Strategic Policy Initiatives

The Department of Personnel & Administration identified several strategic policy initiatives for FY 2016-17 and beyond. For this performance evaluation, the Department updated progress on the initiatives identified in the FY 2016-17 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of October, 2017.

Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed here.

Improve DPA Customer Service

DPA performs core functions that provide the infrastructure, processes, services, guidance and tools necessary to help eliminate redundancy in State government and help keep costs down. Due to the nature of the Department's business, service to customers is the Department's driving force. The DPA customer base is three-fold; DPA serves government entities, State employees, and the public. The Department serves State departments, the General Assembly, Institutions of Higher Education, and local government entities. 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 aims to improve service to its customers in each and every interaction, to be focused on solutions, and to "do the right thing." The Department works to engage its customers and exceed their expectations at every step.

Modernize Business Operations

DPA provides centralized human resources, information, tools, resources and materials needed for the State of Colorado government to function. 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; and it is therefore paramount that the systems and processes the Department uses are consistent with customers' expectations and enable customers to do their work efficiently and effectively. 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.

Increase Employee Engagement

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. To that end, the Department is focused on investing in the workforce.

Operational Measures

Increase Employee Engagement

Major Program Area – Executive Director's Office

Process – Build trust in leadership through utilization of formal and informal training, communications strategies, and the development of leadership skills regarding trust and transparency.

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
In order to build and implement program to increase communications between employees and leadership, the Executive Director and Chief of Staff will increase formal engagement events with employees throughout the year from 12 to 24.	N/A	More than 24 employee engagement events conducted. As well, ED and Deputy ED have each completed close to 200 1-on-1 conversations with DPA employees.	24 events conducted	Increase employee job satisfaction
In order to increase trust in leadership, the department will develop and deliver ethics training to 100% of DPA employees.	N/A	DPA launched ethics training May 15. 99% of employees completed training by July 15.	100% of employees trained	Increase confidence in employees that leaders will respond to unethical behavior

Increase Employee Engagement

Major Program Area – Division of Human Resources

Process – Improve statewide employee engagement and talent development.

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
In order to expand and refine the Employee Value Proposition, the Department will identify career paths and critical skills associated with professional development.	N/A	Complete. HR competency model distributed to all Executive Branch Agencies at HR directors forum.	Identify career paths and critical skills associated with professional development across state.	Improve recruitment and retention of employees in public service.

Major Program Area – Executive Director's Office

Process – Foster a culture of innovation and good governance by demonstrating recognition of innovative practices.

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
DPA will form an Employee Action Team made up of members throughout the department to develop and implement innovative ways to improve employee communications.	N/A	Communications EAT continues implementation work.	Increase effective communications between employees and leadership.	Increase effective communications between employees and leadership.
DPA will expand the number of participants in its Leadership Academy from 24 to 32.	18 employees enrolled.	New cohort of 12 employees began meeting in February.	Graduate 32 participants through Leadership Academy.	Expand Leadership Academy to include approximately 15% of DPA employees.
Recognize and reward employees by offering leaders and peers greater ability to formally recognize performance and contributions.	N/A	12 awards issued around department.	Streamline and enhance recognition and rewards across Department.	Improve recruitment and retention of employees in public service.

Modernize Business Operations

Major Program Area – Division of Human Resources

Process – Procure an enterprise Human Resource Information System, and conduct prerequisite work for implementation.

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
In order to ensure best human resources practices are utilized, DPA will procure an enterprise Human Resource Information System by 2017.	Second RFP conducted. Vendor selection scheduled for fall 2017.	Vendors selected. Project in progress.	HRIS Procured	HRIS Procured

Improve Customer Service

Major Program Area – Office of the State Controller

Process – Clearly communicate with State agencies, vendors, and public efforts to modernize the procurement code.

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
DPA will establish a working group to review and introduce legislation to modernize the State's procurement statutes, rules, and processes to better serve State agencies, vendors, and the public.	N/A	Gov. Hickenlooper signed the Procurement Modernization bill into law April 4.	Working group will submit a report to the Legislature by Dec. 31, 2016, after partnering with external working groups and state agency stakeholders to obtain feedback on modernizing the Procurement Code.	Increase State agency satisfaction with guidance, management, and services provided by DPA.

Major Program Area – Office of the State Controller
Process – Improve CORE operations

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
In order to improve customer service, the Department will reduce the number of outstanding CORE tickets from a high of approximately 2,000 to few than 150.	N/A	147 current outstanding help tickets.	Fewer than 150 help tickets.	Increase State agency satisfaction with guidance, management, and services provided by DPA.
The Department is developing a series of modules for both new and advanced users across the State to keep pace with the system and financial requirements.	N/A	1,673 trained in procurement, event types, and general overview. InfoAdvantage module being finalized.	Approximately 4,000 users trained.	Increase State agency satisfaction with guidance, management, and services provided by DPA.

Major Program Area – Division of Human Resources
Process – Revise HR technical guidance documents to support HR professionals across the State.

Measure	FY16 Actual	FY17 Actual	1-Year Goal	3-Year Goal
The Department will revise and update five technical guidance documents regarding statewide human resources to better reflect best practices.	N/A	Complete. In-range Salary movements – base building; Title VII of the Civil Rights Act; Online skills assessments; Residency requirements; Wage, hours worked, and overtime; Employee eligibility verification (form I-9)	Five technical guidance documents updated.	Increase State agency satisfaction with guidance, management, and services provided by DPA.