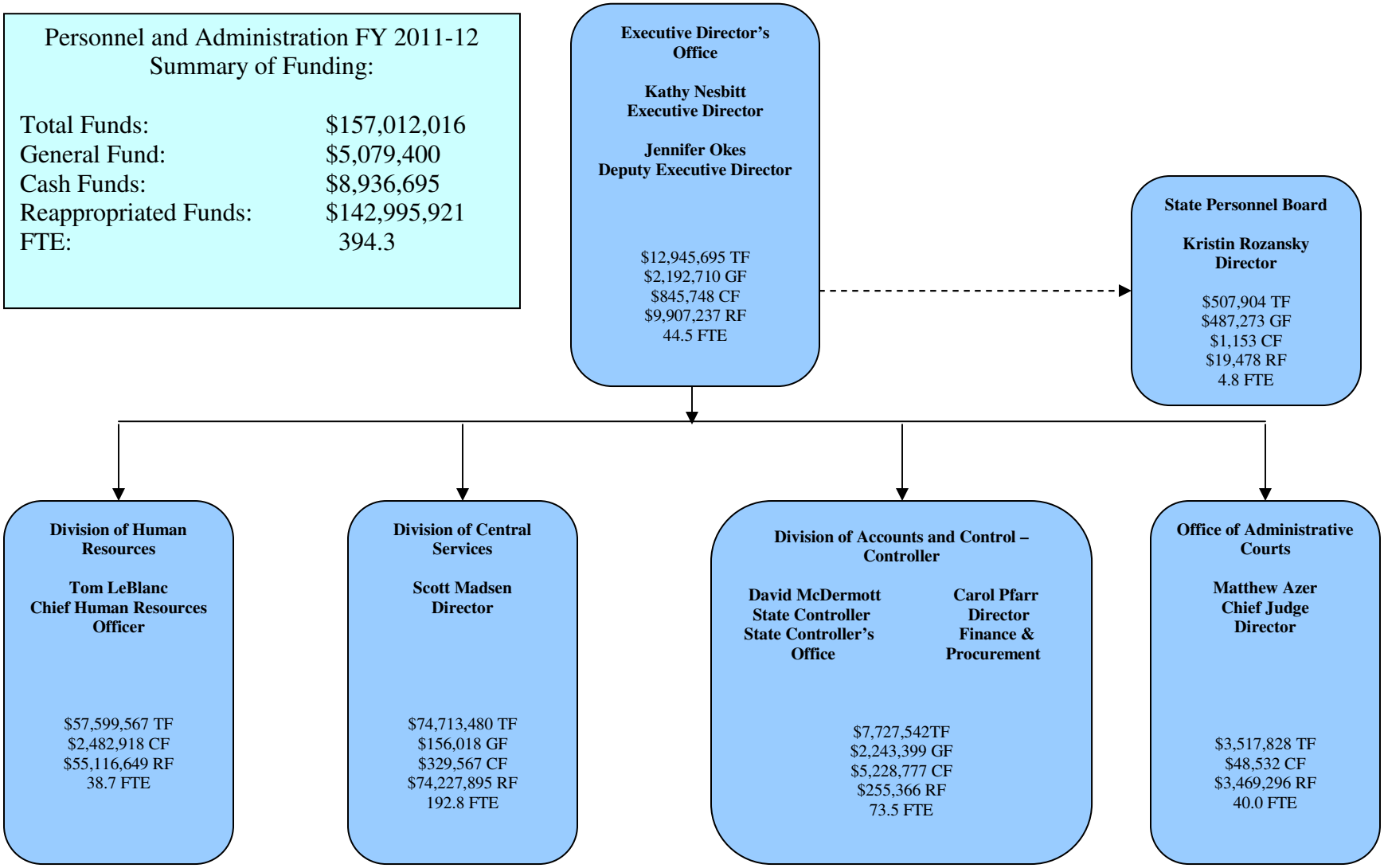
We Strive for:

Ease of Doing Business
Exceeding Expectations
Engagement

Delivering the Best Customer Experience

Working Together to Serve Colorado

DEPARTMENT OF PERSONNEL AND ADMINISTRATION – ORGANIZATIONAL CHART



THE STRATEGIC PLANNING PROCESS

During the summer and fall of 2011, the Department of Personnel and Administration's leadership team held a number of meetings that were intended to provide the basis for overhauling the performance and image of its programs as they pertain to the requirements set forth in statute and the State Constitution. Through these meetings, the Department identified four overarching principals that would allow it to increase its effectiveness and achieve its vision of being a leader in service excellence through the provision of quality services that enhance State government. Along with these primary performance-based goals, the Department's leaders are in the process of developing a number of individualized goals and performance measures at the programmatic level to support the long-term vision. The four primary departmental goals have been presented below with an explanation of how they pertain to the Department's book of business, a general sense of how the Department intends to accomplish these goals, and a brief overview of how the Department intends to measure success. Following this description, the Department has included the individualized goals and performance measures for individual divisions and the performance-based goals supported through the measure. As this is the first year of this strategic plan submission as required by the SMART Act, the Department's evaluation of its performance to date is cursory at best. In subsequent years, the Department will expand this evaluation and provide additional analysis and detail after this plan has been examined by the various legislative committees and their recommendations are incorporated herein.

SUMMARY OF DEPARTMENT PERFORMANCE-BASED GOALS

1. Brand DPA as an effective service organization for State citizens and governmental entities

The Department of Personnel and Administration provides a number of services to state agencies, state employees, the citizens of Colorado, and various governments and jurisdictions. As a service organization, the Department recognizes the importance of establishing a rapport with its clients and associating quality services with its name and image through branding. To effectively brand the Department with its products and services, the Department will focus on improving its communication to concerned parties, customer service to all entities that use its products and services, the effectiveness of its products and services, and the overall quality of its offerings. To aid in the successful development of its brand, all levels of the agency have developed goals and performance measures to effectively gauge improvements in the aspects of their particular functions that support the strategic goal of improving DPA's brand. Accomplishment of this particular strategic goal will be measured through a number of surveys regarding the Department's general reputation and the reputation of the vast number of programs it administers.

2. Upgrade or Replace Systems that are Outdated, Ineffective, or on the Verge of Failure

The Department of Personnel and Administration is the business owner of a number of systems that support many of the functions necessary to effectively manage state government, including finance, procurement, collections, fleet, and court related systems. As the owner of many of the systems that are integral to the function of state government, the Department's leaders assessed the overall state of the systems by researching their ability to perform the task originally intended, the ability for the system to adapt to ongoing reporting requirements and modifications, the applicability of the database or system in the future, and the viability of the system from a maintenance and upkeep perspective. The Department concluded that a number of the systems under its purview are outdated, obsolete, and at risk of imminent failure. As a result, the Department determined that one of its performance-based goals should be the improvement of the systems (through updates or replacements) that serve so many individuals and institutions throughout the State. Success for this strategic goal is not limited to whether or not the State replaces a system, but also includes the maximization of scalability, effectiveness, and ongoing viability while minimizing costs for procurement, programming, implementation, training, and ongoing maintenance.

Currently, the Department has submitted three formal requests that begin to address this strategic goal through its November 1, 2011 Budget Request. Those requests are: R-2 – Replacement of the CUBS (Columbia Ultimate Business Systems) database, R-4 – Purchase of E-Filing System (Office of Administrative Courts), and a capital development request to replace the Colorado Financial Reporting System (COFRS). From a strategic perspective, it is important to note that the issue of failing or under-performing systems is not limited to the three noted in the requests above, though they likely represent the most impactful. The Department will continue to work with various other state agencies to identify and replace or upgrade other systems that are not performing optimally. Finally, accomplishing this strategic goal will require a number of incremental accomplishments that can most accurately be measured by "yes" or "no" responses. Therefore, the performance measures associated with this performance-based goal are not necessarily continuous in nature, but rather dichotomous responses regarding incremental progress.

3. Improve the Multiple Facets of the Division of Human Resources (HR)

The Department of Personnel and Administration includes the Division of Human Resources. This particular division accounts for a number of the programs and services that touch the agencies and lives of all the people that work for the State of Colorado. During the strategic planning process, the Department identified multiple opportunities within the Division of Human Resources to create additional efficiencies in the operation of State government with a measured, long-term approach. These potential strategic improvements include the State's talent agenda, the total compensation process, and selected processes supporting an effective state workforce including selection, benefits administration, and training. The Department will work with the parties involved in each of these processes to identify strengths, weaknesses, and opportunities specific to each function with the intention of implementing changes that align each with industry standards and best practices. Success relative to this performance goal will be achieved when there is a general consensus among all interested parties that the processes in place maximize the opportunity for the State to hire, retain, compensate, and train its employees, thereby increasing the efficiency of the State's overall human resource function.

With respect to the Department's November 1, 2011 Budget Request, and in support of this performance-based goal, the Department has requested additional spending authority for its Training Services program. This underscores the Department's interest in providing training to State employees in a manner that consolidates this service and generates overall savings to the State.

4. Improve the Statewide Procurement Function

The Division of Accounts and Control – Controller Long Bill group contains a number of programs that were analyzed during the Department's strategic planning sessions. Of those programs, the procurement program in particular presented a considerable opportunity for maximization of benefit through improved systems, universal applicability, renegotiated contracts, standardized training, and improved customer service. The State of Colorado spends approximately $6 billion from all fund sources on goods and services on an annual basis. The Department believes that it has identified a number of ways to reduce the cost to the State of conducting its business. These include implementing a procurement database that is more accessible and user-friendly, increasing utilization of existing price agreements, providing universal training for the State's purchasing agents, renegotiating current contracts to garner additional discounts, and improving the Department's level of customer service for up- and down-channel suppliers and users, respectively. Success relative to this strategic goal will be measured by a reduction in cost for the goods and services the State needs to operate, as well as the rated effectiveness of the Department and its agents.

PERFORMANCE MEASURES TO SUPPORT THE PERFORMANCEBASED GOALS

The following table shows the performance measures developed through the strategic planning meetings conducted by the Department's leadership during the summer and fall of 2011. The table also shows the program to which the performance measure applies and the benchmarked objectives for each measure.

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Maintain or increase savings for Integrated Document Services as compared to the private sector, as reported in the Division of Central Services annual cost savings report.	**Division of Central Services**	**1**	Benchmark	$3,842,636	$4,000,000	$4,000,000	TBD
			Actual	$3,842,636	$4,000,000	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Implement a minimum of one duplication reduction plan per year.	**Division of Central Services**	**1**	Benchmark	N/A	1.00	1.00	1.00
			Actual	N/A	TBD	TBD	TBD
Continually improve the perception and image of the Department of Personnel and Administration through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**Executive Director's Office**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Division of Human Resources through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**Division of Human Resources**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Increase statewide employee engagement as measured through the biannual employee engagement survey that aggregates several factors including: leadership satisfaction, resource availability, motivation, involvement, compensation, teamwork and values. FY 2011-12 was the first year of implementation.	**Division of Human Resources**	**1**	Benchmark	N/A	N/A	67.0%	70.0%
			Actual	N/A	64.0%	TBD	TBD
Increase the efficacy of the training program's marketing efforts as measured by the number of employees enrolled in training classes on an annual basis.	**Division of Human Resources - Training**	**1**	Benchmark	1,300	1,300	1,333	1,350
			Actual	1,160	1,563	TBD	TBD
Continually improve the perception and image of the State Personnel Board through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**State Personnel Board**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Continually improve the perception and image of the Division of Central Services through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**Division of Central Services**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Office of the State Controller through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**Office of State Controller**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Division of Finance and Procurement through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**Division of Finance and Procurement**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Office of Administrative Courts through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	**Office of Administrative Courts**	**1**	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Increase net recoveries in terms of dollars collected through the Central Collections Services (benchmark is prior year actual).	**Division of Finance and Procurement – Central Collections Services**	**1**	Benchmark	$14,710,345	$15,545,905	$17,086,301	TBD
			Actual	$15,545,905	$17,086,301	TBD	TBD
Secure spending authority for the modernization of the Colorado Financial Reporting System (COFRS) by July 1, 2012.	**Office of State Controller**	**2**	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Secure spending authority for the implementation of an E-Procurement system by July 1, 2012.	**Division of Finance and Procurement – State Purchasing Office**	**2**	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD
Secure spending authority for the replacement of the CUBS database within the Department's Central Collections Services program by July 1, 2012.	**Division of Finance and Procurement – Central Collections Services**	**2**	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD
Secure spending authority for the implementation of an E-Filing system within the Department's Office of Administrative Courts by July 1, 2012.	**Office of Administrative Courts**	**2**	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD
Increase the number of total deliveries of orders and notices that are "e-orders" (electronically delivered court notices) by 10% each year.	**Office of Administrative Courts**	**2**	Benchmark	1,521	1,673	9,000	10,000
			Actual	2,516	9,228	TBD	TBD
Increase the number of total opened cases that are "e-filed" (electronically filing a case) by 200 cases a year for the first several years after implementation. Implementation pending approval of Department decision item.	**Office of Administrative Courts**	**2**	Benchmark	N/A	N/A	N/A	200
			Actual	N/A	N/A	N/A	TBD
Increase participation rate in State's medical benefit programs by adjustment of the plan design, contribution rates, and marketing of the plan as measured by the enrollment rate.	**Division of Human Resources - Benefits**	**3**	Benchmark	N/A	N/A	79.0%	81.0%
			Actual	78.0%	77.0%	TBD	TBD
Increase participation rate in State's dental benefit programs by adjustment of the plan design, contribution rates, and marketing of the plan as measured by the enrollment rate.	**Division of Human Resources - Benefits**	**3**	Benchmark	N/A	N/A	83.0%	85.0%
			Actual	83.0%	81.0%	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Increase the amount of training offered through the Department's Training Services program as measured by the number of people-hours of training completed.	**Division of Human Resources - Training**	3	Benchmark	N/A	N/A	5,500	6,500
			Actual	22,228	16,711	TBD	TBD
Move the State's workforce to 100% of prevailing salary compensation through the total compensation process as measured by the % difference between the State's average salary and market average salary reported through the total compensation letter and reports (negative value indicates the State is below market average by that percent).	**Division of Human Resources - Compensation Unit**	**3**	Benchmark	0%	0%	0%	0%
			Actual	-2.40%	0.50%	-1.70%	-7.10%
Improve the State's recruitment process through decreasing the amount of time it takes to hire an employee once a job opening is posted on COJobs (implemented in March of 2011).	**Division of Human Resources - State Agency Services**	**3**	Benchmark	N/A	N/A	45 Days	45 Days
			Actual	N/A	N/A	TBD	TBD
Increase the effectiveness of the State's Workers' Compensation safety and prevention programs as well as the efficiency of the State's case management as measured by dollars of loss incurred per $100 dollars of payroll.	**Division of Human Resources - Risk Management**	**3**	Benchmark	$1.15	$1.12	$1.10	$1.07
			Actual	$1.44	$1.12	TBD	TBD
Increase the effectiveness of the State's Workers' Compensation safety and prevention programs as well as the efficiency of the State's case management as measured by decreases in the number of claims per 100 employees filed against the State.	**Division of Human Resources - Risk Management**	**3**	Benchmark	8.00	7.80	7.80	7.60
			Actual	7.97	9.09	TBD	TBD
Provide free training courses to stakeholders in the state personnel system in order to develop a better understanding of the state personnel system.	**State Personnel Board**	**3**	Benchmark	N/A	1	2	3
			Actual	N/A	1	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Increase savings from sourceable goods through the Statewide procurement function as measured by the amount saved.	**Division of Finance and Procurement - State Purchasing Office**	**4**	Benchmark	N/A	N/A	TBD	TBD
			Actual	N/A	N/A	TBD	TBD
Increase the percent of sourceable spend through catalogs enabled on the Colorado E-procurement solution.	**Division of Finance and Procurement - State Purchasing Office**	**4**	Benchmark	N/A	N/A	0%	50%
			Actual	N/A	N/A	TBD	TBD
Increase the utilization of the Procurement Card (P-Card) as measured by the dollars spent through the program on an annual basis.	**Division of Finance and Procurement - State Purchasing Office**	**4**	Benchmark	$210,546,521	$161,284,170	$166,122,695	$171,106,376
			Actual	$210,546,521	$161,284,170	TBD	TBD