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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 impact 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 OSPB Performance Management Planning Academies. Additionally, the DOL sent 7 employees to LEAN training in FY 18. 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.

Additionally, the DOL worked with a strategic plan consultant prior to the FY 18 SMART Act submission. The DOL facilitated a two-day workshop with the facilitator and eighteen DOL employees to review and propose modifications to the DOL Mission and Vision statements and key performance areas. This effort resulted in a revamped DOL Strategic Plan with more robust performance objectives.

The DOL is currently adopting SharePoint software, across department programs. This tool is helping automate approval and workflow processes, resulting in increased efficiencies. Additionally, SharePoint provides more consistent and robust data collection and reporting,

Moving forward, the DOL will continue to facilitate performance management, strategic planning, and LEAN training across a broad section of DOL employees, thereby bolstering this knowledge across the enterprise. Additionally, the DOL is implementing a new business licensing and complaint tracking system for the Consumer Credit Unit and Consumer Protection Unit. The Unit anticipates better data analysis and response to business licenses, complaints, and revenue tracking.

The DOL recognizes that some of its performance measures may not be conducive to the reporting of new data biannually due to the sources and availability of data. DOL will report on measures with updated information where relevant and accessible.

The DOL will utilize each Deputy Attorney General to facilitate the annual review of performance and workload measures in line with the current Performance Plan, as well as the current DOL Performance Management System Components document, in order to develop suggestions for modifications to be considered by the DOL's senior leadership team. Additionally, the DOL anticipates a similar process to review and administer process improvements that stem from employee review and analysis.

Department of Law Performance Plan Strategic Components:

- Department Functional Organization Chart;
- Department Mission Statement;
- Department Vision Statement;
- Department Description;
- Department Objectives;
- Department Performance Measures with actual data from previous fiscal year, estimate of current year and 3rd out year;
- 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.