

**PHIL WEISER**  
Attorney General

**NATALIE HANLON LEH**  
Chief Deputy Attorney General

**JUNE TAYLOR**  
Chief Operating Officer

**ERIC R. OLSON**  
Solicitor General



**RALPH L. CARR**  
**COLORADO JUDICIAL CENTER**  
1300 Broadway, 10th Floor  
Denver, Colorado 80203  
Phone (720) 508-6000

**STATE OF COLORADO**  
**DEPARTMENT OF LAW**

August 1, 2019

**Department of Law Performance Management System Components**

**Background:**

§ 2-7-200.1 C.R.S. et al, creates the State Measurement for Accountable, Response, and Transparent Government (SMART) Act. This act generally establishes performance planning expectations and deliverables for each state agency, focusing on improving service delivery and identifying efficiencies.

Specifically, per § 2-7-204(2)(a) C.R.S., a performance management system must take into account two important principles:

- Strategic goals and priorities that are consistent with the statutory charge of each department; and
- Strategies for enhancing productivity, improving efficiency, reducing costs, and eliminating waste in the processes and operations that deliver goods and services to taxpayers and customers of State government.

Additionally, the SMART Act encourages the Performance Management System to incorporate a formal and commonly accepted system of continuous process improvement, and to include elements that ensure DOL employees are properly trained to implement the various components.

At a minimum, the Department of Law's Performance Plan must include:

- A statement of the Department's mission or vision;
- A description of the major functions of the Department;
- Performance measures for the major functions;
- Performance goals that correspond to the Department's performance measures, that extend to at least 3 years in the future;
- A narrative of the strategies necessary to meet the performance measure; and
- A summary of the Department's most recent performance evaluation.

Additionally, HB 18-1430 requires each state agency to provide an annual November 1 report that addresses many of the deliverables in the agency's SMART Plan as well as analyzing trends

and grant funding to assess if any outside influences may affect the agency in meeting its objectives.

### **Department of Law annual deliverables:**

- By August 1 of each year, publish the DOL's performance management system components to the Department's website;
- By September 1 of each year, publish the DOL's performance plan to the DOL website, in line with the performance management systems components and submit to the Joint Budget Committee, the joint committee of reference, and the Governor's Office of State Planning and Budgeting, (OSPB).
- By November 1 of each year, publish to the Department's website and distribute to Legislative Council, the Department's regulatory agenda;
- By October 1, and March 1, of each year, the Department will publish its annual four-page performance report to the Department's website and send the link to the Governor's Office of State Planning and Budgeting, to be included on the Governor's webpage.
- By November 1 of each year, publish the DOL's Long Range Plan, per HB 18-1430, including the DOL mission statement, description of major functions, performance goals, an evaluation of DOL's major programs, anticipated trends or other impacts that may affect the DOL with meeting its objectives, and a description of any grant funds that may decrease in the future.

### **DOL Performance Management:**

DOL employees have participated in recent Governor's Office Performance Management Planning Academies. Additionally, the DOL sent seven employees to LEAN training in FY 19. These trainings have allowed the DOL to develop relationships with performance management and LEAN expertise across the State enterprise and have provided the platform for the DOL to develop these skills internally, in order to make the best use of resources in meeting statutory responsibilities.

Under Attorney General Phil Weiser's leadership, the DOL is continuing this effort. The DOL leadership team facilitated a robust analysis of its vision and core values, utilizing a cross section of DOL employees. The work of these employees resulted in a definition of the DOL's vision and core values.

The DOL vision is "Together, we serve Colorado and its people by advancing the rule of law, protecting democracy, and promoting justice for all."

The DOL core values include:

1. We are Public Servants:
  - a. We uphold the rule of law and serve all the people of Colorado;
  - b. We are engaged and empathetic;
  - c. We act with humility;

- d. We serve our client agencies.
2. We are Innovative:
  - a. We act with courage;
  - b. We seek and create opportunities for others;
  - c. We are creative problem solvers;
  - d. We are committed to continuous improvement.
3. We are Principled:
  - a. We act with integrity;
  - b. We do our best;
  - c. We deliver excellent work;
  - d. We are transparent.
4. We are Better Together:
  - a. We are inclusive and diverse;
  - b. We work as a team;
  - c. We are respectful of others;
  - d. We have fun.

Moving forward, the DOL is assessing the Strategic Plan to ensure the goals and measures of the department best reflect these core values.

**Department of Law Performance Plan Strategic Components:**

- Department Functional Organization Chart;
- Department Purpose Statement;
- Department Description;
- Department Objectives;
- Department Performance Measures with actual data from previous fiscal year, if available, and extend at least three years into the future;
- Descriptive narrative of strategies to enable the Department to successfully meet each performance measure;
- Evaluation of most recent actual data from the most recent fiscal year close., This will be updated in the October 1 and March 1 performance reports;
- The current year appropriated budget (Long Bill and Special Bills) by line item, including FTE.