DEPARTMENT OF PERSONNEL & ADMINISTRATION
FY 2012-13 JOINT BUDGET COMMITTEE HEARING AGENDA

Tuesday, January 10, 2012
9:30 am – 12:00 pm

9:30-9:45 INTRODUCTIONS AND OPENING COMMENTS

9:45-10:30 TOTAL COMPENSATION (COMPENSATION-RELATED COMMON POLICY)

1. Please explain the history of funding for Shift Differential, and the rationale for the FY 2012-13 request to fund Shift Differential at 80.0 percent of the FY 2010-11 actual expenditures.

   Response: The funding of shift differential at 80 percent of the prior year expenditures has been a long standing practice of both the Office of State Planning and Budgeting and the Joint Budget Committee, first implemented in the early 1990's or before. The Department's understanding is that the shift differential appropriation has never been requested or appropriated with the intent to reduce the amount of time and funding used to compensate employees for shift work. Rather, the request and corresponding appropriation has reflected the general idea that there should be some savings in personal services line item appropriations. To the extent that a department requires funding for shift expenditures above and beyond the appropriation, those expenses are recognized in the Personal Services line items.

2. Please summarize the proposal to allow state employees to enroll their eligible children in the Children's Basic Health Plan (CHP+), including background on the change in federal policy that allows this practice, the eligibility criteria, and the projected impact on expenditures for CHP+ and for state contributions to employee health plans. Is the Governor requesting that the Joint Budget Committee carry the legislation?

   Response: The Department of Health Care Policy and Financing (HCPF) first approached the Department of Personnel & Administration (the Department) regarding a proposal to allow State employees to enroll their eligible children in CHP+ in February 2010. Prior to the passage of the Affordable Care Act (ACA), section 2110(b) of the Social Security Act (the Act) excluded children of state employees from being eligible for the federal Children's Health Insurance Program (CHIP). HCPF is proposing to implement Section 10203(b)(2)(D) of ACA, which permits States to extend eligibility for CHIP to children of State employees who are otherwise eligible for the program if one of two conditions is met. HCPF believes that Colorado meets one of these conditions, the "maintenance of agency contribution," described in Section 2110(b)(6) of the Act.

The Department believes that this proposal would result in savings to the State for two reasons. First, CHP+ receives a 65 percent federal match on its expenditures while the State contributes to the health insurance premiums of its employees and covered dependents using largely state funds only. Second, CHP+ child per capita costs are projected to be lower than the annualized premiums contributions paid by the State for employees' dependents. Thus, additional costs to HCPF due to increased CHP+ enrollment would be outweighed by the decreases to State Health, Life and Dental expenditures set though Common Policy. HCPF's November 1, 2011 FY 2012-13 Budget Request, R-9 "CHP+ Eligibility for Children of State Employees" includes more details on this proposal. It is important to note that this proposal does not alter the existing eligibility criteria for CHP+, but rather allows the children of state employees who meet these criteria to enroll in the program.

The Department was able to provide enrollment data to HCPF with statewide employee and benefits data. However, the actual number of eligible children who would switch to CHP+ from the state health insurance is difficult to estimate as this decision may be based on factors other than income. Factors such as geographical location, CHP+ plan availability or the desire to stay with a particular provider are nearly impossible to estimate. As a result, HCPF's statewide estimate would only be based on income, and cannot account for the varying geographical distribution of employees between state agencies. Due to incomplete data regarding household income data and other variables, HCPF cannot provide an appropriate estimate of the impact of the request on each agency. Both departments believe that it would also be unfair and unsound to merely divide the total estimated savings for the entire state by the number of state agencies and alter appropriations based on that calculation.

This proposal can be implemented through changes to Colorado's rules for CHP+. To allow the newly eligible children of State employees to enroll in CHP+, however, HCPF is proposing a statutory change that would create a temporary moratorium for children of state employees on a requirement at 25.5-8-109 (1) C.R.S. (2011) that a child not have been insured by a comparable health plan through an employer, with the employer contributing at least 50 percent of the premium cost in the three months prior to application for CHP+. Current statute would force eligible children of state employees to go uninsured for three months (or purchase costly small-group insurance) before applying for CHP+, effectively discouraging movement into the program. The Department's understanding is that the Governor's Office is not requesting that the Joint Budget Committee carry this legislation.

3. Please provide some history on the pay date shift and the cost to undo it in total. Is the Governor requesting that the Joint Budget committee carry the legislation to undo the pay date shift for bi-weekly employees?

Response: In the 2003 Legislative Session, the General Assembly enacted the paydate shift in Senate Bill 03-197. The purpose of the bill was to mitigate the budget impact of revenue shortfalls in Fiscal Year 2002-03. The bill moved the payday for $70.53 million of General Funded payroll to July 1, 2003, for work performed in June 2003, and required that General Fund Surplus only be restricted upon actual payment. This action deferred the General Funded payroll from Fiscal Year 2002-03 into Fiscal Year 2003-04, and required that the same action be taken each subsequent fiscal year. Of the $70.53 million, $2.87 million was related to biweekly payroll. The paydate for June payroll funded from cash and federal sources was also moved to July 1; however, that payroll was counted in the same fiscal year as the work was performed and it was not deferred into the following year.

In the 2010 Legislative Session, the Department proposed to begin unwinding the payroll deferrals into the following year. Representative Rice and Senator Steadman sponsored House Bill 10-1410, which would transfer General Fund resources equal to unexpended General Funded appropriations (General Fund Reversions) to the State Employee Paydate Shift Fund. Money in the cash fund was to be subject to appropriation in the year following the year of the reversion. The appropriations would first fund the additional month of biweekly payroll necessary to begin unwinding the payroll deferral. Remaining appropriated funds and future year's reversions would be used to unwind the deferral for employees paid monthly one department at a time as monies became available. The bill passed out of the House Business Affairs and Labor Committee 11-0, the House Finance Committee 10-0, and the House Finance Committee referred it to the Committee of the Whole where it was defeated by one vote.

In the 2011 Legislative Session, the Department proposed a similar bill which limited the transfer of reversions to the cash fund to fiscal years when no augmenting transfers had been made into the General Fund, and limited the amount of the transfer to the amount of General Fund Surplus. The bill also proposed to provide the Legislature authority to appropriate the moneys for unwinding the payroll deferral or for any other purpose. Such appropriations would be requested each year until the entire payroll deferral had been unwound. The bill provided immediate relief to employees exclusively funded with funds other than the General Fund by returning their paydates to the normal monthly or biweekly schedule. A separate fund would be created for Legislative Branch appropriation reversions to unwind Legislative employee payroll deferrals. The House Finance Committee referred the bill to House Appropriations on an 11 to 1 vote. The House Appropriations Committee took no action on the bill and it was deemed lost.

For the 2012 Legislative Session, the Department is proposing a legislative action to eliminate the 2003 payday shift for employees paid on a bi-weekly basis. The bi-weekly payday shift causes significant financial disruption for many of the lowest paid state employees. For example, the last payday in FY 2008-09 for biweekly paid employees should have been June 19, 2009. Because of the payday shift, these employees were not paid until July 2, 2009, a delay of 12 days. Similarly, the delay in the last biweekly pay for FY 2009-10 was 13 days and the last biweekly pay for FY 2010-11 was delayed by 14 days. For FY 2011-12 bi-weekly pay would be delayed three days and biweekly paid employees would go a total of 17 days without pay. This proposed bill would eliminate the 2003 payday shift for bi-weekly paid employees. The payday shift would remain in place for the majority of state employees who are paid on a monthly basis.

The Department's proposed bill will result in an additional biweekly payroll to be paid from FY 2011-12 budgets. An estimated $1.6 million in General Fund is the estimated need for the elimination of payday shift for bi-weekly paid employees. Current estimates indicate that it will cost $87,651,000 to unwind the paydate shift in total including both monthly and bi-weekly payroll.

The Governor's Office is requesting that the Joint Budget Committee carry the biweekly paydate shift bill.

4. The JBC staff proposed some statutory changes to the FTE reporting requirements in Section 24-50-110 (1) (d), C.R.S. How many positions has the Department abolished pursuant to this statute? Does the executive branch support changing the FTE reporting requirements as proposed by the JBC staff?

Response: The Department has not abolished any positions pursuant to this statute. It would be impractical for the Department to make such management decisions on behalf of other agencies, without coordination. State agencies already have the ability to create or abolish positions, so for DPA to abolish positions separate from these actions would conflict with the authority already allowed the agencies. Positions abolished by DPA could very easily be recreated by other agencies that chose to do so.

The JBC staff recommends changing the frequency of the report from monthly to quarterly, or possibly annually. The Department agrees that changing the statute to require an annual reconciliation is the most appropriate. Given the significant time commitment by state agencies to perform this reconciliation, it is appropriate that it is only performed one time per year. However, as previously indicated, the OSPB and the Department have committed to providing unreconciled reports quarterly.

JBC staff recommends making the Department responsible for a consolidated report, rather than requiring individual reports from agencies. While the Department agrees with this change in concept, it is concerned with having responsibility without the corresponding authority given that individual agencies must perform the actual reconciliation. The Department believes that the most appropriate way to effectuate this is to direct state agencies to perform this reconciliation and provide the data to the Department, who is, in turn, required to consolidate and submit the report.

JBC staff recommends including FTE at the higher education institutions. The Department agrees with this change and again believes it would be best to include statutory direction to the institutions of higher education to provide the required data to the Department.

JBC staff recommends limiting the scope of the “reconciliation” to a comparison between actual FTE and appropriated FTE. The Department agrees.

Additionally, JBC staff recommended a technical change to the definition of FTE to reference employees who are paid eight hours per workday. The Department believes that a reference to employees who work forty hours per week is more appropriate wording in order to address employees who work on a flex schedule, such as employees who work four ten-hour days.

Finally, the Department also agrees with the proposal to remove the reference to 2,080 hours in the definition of FTE.

5. The JBC staff described a number of problems with current FTE reporting procedures and possible solutions. Please respond to the JBC staff analysis and describe what the Department is doing to improve the accuracy, consistency, completeness, and accessibility of FTE information.

Response: The JBC staff identified there is a potential for small input errors in data entry that could result in an incorrect FTE calculation. The Department is currently working to clarify and define criteria, roles, and responsibilities for data elements within the State’s Central Personnel and Payroll System (CPPS). The Department is working to identify areas where data input is resulting in inconsistent data, and is developing procedures to rectify the issues, and communicating these methodologies to enhance the accuracy and consistency of FTE data. Furthermore, the Department is working in collaboration with the Office of Information Technology to identify technical enhancements to the CPPS and Employee Self Service (ESS) systems; many of which will be implemented in the near future. The combination of these efforts will serve to refine data integrity and consistency in reporting FTE.

Furthermore, the JBC Staff outlined the need for institutes of higher education to be included in the statewide FTE reporting. The Department agrees and, as stated above, the Department believes it would be best to include statutory direction to institutes of higher education to provide the data to DPA.

The Department also agrees with the JBC Staff analyst to continue to exclude shift differential in the FTE calculation and believes there is a benefit to the inclusion of overtime to include a full picture of the work effort required. If JBC makes such a change in the FTE definition, it may be necessary to reconfigure the FTE "Appropriations" to reflect these additional hours.

With regards to the Comprehensive Annual Financial Report (CAFR) that is produced by the Office of the State Controller (OSC), beginning with the Fiscal Year 2010-11, the OSC no longer uses the term FTE in the CAFR Statistical Section. It has been replaced with the more accurately titled "Average Count of State Employees by Function and Average Monthly Employee Salary". The following explains the basis for CAFR reporting: The Office of the State Controller has presented the information now represented as Average Employee Count since the Fiscal Year 1992-93 CAFR, and the original schedule contained comparable data back to Fiscal Year 1985-86. As a result, the State's CAFR has presented average employee count under the same calculation methodology for 25 fiscal years. The purpose of the CAFR Statistical Section and the Average Monthly Employee Count is to present time series information (ten years in each CAFR) that is useful for placing the State's financial statements in economic and operational context. It is not intended to represent budgetary or Legislative control over the number of employees or the size of State government, but rather is intended to provide a consistent methodology that demonstrates comparability across fiscal years. Because the OSC does not have a process for collecting work hours by person from the large number of Higher Education work study students it cannot develop a measure of Full Time Equivalent Employees. Therefore, the OSC developed a method of calculating an average employee count based on available information which is full time employees, full time salaries, and part time salaries. The CAFR Statistical Section clearly defines the methodology used to calculate Average Employee Count as follows, "For each State agency, the average salary for full-time employees was divided into the part-time payroll amount to determine the average employee count." The CAFR Statistical Section information is required to be presented in the format of the eight functions used for financial statement presentation. Those functional categories include various agencies from across State departments, and as a result, the information is in no way comparable to the FTE counts or controls implemented by the General Assembly at the agency and department.

As JBC staff noted, the Department and OSPB have committed to working to improve reporting, and timely reconciliation of FTE in collaboration with the JBC. The Department believes that the most appropriate way to effectuate this is to direct state agencies to perform this reconciliation and provide the data to the Department, who is, in turn required to consolidate and submit a report.

6. Briefly describe the findings of the Annual Compensation Survey Report. How accurate is the Annual Compensation Survey Report? Is the state just comparing itself to other government employers?

Response: The following tables show how the State's salaries compare to the overall market which includes an analysis of private and public entities. Although individual benchmark comparisons were conducted of actual salaries and salary ranges in relationship to market, the survey report presents overall findings by occupational group and all benchmarks combined. For Trooper classes the table represents the overall percentage by individual benchmark that employee salaries would need to be adjusted to reach 99 percent of the average market salaries. The findings provide an estimate of the percentage in which the State would have to adjust salaries and salary ranges (either up or down) to be competitive with the prevailing market rate.

Comparison of State and Market Salaries and Midpoints 5			
Occupational Groups	**State Salaries vs. Market Median Salaries 1**	**State Salaries vs. Market Weighted Average Salaries 2**	**State Midpoints vs. Market Midpoints 3**
Enforcement & Protective Services 4	0.8%	5.1%	-6.1%
Health Care Services	9.7%	9.7%	4.0%
Labor, Trades & Crafts	5.9%	7.0%	4.4%
Administrative Support & Related	15.5%	16.0%	4.1%
Professional Services	2.2%	4.7%	1.3%
Physical Science & Engineering	-2.2%	-1.8%	-4.3%
Overall Difference	5.2%	7.1%	0.9%

1 Weighted average of state salaries compared to median of market salaries
2 Weighted average of state salaries compared to weighted average of market salaries
3 Average of state midpoints compared to average of market midpoints
4 Does not include Trooper classes
5 . A positive value indicates that the State is below the market and represents the percent the State would have to increase to align with the market and a negative figure indicates that the State is above market and represents the percent the State would need to decrease to align with the market for that occupational group.

Comparison of State and Market Salaries for Troopers	
Trooper Job Classes	**State Salaries vs. Market Weighted Average Salaries 1**
State Patrol Trooper	26.4%
State Patrol Supervisor	4.9%
State Patrol Admin I	6.2%

Comparison of State and Market Salaries for Troopers	
Trooper Job Classes	**State Salaries vs. Market Weighted Average Salaries 1**
State Patrol Admin II	6.8%
Overall Difference	20.9%
1 Weighted average of state salaries compared to 99 percent of weighted average of market salaries	

For group benefit plans (health, dental, and basic life), the Division measures the average dollar rate of market employer contributions to benefit plan premiums; the percentage of the premiums shared between the employer and employee; and, cost-related plan design features such as, out-of-pocket deductibles, co-pays, and co-insurance. The Division assesses other measures or indicators of the overall cost of group benefit plans, such as the market average cost of benefits per employee and market trends in health care related cost increases to determine prevailing practices and projections for increases to plan premiums.

The State is comparable with market employers by offering the most common medical plan options, (PPO, HMO, and HSA-qualified) to its employees. A comparison of the market employer percentage share of contributions in relationship to the State's share of contributions indicates the State's share is lower at approximately 72 percent than market at approximately 77 percent. Overall, the State's medical plan options are comparable to the market in terms of basic cost-sharing features such as co-pays, coinsurance responsibility, deductibles, and out-of-pocket maximums.

The State's offering of a PPO option for a dental plan is comparable with market employers and a comparison of the market employer percentage share of contributions in relationship to the State's share of contributions indicates the State's share currently is higher at approximately 67 percent than market at 50 percent. However, the State's plan design is not consistent with some features in the market; specifically, the State has maintained lower dental premium rates over the past three to four years because the value of the plan reimbursement schedule is lower than the market, which resulted in higher out of pocket costs for some employees. An analysis conducted by the plan provider's underwriting department, indicates that a cost increase of approximately 18 percent would be required to adjust the State's dental plans comparable with market.

The following table compares the 100 and 90 percent prevailing contribution levels within the market to the State's current contributions for FY 2011-12 by tier. The market comparison value in the first section represents 100 percent of employer contributions in the market or current prevailing market contributions. The second section of the table provides projected contribution rates to medical plan premiums at approximately 90 percent of prevailing market employer contributions. Finally, the projected contribution rate for the dental plan should be comparable with the market employer and employee share in the market, once plan designs are changed to be comparable to market.

Comparison of Market Contribution Levels to State Contribution for FY 2011-12

Tier	100% of Market	90% of Market	State Contribution
Employee	$440.18	$396.78	$368.42
Employee + Spouse	$796.02	$717.04	$623.42
Employee + Children	$765.66	$689.70	$659.66
Employee + Family	$1,112.82	$1,002.16	$914.50

In response to the accuracy of the annual compensation report, the annual compensation survey is conducted by applying general guidelines of the compensation profession, including but not limited to: reporting findings in the aggregate to maintain confidentiality of individual data provided by participating companies; using third-party survey sources rather than exchanging pay information directly with market competitors to avoid biased data selection; ensuring at least five data responses are reported for each benchmark statistic with no individual participant's data representing more than 25 percent of the data (with the exception of the Trooper market as established by statute); and, using historical pay information to ensure data is actual and current. Lastly, it is important to note that although there are generally accepted guidelines for conducting and analyzing salary surveys within the compensation industry, salary surveys are not the same as scientific or statistical studies. For example, strict rules regarding sample size may inhibit scientific studies; however, those same scientific and statistical principles may not apply to compensation surveys, as an employer decides which surveys and sometimes even which organizations to use, based on internal compensation philosophy, among other reasons. A salary survey is meant to provide a market-based estimate in order to measure an employer's external equity.

To ensure technically and professionally sound survey methodologies and practices, the annual compensation survey is subject to a performance audit every four years; with the most recent audit conducted of the FY 2009-10 survey. Recommendations stemming from the last audit have been incorporated into the survey process; specifically, as they relate to benchmark selection, labor market comparisons, and methodologies utilized in the data collection and analyses.

7. How could the Annual Compensation Survey Report be improved?

Response: New methods and processes have been implemented over the past few years as a means to improve the annual survey, market comparisons, and report of findings, which includes conducting a more in-depth analysis of salary data by individual benchmark jobs and using the annual survey process to identify outliers (state jobs out of competitive position compared to market). With these improvements the time necessary to collect, compile and analyze data has also increased.

The following recommendations would enhance improvements to the survey process and methodologies, including the staff resources needed to conduct the report in a timely manner.

- Complete a comprehensive survey every other year. The Department can utilize published salary planning surveys as an effective means to assess market trends every other year between conducting the comprehensive benchmark analysis. These salary planning surveys are credible resources that can be used to plan pay structure and actual salary increases consistent with prevailing market practices and State policy (the State already obtains and refers to the annual salary planning surveys conducted by MSEC, Aon Hewitt, *WorldatWork,* and others to monitor market trends and practices). The Department is currently pursuing legislation to accomplish this suggested improvement.
- Approve and implement a third-party resource for managing and analyzing market data. A large number of reputable companies in the compensation and human capital management industry provide a variety of products and services that reduce the time spent by staff in transactional activities related to the annual survey and cost estimates, such as: a broad array of market data made accessible in one location; market pricing for analyzing the State's internal salary data relative to market data; merit modeling to apply prevailing market against the State's internal pay philosophy in order to calculate salary increase options, flag outliers, and estimate overall salary budget costs; and, tools to develop and maintain the State's pay structures at a competitive position with market.

8. Please provide some demographic information about state employees, including the distribution of state employees along the pay range for each job class and the retention rate.

Response: The Department examined the following demographic information about all classified state employees (as well as non-classified, where possible) as of October 31, 2011, specifically age and tenure with the State. The relationship between age and salary, as well as the relationship between years of service and salary, is statistically significant. This data set includes 38,369 observations, excluding duplicates (where employees may work in more than one position).

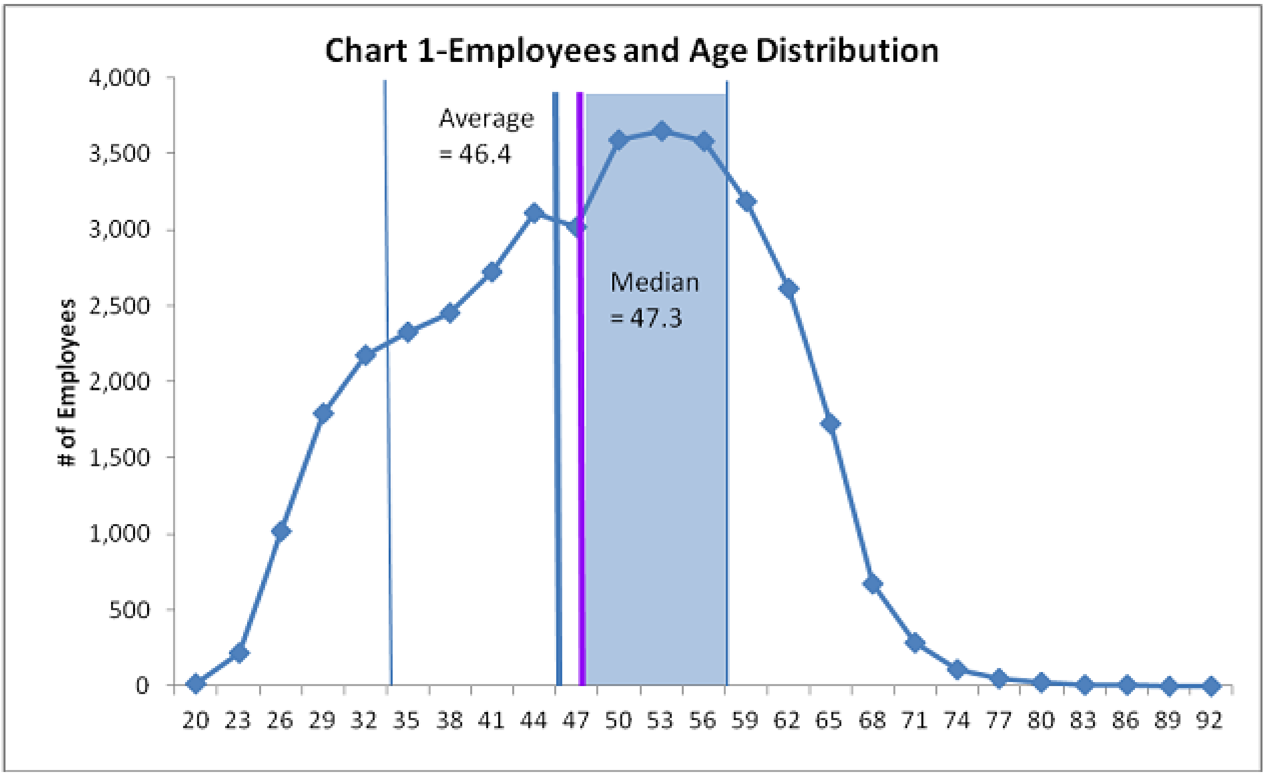
A range placement is operationally defined as follows: Percent Range Placement = (An employee's monthly salary – a range minimum rate) / (range maximum rate – range minimum rate) * 100

If an employee's range placement is calculated as 0 percent, the employee's monthly salary is exactly the same as the range minimum rate. On the other hand, if an employee is being paid at his or her range maximum rate, the employee's range placement is 100 percent.

A retention rate is operationally defined as how long an employee remained employed with the State.
For those who separated from the State in FY 2010 – 11, it is defined as the years between an employee's original hire date and his or her separation date. For active employees, it is defined as the years between an employee's original hire date and October 31, 2011.

Demographic Information

Age – The average age of state classified employees is 46.4, with a median of 47.3. Currently, 18 percent of the workforce is eligible for retirement. About 33 percent of the workforce older than the median age of 47.3 will become eligible for retirement in the next five years.



Years of Service – The average years of service with the State for all permanent classified and non-classified employees is 9.6, while the median years of service of 7.2 indicates a skewed distribution toward shorter tenure groups as shown in Chart 2.

Distribution of Employees along a Pay Range

As shown in Chart 3, two distinct patterns show up in the pay range placement among the classified workforce. The majority of the employees who have fewer than five years are clustered at the first 10 percent of their pay ranges. However, the majority of employees with 16 or more years are paid above the midpoint rate of their pay ranges. Table 1 shows the historical annual salary survey funded by occupational groups. Prior to FY 2002-03, salary adjustments were made consistently but not so after that. The State's pay structure resulted in the lack of pay range progression within the classified workforce.

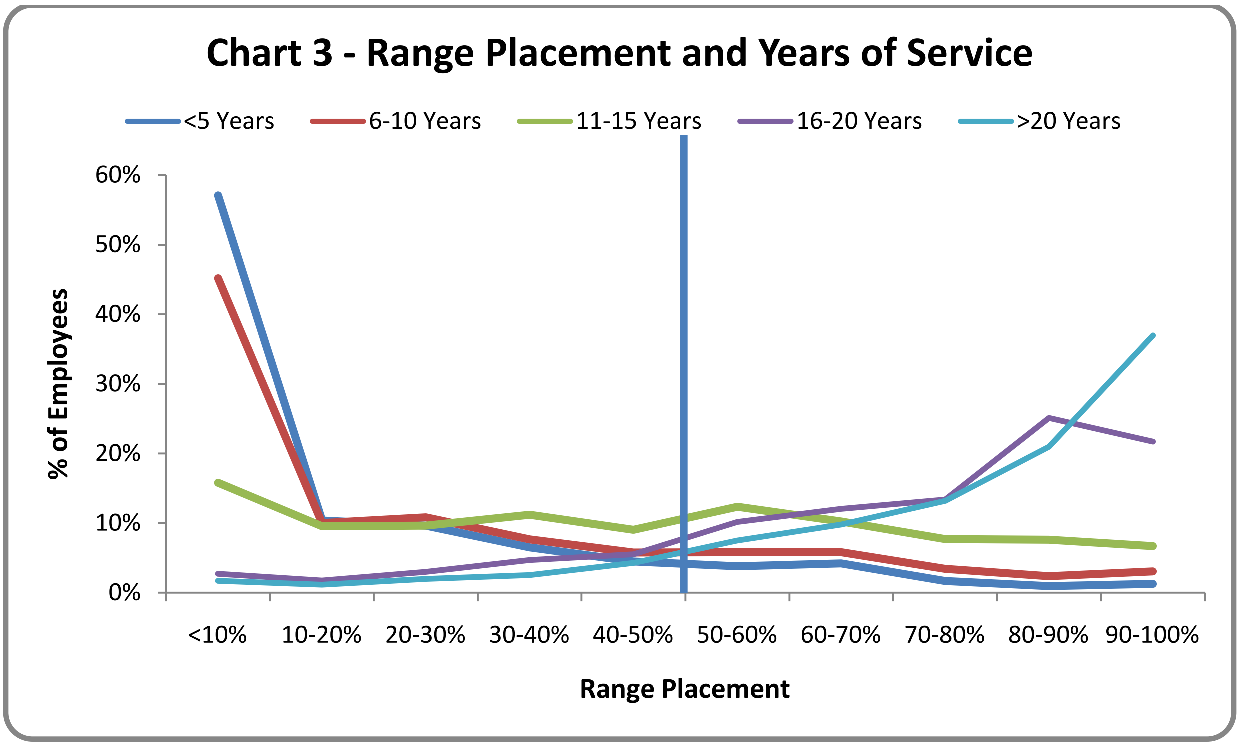


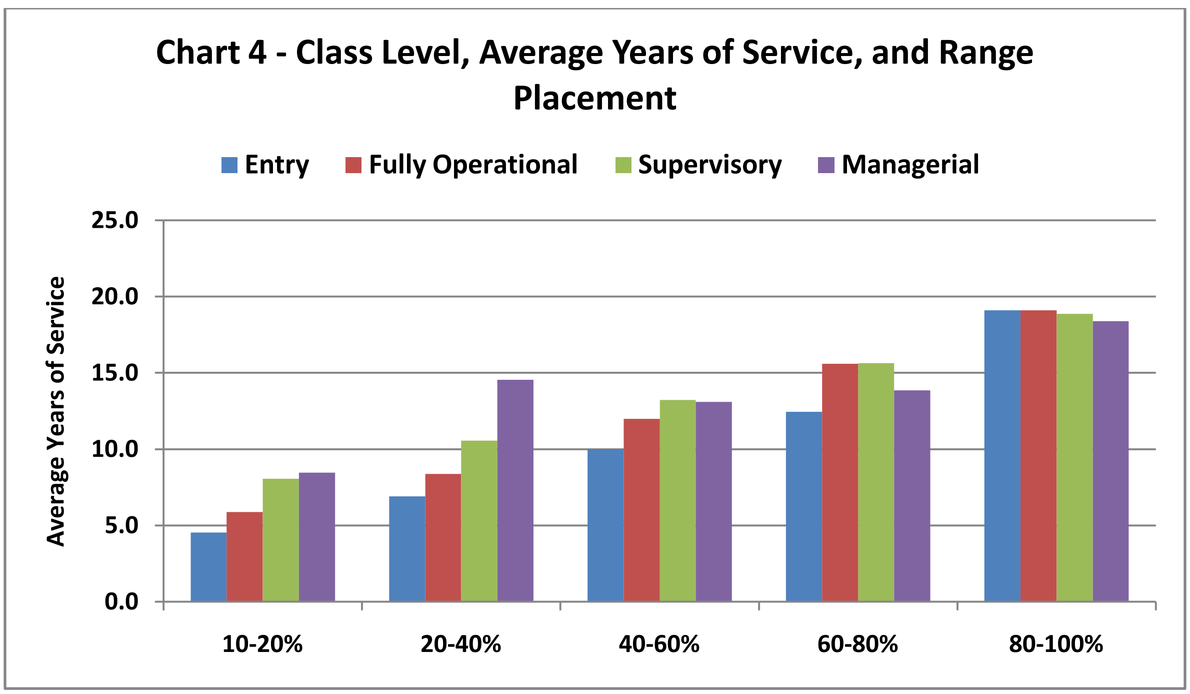
Table 1 – Percentage Annual Salary Survey Adjustment History by Occupational Group*								
Fiscal Year	ASR	EPS	FS	HCS	LTC	PSE	PS	Average
FY 1996-97	2.50	2.50	2.50	0.00	2.50	2.50	2.50	2.13
FY 1997-98	2.50	2.50	2.50	2.50	2.50	2.50	0.00	1.68
FY 1998-99	2.50	7.50	2.50	2.50	2.50	5.00	5.00	4.02
FY 1999-00	5.00	2.50	2.50	2.50	5.00	2.50	2.50	3.39
FY 2000-01	3.90	4.50	5.30	2.30	3.70	4.60	3.00	3.83
FY 2002-03	5.80	4.20	5.60	6.10	4.80	5.20	4.10	4.70
FY 2003-04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FY 2004-05	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
FY 2005-06	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
FY 2006-07	2.20	2.60	2.00	3.70	1.20	2.00	2.70	2.63

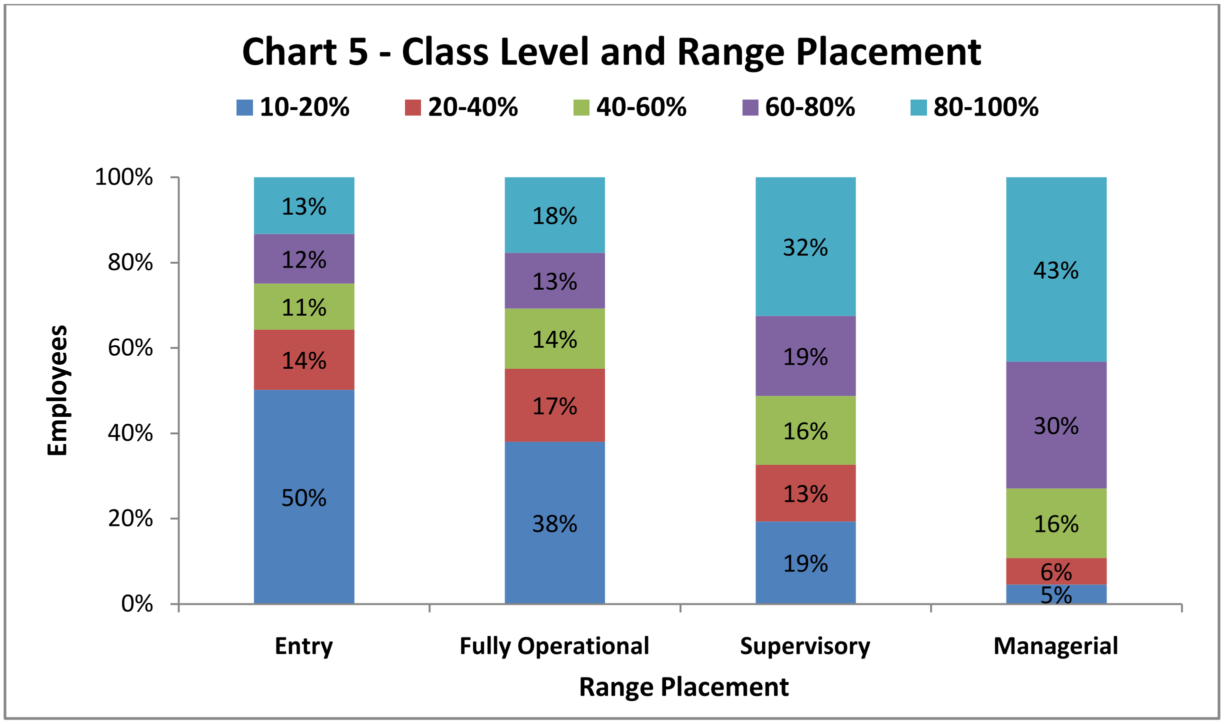
Table 1 – Percentage Annual Salary Survey Adjustment History by Occupational Group*								
Fiscal Year	ASR	EPS	FS	HCS	LTC	PSE	PS	Average
FY 2007-08	2.74	3.34	2.54	4.14	2.54	3.64	3.44	3.70
FY 2008-09	3.40	2.66	4.02	3.15	2.31	2.23	4.09	3.28
FY 2009-10	0.00	0.00	In PS	0.00	0.00	0.00	0.00	0.00
FY 2010-11	0.00	0.00	In PS	0.00	0.00	0.00	0.00	0.00
FY 2011-12	0.00	0.00	In PS	0.00	0.00	0.00	0.00	0.00

*Occupational Group codes are: ASR = Administrative Support and Related, EPS = Enforcement Protective Services, FS = Financial Services, HCS = Health Care Services, LTC = Labor, Trades, and Crafts , PSE = Physical Sciences and Engineering, and PS = Professional Services

Distribution of State Employees along the Pay Range for Each Job Class

Detailed range placement by class is included in Appendix A (do we have this). All classes were further clustered by their class levels (ranging from 1 through 8, in general, 1 being an entry level and 8 being a managerial level). Without going through a detailed evaluation of each class level, all classes with a level of 1 or 2 were clustered into “Entry Level,” level 3 or 4 into “Fully Operational Level,” 5 or 6 into “Supervisory Level,” and 7 and above “Managerial Level.” It is recognized that this general grouping may not precisely reflect each individual class’ true responsibility level among its class series.





<u>Retention Rate</u>

Table 2 below shows both the retention rate and the turnover rate by the range placement. A turnover rate is defined as the number of permanent-employee separations within FY 2010-11 divided by the number of permanent positions as of June 30, 2010. Separation data include permanent classified employees who left the State during FY 2010-11. As expected, there is a positive correlation between retention and range placement, i.e., the longer an employee stays with the State, the higher he or she is in a pay range (particularly for those who have been with the State more than 15 years). However, there is a *negative* correlation between range placement and turnover. On average, the retention rate for those who voluntarily left the State and who were paid within the first ten percent of a pay range is about 2.8 years. There is a basic understanding that lower range placement leads to higher turnover rates due to the type of positions (entry-level, short-term, internships, etc.). However, in a down economy, this relationship isn't as drastic as it might be in a booming economy, as there aren't as many employment opportunities in the market. Therefore, and this is borne out by the data on State employment, there is an inverse relationship between the unemployment rate and turnover rates.

Table 2 - Retention vs. Voluntary Separation

Range Placement	Average Retention for Employees	Average Retention for Voluntarily Separated Employees	Turnover Rate
<10%	4.5	2.8	8.1%
>=10% and <20%	6.0	3.3	6.8%
>=20% and <30%	6.6	4.0	5.1%
>=30% and <40%	7.7	4.7	5.2%
>=40% and <50%	8.8	4.7	4.2%
>=50% and <60%	10.5	6.5	3.3%
>=60% and <70%	10.4	6.3	3.6%
>=70% and <80%	13.1	10.2	2.9%
>=80% and <90%	15.3	10.6	1.6%
90% and higher	15.6	14.8	2.2%

Table 3 below shows both the retention rate and the retirement rate by the range placement. Unlike voluntary separation, there is a positive correlation between range placement and retirement rate. Those retiring from the State averaged between 8.3 years and 21.9 years with the State.

Table 3 - Retention vs. Retirement				
Range Placement	# of PERA Eligible Employees	Average Retention for PERA Eligible Employees	Average Retention for Voluntarily Separated Employees	Retirement Rate
<10%	704	9.5	8.3	7.8%
>=10% and <20%	218	12.3	9.6	11.9%
>=20% and <30%	337	11.9	8.6	10.1%
>=30% and <40%	288	14.4	12.1	10.8%
>=40% and <50%	354	15.9	12.7	13.0%
>=50% and <60%	505	18.1	15.1	11.7%
>=60% and <70%	597	19.7	17.0	13.9%
>=70% and <80%	608	21.4	17.6	12.2%
>=80% and <90%	894	22.9	19.9	13.1%
90% and higher	1411	24.6	21.9	19.5%

9. How many state government jobs have been lost as a result of the recent economic downturn? How does the Department factor the security of state jobs into the analysis of whether the state is providing the prevailing compensation?

Response: The Department does not factor job security into its analysis of prevailing compensation. The Department has requested that each department provide the information necessary to accurately respond to the question of how many state government jobs have been lost as a result of the recent economic downturn. That table will be provided once all answers have been received.

10. How does the state retirement benefit compare to the prevailing compensation?

Response: Section 24-50-104 (1), C.R.S. defines that total compensation "includes, but is not limited to, salary, group benefit plans, retirement benefits, performance awards, incentives, premium pay practices, and leave." However, pursuant to Section 24-50-104 (4), C.R.S. the Department of Personnel & Administration is responsible for preparing an annual compensation report and recommendations "covering salaries, state contributions for group benefit plans, and performance awards." Thus, the Department's total compensation process does not address the State's retirement benefits. The Department did perform a special analysis of the State's retirement plan several years ago and generally found it to be prevailing with the market at that time. This report can be provided upon request. Furthermore, pursuant to Senate Bill 01-149, the Office of the State Auditor conducted a comprehensive study of the defined benefit and defined contribution retirement plan designs for members of PERA, including a comparison of PERA to other private and public sector plans. This audit can be found at: http://www.leg.state.co.us/OSA/coauditor1.nsf/All/5F3AC8C645174C5087256E30007BC1D8/$FILE/1409%20PERA%20Fin%20FY%2002.pdf

11. Is there an overall aggregation chart for the number of FTE in the common policy? What does the Department suggest is the optimal way to define and track FTE over time? What would it take to implement such a tracking system? How reliable would the system be if it was ultimately implemented?

Response: The Department does not assemble an overall aggregation chart for the number of FTE in the common policy. The Department and OSPB are working together to provide a consolidated FTE report to the JBC on a quarterly and annual basis.

The following is the text the Department proposes for the definition of FTE:

> Except as otherwise provided in subparagraph (IV) of this paragraph (d), "full-time equivalent" or "FTE" means the budgetary equivalent of one permanent position continuously filled full time for an entire fiscal year by elected state officials or by state employees who ~~are paid for at least two thousand eighty hours per fiscal year~~ WORK THE EQUIVALENT OF ONE PERMANENT POSITION CONTINUOUSLY FILLED FOR A TWLEVE MONTH FISCAL YEAR, BASED ON A FORTY HOUR WORK WEEK, with adjustments made to:

Given the fact that the State does not have a universal system to track FTE, the Department is working to clarify and define criteria, roles, and responsibility for data elements, and to identify technical enhancements to the current data system. The combination of these efforts will serve to refine data integrity and consistency in reporting FTE. The Department does not have estimates of what it would take to provide this system.

12. How much would it cost to catch up with salary survey? Discuss total compensation and turnover rates statewide and how they relate? What is happening with Health, Life and Dental rates this year? If we were to hold employees harmless, how much would it cost?

Response: Per the August 1 Total Compensation Letter, the Department estimated that it would require $57.7 million in total funds to catch up with salaries in the market. This figure applies to JBC appropriated positions only.

The Department provided a response to the relationship between total compensation and turnover in its response to question 8 above. That response has been reproduced below.

From Question 8 Above: *"A turnover rate is defined as the number of permanent-employee separations within FY 2010-11 divided by the number of permanent positions as of June 30, 2010. Separation data include permanent classified employees who left the state during FY 2010-11. As expected, there is a positive correlation between retention and range placement, i.e., the longer an employee stays with the State, the higher he or she is in a pay range (particularly for those who have been with the State more than 15 years). However, there is a negative correlation between range placement and turnover. On average, the retention rate for those who voluntarily left the state and who were paid within the first ten percent of a pay range is about 2.8 years. There is a basic understanding that lower range placement leads to higher turnover rates due to the type of positions (entry-level, short-term, internships, etc.). However, in a down economy, this relationship isn't as drastic as it might be in a booming economy, as there aren't as many employment opportunities in the market. Therefore, and this is borne out by the data on State employment, there is an inverse relationship between the unemployment rate and turnover rates."*

The Department recently established the total medical and dental premiums for the various plans and tiers for FY 2012-13. Consistent with the Governor's November 1 Budget Request, the State contribution has been requested to remain constant from FY 2011-12 to FY 2012-13. Therefore, the entirety of the premium increase will be borne by the employee. For additional information on the specific rates, please refer to the appendix that includes a table on the proposed Medical and Dental contributions and how they relate to the FY 2011-12 levels.

In order to hold employees harmless, the Department estimates that it would cost the State an additional $16.62 million relative to the estimate of premiums and contributions provided to JBC Staff on December 31. The information was presented to JBC staff in response to the footnote requirement to provide the premiums to staff in time for common policy figure setting.

10:30-10:50 OPERATING COMMON POLICY

A. WORKERS' COMPENSATION AND RISK MANAGEMENT QUESTIONS

13. Who is the carrier/third party administrator (TPA) for our state workers' comp? Has this recently changed? If so, why did it change?

Response: Broadspire is the State's Third Party Administrator (TPA) for Worker's Compensation as of July 1, 2011. In January 2011, Pinnacol Assurance, the State's former Third Party Administrator for workers' compensation, notified the Risk Management program within the Division of Human Resources that it would be terminating its contract as TPA for the state at the end of FY 2010-11. Pinnacol also indicated that they were terminating the contracts of their other TPA clients. The Department went through an RFP process to select a new TPA, and signed a contract effective July 1, 2011, with Broadspire. The contract with Broadspire includes TPA services but does not include a loss control program as was provided by and included in the Pinnacol contract.

14. Please present a comparison between the cost per transaction/responsibility as specified in the contracts for Broadspire and the previous TPA. How has the claims activity compared between the two carriers? Can that change in claims activity be directly related to the changes in TPA? If not, what is the cause of any change in claims activity?

Response: The cost for the Pinnacol TPA contract was approximately $1,970,000 per year including 2,000 hours of loss control services. The contract with Pinnacol included complementary fee-scheduling and pre-hearing, in-house legal services. The current Broadspire contract is $2,040,000 per year. The Broadspire contract does not include any loss control hours and does not include any in-house legal services. Fees for fee-scheduling medical bills are also charged in addition to the management fee. All of the 8 proposals submitted in response to the RFP were similar to the Broadspire structure. None of the proposals received in the RFP process included loss control, in-house legal, or fee scheduling services without an additional cost.

It is difficult to provide a solid comparison of the claims data as the State has only 5 months of experience with the new TPA. However, looking at this very short period, the number of claims has been fairly consistent and the cost per claim is down approximately 15 percent.

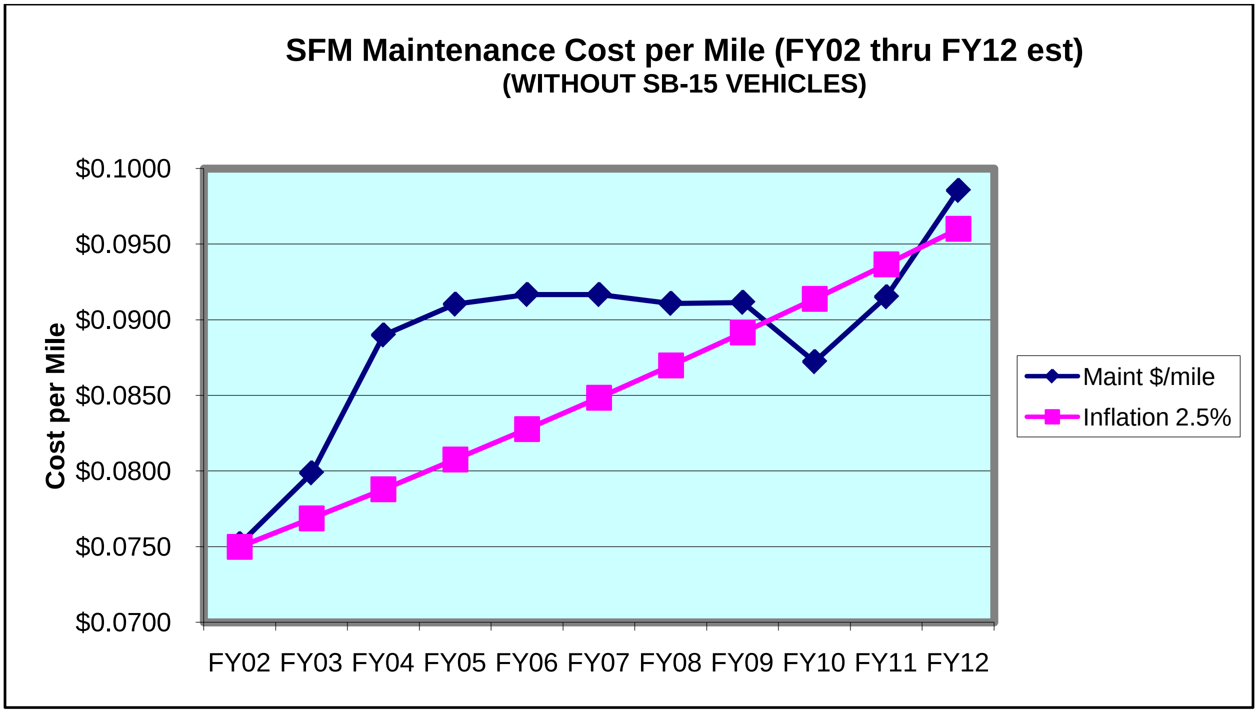
Broadspire has many programs to reduce the cost of claims that Pinnacol did not provide to any of its TPA clients. These services include an aggressive fee-scheduling program, an extensive pharmacy, medical and diagnostic PPO programs, and a program to prevent and treat opiate addiction, among others. Although the Department does not yet have enough data to definitively conclude that the reduction in claim cost is associated with these programs, the early data seems to indicate that this is the case. The Risk Management program will continue to closely monitor the cost of claims to determine the effectiveness of the new TPA.

B. FLEET MANAGEMENT QUESTIONS

15. Please describe the vehicle lease-purchase process. What is driving the growth in cost of fleet management services? The number of vehicles is not growing, but the cost is – why?

Response: Each year the State Fleet Management (SFM) program issues an Invitation for Bid (IFB) to contract with one vendor (Financing Vendor) for the lease/purchase financing of various types of passenger vehicles and trucks for the State which are held in a Trust. The vehicle acquisitions for this IFB, which has already been approved by the JBC through the budget process, and the estimated acquisition total is recorded in the Long Bill so purchases can be made. Vehicles are held in a trust and the awarded financing vendor is designated as the beneficiary of the trust. The Trustee, currently U.S. Bank, coordinates the acquisitions and payments between the State and the awarded vendor for a small fee. Vehicles subject to this process are titled to the trust in care of the State of Colorado. When the financial obligation is met for each vehicle the title is transferred to the State of Colorado, free and clear. The State of Colorado requires that acquisitions be defined as a "lease-purchase" by statute for vehicles, buildings, etc. By consolidating state and political subdivision vehicle purchases each year enables the State to receive very low interest rates that would otherwise be unattainable if each agency procured their own vehicles. Last year the state received a weighted average fixed interest rate of 2.47 percent for terms ranging from 48-120 months. This year rates are as low as 1.85 percent depending on the term. By obtaining very low interest rates SFM is able to pass on the savings to all state agencies that lease vehicles from SFM with no mark-up on the rate.

There are two primary factors that drive up the total cost of ownership for vehicles. The first is the cost of fuel, which is not a cost that the State can control directly. The second is the maintenance costs for the vehicles which, aside from standard inflation, can rise dramatically if the average age of the fleet increases considerably. Due to the policy in recent years to cut back on vehicle replacements, the age of the fleet has increased and maintenance costs have begun to increase considerably. In addition, when the State purchases new vehicles, the cars come with warranties that pay for necessary repairs and factory recalls for a number of years. To a large degree, these warranties cover costs during the effective years of the warranty that would be covered in their entirety after the warranty period ends and before the car is auctioned, totaled, or scrapped. Because the State has not requested the full complement of replacements for the past couple years, the average gap between the end of the warranty period and the final disposition is increasing, forcing a larger portion of the maintenance expenses into the State's operating costs. The State experienced the same rise in the cost of maintenance during the last budget downturn in FY 2002-03. The graph below shows how maintenance costs increase considerably following years of low or no replacements (FY02 to FY03, FY03 to FY04, FY10 to FY11, and FY11 to FY12). Note that stabilization and decrease in the maintenance cost per mile occur after some years of relatively consistent vehicle replacements.



Finally, the Department funds a portion of its fleet administrative functions with the proceeds generated by auctioning off State Fleet vehicles. When replacements are cut back, it significantly reduces the auction revenue for State Fleet Management. When this occurs, the management fee that is applied to each monthly payment for a vehicle must increase to cover the program's costs.

16. Does the state have central facilities for fuel? Please describe the placement of and access to fuel facilities for state vehicles. Does Fleet Management purchase fuel in bulk? Is there a discount on the rate paid for fuel because of the amount purchased? What is the process for fuel contracts and who is responsible for it?

Response: There are several agencies that have bulk fuel tanks of various capacities and dispensers on site, but the State does not have a central facility for fuel. This is due, in large part, to the decentralized nature of the State fleet. Most of the bulk fuel tanks were acquired decades ago and were justified based on the estimated need in that area of the State and the majority of these tanks are used to store diesel fuel. Agencies that have multiple sites statewide are: Department of Corrections, Department of Transportation, Division of Parks and Wildlife, Department of Human Services, several colleges, and DPA. Generally, state employees can use any of the fuel sites statewide with the exception of some correctional facilities where access is limited. State Fleet Management does purchase bulk fuel for the downtown motor pool E85 tank, and two E85 tanks located at Camp George West, and Tower Road in Aurora. Discounts are currently negotiated when fuel is necessary at these locations because they are not high volume locations. Currently fuel purchases for these locations are managed by the agencies.

State Fleet is currently working with the State Purchasing Office (SPO) to identify all "active" bulk fuel sites statewide to centralize the purchase of bulk fuel and potentially produce a significant discount going forward. The Director at SPO is working with state agencies and political subdivisions to consolidate these purchases so the State benefits as a whole.

17. What is the status of the purchase of compressed natural gas and related vehicles? How much of the fleet has been converted to compressed natural gas? Does the lack of fuel stations impact this effort? What is the plan for compressed natural gas vehicles? What percentage of the fleet does the Department plan to convert to natural gas? What process will this conversion take?

Response: The Department and the State Fleet Management program would like to increase the State's CNG presence, but the requirements in 24-30-1104 (2) (c) (II) limit the State's ability to purchase CNG, Electric, and hybrid vehicles because the cost is considerably more than 10 percent of the non-alternative fuel equivalents. The FY 2012-13 Vehicle Replacement request does not include a request to purchase any CNG vehicles because the cost is nearly double that of the gasoline equivalent model. Of the total 600 requested replacements for FY 2012-13 it was determined that only 95 vehicles could be purchased as CNG vehicles from the manufacturers, or have after-market CNG equipment installed (at a cost of $12,000 to $15,000 each) and be reasonably close to CNG fueling locations. The additional cost to purchase the CNG option from the OEM, or to up-fit these vehicles ranged from $1.1 to as much as $1.5 million dollars.

The lack of CNG fuel sites statewide (currently at only 14 public sites) does have a negative impact on our ability to increase CNG awareness and consumption, both in government and with the public. Most of the fuel sites are located in the Denver metro area, with one each in Boulder, Castle Rock, Rifle, and Grand Junction.

The Department is currently working with the Governor's Energy Office (GEO) to formulate a short- and long-term strategy plan for implementing CNG vehicles into the state fleet.

1. Part of the plan may include proposing a change in the requirements in 24-30-1104 (2) (c) (II) to make it easier to purchase CNG vehicles.

2. To date, the Governor has already signed an agreement with seven other states to aggregate CNG vehicle purchases with the hope of convincing the manufacturers to lower their production costs based on increased volume.
3. Identifying all vehicles statewide that can be up-fitted with CNG after-market equipment, that are assigned near CNG fuel site locations will determine how many are incorporated into the fleet. Currently only certain vehicles can be up-fitted with after-market equipment and still meet EPA/CARB certifications.
4. Determine how the State could lower the cost of a CNG gallon to be more competitive with neighboring states like Utah and Wyoming that have prices that are currently $1.00 to $1.50 per CNG gallon lower than Colorado. Some states subsidize the cost in order to lower the price per gallon (ppg) to make it more attractive for both government entities and the public to purchase CNG vehicles. It's basically an incentive for governments and the public to purchase CNG vehicles. This would lower the CNG life cycle cost significantly, and with more vehicles consuming CNG it should lower the cost of the fuel.
5. The Department is in full support of the Governor's initiative to increase the use of CNG vehicles. The benefits are obvious; it will reduce our dependence on petroleum, create new jobs producing and distributing CNG, and reduce emissions and Green House Gases (GHG) significantly.
6. The Department recommends the State and political subdivisions look at increasing acquisitions of medium duty trucks, street sweepers, trash compactors, and semi tractor trailers etc., that are capable of using CNG or liquefied natural gas (LNG), because they use significantly more fuel per day than a typical light duty truck or sedan. This would help justify additional fuel sites statewide, increase CNG and LNG consumption, and reduce emissions.

18. Is the Department in compliance with reporting requirements specified in S.B. 09-092, located in Section 24-30-1104 (2) (c) (II), C.R.S., on compressed natural gas vehicles?

Response: Yes, the Department is in compliance. State Fleet Management (SFM) has purchased E85 "Flexible Fuel Vehicles" (FFV's) and some hybrid vehicles whenever practicable. SFM has not been able to purchase CNG vehicles because of the requirements in Section 24-30-1104 (2) (c) (II), C.R.S., that specifically states, "Beginning on January 1, 2010, the executive director shall purchase motor vehicles that operate on compressed natural gas, subject to their availability and the availability of adequate fuel and fueling infrastructure, unless the increased base cost of such vehicle or the increased life-cycle cost of such vehicle is more than 10 percent over the cost of a comparable nonflexible fuel vehicle."

CNG vehicles available from the manufacturers cost more than their gasoline equivalents. Because of the cost of the vehicle and about the same mpg as the gas equivalent, the life cycle costs are significantly higher than 10 percent as well. The limited CNG fueling infrastructure (currently at only 14 public stations statewide) also presents a challenge for future acquisitions that would have to be located reasonably close to these locations. SFM has purchased E85 Flexible Fuel Vehicle because the engine is available at no additional cost or well below 10 percent of the gasoline equivalent model. Hybrid acquisitions have been limited to mostly two models; the Toyota Prius sedan, and the Ford Escape SUV because their life cycle costs are more favorable than other hybrid models.

19. How many 4-wheel-drive vehicles are in CSP and are non-CSP? Is there priority given to CSP vehicles? In what way? Are they replaced at a lower mileage? Please explain the vehicle replacement priority process.

Response: CSP has 161 active 4WD vehicles, and there are 2,623 active Non-CSP 4WD vehicles in the fleet. Yes, extra consideration is given to CSP vehicles due to performance and safety issues and a unique utilization that requires replacement on a four-year cycle. Colorado State Patrol vehicles are considered for replacement once they reach 80,000 miles, and CSP motorcycles are considered for replacement at 40,000 miles. Non-CSP vehicles are considered for replacement at 100,000 miles. However, because vehicles are built better today than a decade ago, and combined with recent budget constraints that have extended vehicle life cycles, non-CSP vehicles are replaced at approximately 138,000 miles with the average age of 8.5 years. Below is an overview of the methodology used for the State Fleet replacement process.

Methodology Overview: The current methodology uses the following basic criteria in a series of logical steps to arrive at the final proposed replacement list:

- **Both very high total mileage and very low annual mileage** are used as criteria for either selecting vehicles for replacement, or for retaining vehicles in the fleet.
- **Anticipated cost of maintenance** compared to like vehicles is calculated and ranked, ordered from most costly to least costly.
- **Vehicle age is considered and very old, high usage vehicles are selected for replacement.** This is consistent with the Executive Order D0012 07 “Greening of State Government” which mandates that priority be given to replacing vehicles older than 1996. Very old, low usage vehicles are selected for future rotation. These low annual usage vehicles are not part of the proposal for replacement funding, but as vehicles are turned in for replacement over the next two years, a formal effort will be made to swap out very old, low use vehicles with somewhat newer vehicles that have exhausted their normal life cycle.
- **Vehicle placement and usage is considered,** with extra consideration given to State Patrol vehicles due to performance and safety issues. Low usage “campus crawler” type vehicles are held longer than other vehicles and may become candidates for rotation as described above.

- **Manual adjustments** are made based on agency input and vehicle-by-vehicle SFM analysis.
- **A financial analysis is performed** to ensure that there is solid economic justification for the proposed level of replacements.
- **Finally, budgetary constraints and impacts of known fleet initiatives and legislative actions are considered** in developing the final proposal.

The past two years the emphasis has been on only replacing vehicles that had an impact on life, health, and safety, most of which were for CSP. A complete step by step methodology description on the State Fleet Replacement process is available upon request.

20. Where in the process is the Department in implementing rules changes regarding the use of state vehicles for commuting? Please provide a thorough update. Please include data on the numbers of approved commuters by department.

Response: Commuting rule changes were completed in February of 2011 and distributed to state agencies. All state agencies with commuters in their programs were required to complete a new revised "Commuting Authorization Form" for each employee approved to commute. The new form requires the approval from the Executive Director who must sign the form, and the Payroll Officer if applicable. The new form also identifies the type of commuting approved: taxable, reimbursable, or exempt.

The Department implemented the new commuter rules in February of 2011 that were developed and approved by a steering committee comprised of representatives from several agencies. Senator Lambert and his staff were advised during the process, and had input as well.

Completed Commuting Authorization Forms are sent to SFM so they can be reviewed, filed, and entered into the CARS database for tracking purposes. Each agency is responsible for any payroll deductions for commuters that are determined to be taxable. The list of approved commuters can change from month to month as agencies experience personnel changes, or if the employee only commutes for a short time on special projects that require commuting like CDOT for example. See attachment for data on the current approved commuters by department. There was some minor grammatical changes adopted into the Commuting Rules in October 2011, but they had minimal impact.

The following table provides the number of authorized commuters as of December 29, 2011.

Authorized Commuters as of 12-29-2011	
Department Name	**Approved Active Commuters**
Department of Public Safety	57
Department of Corrections	317
Department of Health	3
Department of Local Affairs	18
Department of Military Affairs	1
Department of Natural Resources	20
Department of Revenue	82
Department of Transportation	197
Homeland Security	1
Total	**696**

10:50-11:00 BREAK

11:00-11:50 BRIEFING ISSUES

A. PERFORMANCE-BASED GOALS AND BUDGET REQUEST (ALL DEPARTMENTS)

21. Please describe the process the Department used to develop its strategic plan.

Response: During the summer and fall of 2011, the Department of Personnel & 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. 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.

B. PERFORMANCE-BASED GOALS AND BUDGET REQUEST (DPA-SPECIFIC)

22. Why do the benchmarks start in FY 09-10? Does the Department have information going further back? Please provide more data (at least five years, since FY 2007-08) for the goals and objectives.

Response: The benchmarks and performance measures begin in FY 2009-10 because the Department wanted to align its strategic plan with other budget reporting requirements, specifically the number of years of actuals reported in the Schedules 2, 3, and 4.

Please see the attached table for additional historical information, where available.

23. Please speak to how the increase in FTE over recent years has impacted Department efficiency and effectiveness in managing the state's HR system?

Response: While FTE for the State workforce has increased by 4,328 over the past thirteen years (25,435 in FY 1998-99 to 29,763 in FY 2010-11), the number of FTE in the Division of Human Resources has decreased from 80.0 to 39.2 during the same time period. Because the core responsibilities of the Division have remained constant during this timeframe, the Division has experienced a degradation in available resources needed to effectively and efficiently support state agencies.

24. When the Department's strategic plan goes to the committee of reference there will be a lot of discussion about whether these are appropriate performance measures; some are more a measure of whether the General Assembly funds requested items than a measure of how the Department is meeting its responsibilities. Please provide information on the mission of the Department and its various divisions.

Response: The Strategic Plan includes performance measures intended to reflect the Department and division missions presented below. However, it is a working document, and some of the measures are new and do not have historical benchmarks by which to measure results, hence the presentation of TBDs and NAs in some cases. Over time, these measures will be enhanced to reflect progress towards these new goals. The Department is still in the process of developing its Strategic Plan, and therefore it will be enhanced over time. Below are the mission statements for the Department and its divisions.

Regarding the Department's Goal #2, "Upgrade or Replace Systems that are Outdated, Ineffective, or on the Verge of Failure as identified in the Strategic Plan," it is stated that: "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." If these system replacements or upgrades are approved, the Department will develop additional performance measures to track its progress towards meeting its more specific programmatic and implementation goals.

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

The Executive Director's Office (EDO) is responsible for essential duties that impact the department and a multitude of State agency customers. The office provides the Department with operational management direction, policy formulation and core internal functions in the areas of financial services, human resources, communications and legislative relations.

The Division of Human Resources (DHR) provides expertise, leadership, and consultation in the development and strategic management of statewide human resources and protection of State assets. The Division's two primary duties are to maintain the integrity of the State Personnel System and to manage the State's risk.

The State Personnel Board (SPB) adjudicates employment disputes within the State classified system and is responsible for promulgating rules to ensure that State employment is based on merit and fitness.

The Division of Central Services (DCS) exists to maximize efficiencies for the State and for individual agencies by consolidating internal common business services to take maximum advantage of economies of scale. The Division's mission is to "provide the best value to the State in every service offered and to every customer served."

The Office of the State Controller (OSC) provides management, monitoring and oversight of the State's financial affairs. The State Controller also has Constitutional responsibilities related to fund deficits and the related validity of appropriations. The Office of the State Controller prepares the State's financial statements and other constitutional and statutory reports.

The Division of Finance and Procurement (DFP) includes the State Purchasing Office and Central Collection Services. The State Purchasing Office (SPO) manages statewide centralized procurement with duties that include the promulgation of the State's procurement rules; vendor BIDS system, electronic vendor notification system; procurement education and leadership; procurement and administration of statewide price agreements; conducting procurement services for non-delegated agencies; and appeals authority for bid protests. The Supplier Database Unit primarily supports business operational and database needs of the State Purchasing Office. Central Collection Services is a program that serves as a central accounts receivable function and actively collects debts owed to State agencies, departments, and institutions after initial collections efforts have been unsuccessful.

The Office of Administrative Courts (OAC) provides an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The judges are independent from the agencies for which they conduct hearings and decide cases. The Office of Administrative Courts hears and decides administrative law matters for a total of more than 50 State departments, agencies, boards and county departments.

25. On page 13 of the strategic plan, Finance and Procurement, why has the Department selected performance measures that are TBD or NA? Regarding the purchasing agreement or interstate compact with a number of western states, is Nevada the office of primary responsibility for this compact? Do we have to pay Nevada two percent of all our purchases as a result? How was this compact or agreement implemented and under what authority? Does it require more use of out-of-state contractors and fewer Colorado contractors? Please explain the advantage and disadvantages to the state of this agreement.

Response: The following provide an explanation for the TBD or NA responses for Finance and Procurement:

Increase savings from sourceable goods spend – This is a brand new performance measure for the Department, and a comprehensive savings strategy is being developed.

Increase the percent of sourceable spend through catalogs enabled on E-Procurement - This is a new program for the State, therefore benchmark data does not currently exist. Vendor catalogs will be enabled as the e-Procurement system is developed and implemented. Benchmark data will be developed accordingly.

The Western States Contracting Alliance (WSCA) compact is administered under the Cooperative Purchasing Statute, Section 24-100-201, C.R.S. WSCA was created in 1993 by the state purchasing directors from 15 states. Colorado is a member. The primary purpose of creating WSCA was to establish the means by which participating states could join together in cooperative multi-state contracting. This approach has helped states achieve cost-effective and efficient acquisitions of quality products and services. Cooperative purchases are developed by member states. A “lead-state” model is used in undertaking cooperative multi-state contracts. Colorado is the lead state for e-Procurement and for Body Armor. No other states receive any money from purchases made by Colorado. Vendors pay an administration fee (negotiated) based on the dollar amount of the purchase back to Colorado and to WSCA. WSCA uses the administrative fee to develop training for member states, and moving forward, the Department hopes to obtain grants from WSCA. The Department has a legislative proposal to facilitate the acceptance and expenditure of this type of grant. Furthermore, a portion of the fees are currently returned to the State of Colorado to support the e-Procurement program.

Nevada is not the primary office for WSCA. The current Chair of WSCA is the Nevada Chief Purchasing Officer. The leadership of WSCA rotates among member states. Colorado does not pay an administrative fee to any other state or to WSCA.

When WSCA begins a new purchasing solicitation, Colorado makes a determination to participate in the multi-state price agreement. There may be Colorado vendors along with national suppliers that are awarded the WSCA contracts. In many cases the national vendor has a Colorado registered business.

There are many advantages to being part of WSCA. Contract negotiations are streamlined and more favorable terms and conditions may be reached. However, there may be disadvantages to local suppliers. The Department is studying the impact of each of the WSCA contracts currently in place within Colorado, and is evaluating the pros and cons on an individual basis and changes may be made accordingly.

It is not necessarily the WSCA contracts that impacts or disadvantages a local vendor. It is the decision on whether or not to make a contract or a commodity grouping mandatory or permissive. Decisions regarding mandatory or permissive and which commodities should be mandatory are currently under review with the State Purchasing Office. National benchmarking firms suggest that certain commodities should be under a national cooperative mandatory contract, while others should be based on local practices and purchasing needs.

26. Are performance measures with TBD and NA new programs that were implemented this year and that is why they have TBD or NA? Please clarify the goals and the process followed to set the goals.

Response: Yes, the measures with TBD and N/A are new goals that were implemented with this strategic plan. The Department will further refine these performance measures, which will lead to additional clarity, once it has had the opportunity to meet with its committee of reference and discuss the measures. The performance goals were set during and after the Department's internal meetings regarding the strategic plan. The measures reflect the Department's opinion of what most accurately reflects current progress with respect to their specific functions.

27. On page 14 of the briefing document, the table regarding the performance measure for training – Why is marketing an appropriate measure rather than measuring the efficacy of the training itself?

Response: From a cost-effective perspective, a challenge for the Department's training program is encouraging its customer agencies to use the Department's training rather than training provided externally. The Department's training is customized for state employees and, when economies of scale are maximized, is offered at equal or lower prices than external providers. One way to effect change in this regard is to improve marketing efforts of the Department's program, thus making state agencies aware of the high quality, customization and value of the training offered by the Department. A meaningful measure of the outcome of such marketing efforts is the number of employees who register for the Department's classes in a given year.

The efficacy of training is indeed the ultimate measure of the value of training. The most meaningful metrics in this regard pertain to whether employees exhibit behavioral changes on the job that improve their performance and, ultimately, whether the organization as a whole benefits from a training program. In the industry of training and learning, these measures are considered ultimately valuable yet difficult to obtain, particularly organizational change resulting from training. Due to the diverse nature of the training offered by DPA, it is not feasible at this time to track the efficacy of training, due to the length of time involved, the subjective evaluations required, and the inherent difficulty of tracking the progress of individuals that are not under the direct purview of the Department. On the other hand, increasing enrollment in order to gain efficiencies in cost and increase the number of state employees who attend training is a measurable objective in line with the Department's strategic goals. To that end, the Department is in the process of hiring a training manager that will help guide the development of the training program in the future. The Department will reevaluate the measures included in the strategic plan as the training program develops.

28. What are the Department's challenges and goals in trying to have other departments and customer agencies use its services rather than external services?

Response: With respect to the Division of Human Resources, one of the Department's challenges is marketing the training program to state agencies and employees. One goal of the training program is to improve its marketing efforts in order to communicate the high quality of training, including the program's ability to quickly adapt to the unique or changing needs of state employees. Additionally, in establishing its class schedule, the program is limited by the amount of spending authority available. When the spending authority to pay the fixed and variable costs of the program is fully expended, the program must direct potential students to outside training providers to meet their needs. In FY 2010-11, the Department approved approximately $483,000 in training waivers to individual State agencies because the program did not have sufficient spending authority to provide the training. Given that the State already has the infrastructure in place to administer these trainings, the Department believes that providing these trainings through the existing infrastructure will increase efficiencies statewide as well as maximize the use of existing resources. For the FY 2012-13 budget cycle, the Department has submitted a decision item in support of expanding the ability of the training program to offer its services.

There are two primary challenges in why agencies do not use the Department's Risk Management services and may use external services instead. First, the Risk Management program does not have authority to require agencies and other departments to use all of the services offered. Additionally, the Risk Management Program does not have the employee resources required to meet the loss control needs of every agency and department. With over 25 agencies, branches and institutions of higher education, Risk Management does not have sufficient staffing to deliver loss control services necessary to be effective and efficient. Instead, Risk Management focuses on the agencies that experience the greatest injuries and those that request loss control services. The Department does not keep records on why agencies and other departments use external services for loss control. If they do, it may be to fill the gap in loss control needs that Risk Management cannot offer. As part of this year's common policy request, the Department has submitted a request for additional employees that would restore the loss control functionality that was lost when Pinnacol terminated its contract with the State.

The second challenge that the Risk Management program faces is that it does not have the authority to require agencies to use its services. The Department can only encourage agencies and other departments to use the available loss control resources. To encourage the use of Risk Management's services, six areas have been identified to increase the efficiency, effectiveness and elegance of loss control opportunities. These areas include the following: Defensive driving, loss control tracking, ergonomic evaluations, safety training, supervisor safety, and documentation of safety protocols and procedures.

With respect to the Division of Central Services, the challenge of increasing the utilization rates of other departments revolves around marketing and communication to agencies regarding the services it provides. In addition, the Department believes that there is a perception that the Division of Central Services could perform its services better, thus this Division's tie to the overall goal of branding. Over the last eight years DCS has taken major steps to improve the quality of work within its work units, improve the customer service and ensure an overall positive experience for agencies using the services. However, due to limited resources DCS has not been able to communicate these positive changes with other agencies and programs that do not experience these improvements through their normal course of business. DCS is taking several steps to work with agencies to understand the services that DCS provides and how working with them will save money and provide quality services.

In addition, DCS is working with different departments to evaluate existing processes and determine where DCS may provide support and savings. Because each department has different needs and different processes, DCS is customizing the approach and process to work with each department and division to evaluate their needs and what DCS can do to assist. Some specific examples of the type of work DCS is doing with other departments include: outreach to the Department of Revenue on Tax and Lottery; several divisions within the Department of Labor and Employment; and CDOT headquarters and region 6.

With respect to the Office of the State Controller, state agencies are not allowed to reject the regulatory activity of the Office because of the statutory requirement to comply with the State's Fiscal Rules and the underlying statutes that support those Fiscal Rules. The major exception is the statutory authorization for Higher Education Institutions to opt out of the State's Fiscal Rules. Other significant instances of agencies not using OSC services are: Central Payroll Unit where the General Assembly has authorized Higher Education to operate outside the State Personnel System and to operate standalone accounting systems; Central Accounting Operations where the General Assembly has authorized Higher Education Institutions to operate standalone accounting systems that don't pay from COFRS (the State's accounting system); Contracts Management Section where the General Assembly exempted Higher Education Institutions from entering data in the Contracts Management System.

With respect to Central Collections Services, the unit collects debts on behalf of many state agencies. The major exception is the ability for Institutions of Higher Education to promulgate their own rules and perform their own debt collection activities.

With respect to the State Purchasing Office, the program has historically not provided strategic sourcing or had a focus on meeting other agencies purchasing need. Under new leadership, these two areas are now the focus of the State Purchasing Office.

29. If the Department is including the performance measure regarding moving the state's workforce to 100 percent of prevailing compensation – which appears to be more of a performance measure of the JBC or the General Assembly, why isn't there a decision item in the budget request to fund a 7.1 percent salary survey increase before the JBC? How much would funding this level of a salary survey increase cost?

Response: The total compensation philosophy outlined in Section 24-50-104(1)(a)(I), C.R.S. is "It is the policy of the state to provide prevailing total compensation to officers and employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent work force." Based upon this statutory requirement, the Department believes that it an appropriate performance measure to reach prevailing total compensation levels. However, the statutes (Section 24-50-104(4)(c), C.R.S.) also direct the State Personnel Director's total compensation recommendations to reflect a consideration of the State's fiscal constraints. Given the current budgetary restraints, it was not feasible to include additional funding for total compensation in the November 1 budget request.

Per the August 1 Total Compensation Letter, the Department estimated that it would require $57.7 million in total funds to catch up with salaries in the market and $35.5 million in total funds to reach prevailing in HLD contributions. These figures apply to JBC appropriated positions only.

30. Do any of the Department's goals and objectives included in the strategic plan seek to correct outstanding audit issues? If so, which ones and in what ways? If not, why not? What would it take to comply with the outstanding audit issues?

Response: The Department views the audit process as a valuable tool in evaluating and improving our programs and services. As such, pursuing implementation of audit recommendations is a high priority for the Department and many of the audit topics and recommendations from prior audits have been incorporated into the Department's strategic plan. In some cases, the audit recommendations are implemented but further improvements can be achieved. In other cases, the audit recommendations remain outstanding and the Department continues to work towards full implementation. The following is a summary of some of the key recommendations in recent audits which have been included in the Department's strategic plan, legislative proposals, or budget requests.

The most recent audit related to the Department of Personnel & Administration is the Evaluation of the Sustainability of the Colorado Financial Reporting System - June 2011. This evaluation and associated recommendations are consistent with the Department's Goal #2, "Upgrade or Replace Systems that are Outdated, Ineffective, or on the Verge of Failure as identified in the Strategic Plan". Specifically, this evaluation recommended DPA and the Governor's Office of Information Technology work to mitigate the immediate risks threatening the short-term sustainability of the Colorado Financial Reporting System (COFRS) and immediately begin working with state financial managers and the General Assembly to develop and execute a viable plan for modernizing the Colorado Financial Reporting System (COFRS). The plan should incorporate the lessons learned from other states. In response, OIT has submitted a decision item in consultation with the Department to modernize COFRS.

The Administrative Leave Use in the State Personnel System Performance Audit - January 2011 recommended DPA implement mechanisms to help ensure agencies comply with statutes, rules, and guidance related to classified employees' administrative leave use. The Department believes that the most effective mechanism to ensure statewide compliance with statutes, rules, and guidance related to all leave use would be an automated time and leave management system. In the absence of such a system, the Department will try to ensure consistency within its resource limitations. Again, this is consistent with the Department's goal #2 to Upgrade or Replace Systems. The Department is activity working with OIT on a system to support time and leave management.

The Employee Benefits Program Performance Audit - October 2010 recommended DPA evaluate options for revising policies related to the State's contribution to benefits for part-time employees and evaluate current leave polices should be changed. The Department has incorporated these two items in its proposed bill related to total compensation and plans to work with the General Assembly on this during the upcoming session.

The Risk Management Performance Evaluation - September 2010 recommended the Department protect the State's assets from loss and strengthen the State's loss control efforts. As stated above, the Department submitted a request as part of this year's risk management common policy for additional employees that would restore the loss control functionality that was lost when Pinnacol terminated its contract with the State.

The Department of Personnel & Administration and the State Personnel Board Performance Audit - May 2009 recommended the Department ensure that the State has sufficient, reliable human resources data to effectively manage the state personnel system by performing a business process analysis of the State's payroll and personnel data systems and working with the Governor's Office of Information Technology to identify solutions for consolidating and integrating these systems. This recommendation is supportive of both the Department's Goal #3, "Improve the Multiple Facets of the Division of Human Resources (HR)" as well as the Goal #2 to Upgrade or Replace Systems. This audit also recommended the State Personnel Board should ensure that it has a mechanism that allows it to efficiently manage and monitor its caseload by conducting a thorough assessment of its data and system needs and continuing to work with the Office of Administrative Courts and the Governor's Office of Information Technology to develop and implement a case management system that meets the Board's needs. Again, this is supportive of the Department's Goal #2 to Upgrade or Replace Systems. The Department submitted a decision item for Funding for an E-Filing System (R-4) which could be used to support the State Personnel Board if implemented for the Office of Administrative Courts.

The Annual Compensation Survey Performance Evaluation - May 2009 recommended the Department ensure that state salaries are competitive with the market through adjustments to the total compensation survey process. This recommendation is consistent with the Department's performance measure to moving the State's workforce to 100 percent of prevailing compensation.

The Office of Administrative Courts Performance Audit - September 2008 recommended the Office of Administrative Courts improve the availability and use of information to more effectively monitor and manage operations. This should include conducting a thorough assessment of its data needs and comprehensively analyzing the costs and benefits of any contemplated system or systems required to meet its needs; and following rigorous protocols in the development and implementation of any new system. Again, this is supportive of the Department's Goal #2 to Upgrade or Replace Systems. The Department submitted a decision item for Funding for an E-Filing System (R-4). This audit also recommended the Office of Administrative Courts should improve its method of assessing public perception by adjusting its customer satisfaction survey methodology. This is consistent with the Department's Goal #1 "Brand DPA as an effective service organization for State citizens and governmental entities" and the performance measure to 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.

The Department of Personnel & Administration and the State Personnel Board Performance Audit - June 2005: This audit recommended DPA improve its oversight and monitoring of the State's hiring practices by modifying or developing an information system to capture selection data and use the data to improve the section process and recommended the Department improve the employee performance planning and evaluation programs by ensuring an information system allow the compilation of appropriate information and use the data to improve the State's performance management system. These recommendations are supportive of both the Department's Goal #3, "Improve the Multiple Facets of the Division of Human Resources (HR)" as well as the Goal #2 to Upgrade or Replace Systems.

31. How do the risk management benchmarks relate to private sector experience? Is the state doing the same, better, or worse than the workers compensation claims experience of the private sector? Please provide information regarding workers compensation claims experience for various job or industry types that are equivalent or relate to particular occupations, services, and responsibilities of various departments and state agencies, in order to better compare how the state is doing in this area.

Response: For the past several years, Risk Management has reported extensive agency specific benchmarking on a quarterly basis for departments that attend the Champion Health & Safety Everyday (CHASE!) meetings, in addition to the twenty agencies that attend the regularly held safety meetings. The reports are specific to each agency and represent the last three fiscal years of injury data. This data allows Risk Management and the relevant agency to analyze their data to examine any injury trends and help focus injury specific trainings and awareness. The Department would be happy to provide copies of these reports for the agencies that participate.

It is difficult to compare the State to the private sector because the State, like all other states, is not required to follow the standards set by or report to the Federal Occupational Safety and Health Administration (OSHA). The private sector is required to track claims as “recordable” according to OSHA rules. Because the State is not required to follow the OSHA standard of determining if an injury is a “recordable” injury, it is not possible to accurately compare the State to private industry. Two commonly used benchmarks in the private sector are Days Away, Restricted Duty, or Transfer (DART) and the Modification Rate. The State does not use the OSHA definitions of Days Away, Restricted Duty, or Transfer; thus, the rate cannot be compared. The second commonly used benchmark in the private sector is the Modification Rate. The Modification Rate is a number used by insurance companies to gauge the cost of previous injuries and the future likelihood of injuries and risk. A comparison of injuries from a company is made against the industry standard to identify the Modification Rate, usually between 0.0 and 1.99, with an organization that has average loss experience being 1.00. Risk Management is currently working to develop a modification rate for the workforce of the State, but this is a complex and time consuming process for a self insured entity.

In comparing the State to Federal Bureau of Labor Statistics (BLS) information for the private sector, the State experiences a higher claim rate per 100 employees. The Department notes that this is not a good comparison because the State engages in activities that are significantly more dangerous than the private sector may choose to participate in. For example, the State operates correctional facilities and mental health hospitals, in addition to law enforcement. These areas have significantly highly claim rates than other areas. For this reason, the State will generally have a higher claim rate than the private sector organizations which avoid these business areas and are included in the BLS statistics.

Bureau of Labor Statistics		State of Colorado	
Rate of OSHA Recordable Injury Rates per 100 full-time workers		Rate of Injury Rates per 100 full-time workers	
2009	3.4	2009-2010*	7.97
2010	3.4	2010-2011*	9.09

*Please note that injury rates for the State of Colorado are determined and reported on a fiscal year basis. The Federal Bureau of Labor Statistics reports injury rates on a calendar year basis.

C. WORKERS' COMPENSATION LOSS CONTROL REQUEST

32. Did the General Assembly have input in the change in workers' compensation carrier/TPA? When the State was a Pinnacol customer, did the state receive dividends at the end of the year?

Response: The Department was notified that Pinnacol Assurance was terminating their contract with the State for TPA services for workers' compensation in January 2011 effective June 30, 2011. It was solely the decision of Pinnacol Assurance to terminate the contract. Because of this, the Department began the RFP process to identify and select a new administrator for July 1, 2011. It was through the RFP process that Broadspire was selected as the new TPA for the State.

It is the Department's understanding that only customers who purchased insurance from Pinnacol received dividends. Because the State is self-insured it only contracted for TPA services with Pinnacol Assurance, dividends were not received.

33. When Pinnacol was the TPA, what did it cost the state to provide loss control services? How does this compare to the Department's request? Why does the Department think it can do loss control training and services more effectively at a lower cost?

Response: The cost for the Pinnacol Assurance TPA contract was approximately $1,970,000 per year. This contract included TPA services and 2,000 hours of loss control services. A specific cost for the services was not identified in the contract. However, if the State wanted to purchase additional loss control hours from Pinnacol Assurance in excess of the 2,000 included hours, the cost was $125 per hour. In the Department's FY 2012-13 budget request, the Department utilized the same rate as that charged by Pinnacol for additional loss control hours ($125 per hour).

The Risk Management program has always had a robust loss control program. The loss control services provided by Pinnacol Assurance were not a standalone program; it existed as a partnership with the Risk Management Program to provide a well rounded loss control training and services program. The hours of loss control services provided by Pinnacol allowed the Risk Management program to provide loss control training and other services, especially in areas outside of the Denver metro area. The Department's request is to fund two FTE who are professionals in the field of loss control and prevention. These professionals would allow for the provision of loss control training outside of the Denver metro area. The Department's analysis indicates that it is more cost effective to have program staff travel throughout the State rather than paying a contractor an hourly rate to travel to those areas. For all of these reasons, the Department believes that an internal program staffed by professionals will provide a robust loss control program to replace the services no longer offered by the State's TPA.

34. How will the Department's training differ from that provided by Pinnacol?

Response: The Department's loss control trainings and services would not differ from those historically provided by the joint effort of Pinnacol and the Risk Management program mentioned above. The combined efforts of Risk Management and Pinnacol allowed the Department to provide specialized trainings to agencies and the outlying agencies throughout the State. The Risk Management program currently offers a variety of certificate trainings, such as defensive driving, powered industrial truck operation, and aerial lifts operation. The loss control hours provided under the TPA contract with Pinnacol Assurance simply augmented the trainings and allowed for increased frequency of training offerings throughout the State. During FY 2010-11, Risk Management trained over 1,200 state employees on topics like slip, trip and fall prevention, boiler and machinery inspections, ergonomics, back injury prevention, incident investigation, claims management, defensive driving, van and bus safety, powered industrial trucks operation, aerial lifts operation, hazard communication, electrical safety, lockout/tagout, personal protective equipment, and blood borne pathogens. The Risk Management program was able to decrease the workers' compensation claims related to slips/trip/falls by 20 percent through a focused effort of injury specific trainings and awareness.

35. What type of analysis did the Department use to determine that it could provide the required training? How will the Department determine where to best focus loss control training if the Department is not the TPA?

Response: Risk Management has an extensive Risk Management Information System (RMIS) that receives a nightly download from Broadspire. Through the RIMS, Risk Management performs analysis to determine where loss control services and trainings are needed. The Risk Management program frequently conducts injury trend analysis of the frequency and severity of the State's workers' compensation claims. Additionally, Risk Management reviews the most common violations and other injury statistics provided by OSHA when determining trainings. Once these areas are identified, the Risk Management program offers training to those targeted areas.

Over 25 trainings are currently offered through Risk Management. The challenge for the program without the additional loss control hours is how to provide trainings and other loss control services to areas outside of the Denver metro area. The Department reviewed the number of trainings presented throughout the State and the number of trainings that will be presented without the additional loss control hours to justify the additional loss control hours. The Risk Management program also conducted several online surveys to help determine and focus our loss control trainings to the state agencies. The surveys were completed by over 130 state employees in risk management, safety and loss control, workers' compensation, facilities, and human resources. Based on the survey results, Risk Management was able to determine the needs of agencies, divisions, sections. The statewide trainings were also focused on feedback provided to Risk Management during the quarterly CHASE! (Champion Health and Safety Everyday!) Meetings and regularly scheduled safety meetings for nearly 20 departments/divisions.

36. Are there any implications with regard to increased liability if the state does its own training (i.e., if the Department provides training internally, can a worker potentially win a claim or receive a higher award by saying that the Department did not train the worker adequately)?

Response: As mentioned above, the Risk Management program has always provided loss control training in concert with Pinnacol Assurance. The Department is not aware of anything within the Workers' Compensation statute or any other reasons why in house training would cause increased liability.

D. R-2 AND R-4 – CUBS REPLACEMENT AND OAC E-FILING SYSTEM

<u>CUBS</u>

37. Why is this system so inexpensive to replace relative to usual IT requests? What process did the Department use to select the system it is recommending? How does this system compare in cost to others that were considered? How many total systems were reviewed before deciding on the requested system?

Response: The Department has worked with OIT and other stakeholders to define the system requirements and a statement of work for the Request for Proposal and will continue to work with OIT through implementation of a solution. At the time of the initial funding request, CCS put out a Request For Information (RFI) to determine what capabilities were available in the marketplace, specifically regarding on-line information access for both its clients and debtors, which was not available on the present system. The RFI did not yield any estimates for such a system. Therefore, the cost was estimated based upon the recent replacement for the Contract Management System (CMS) completed by the State Purchasing Office, which was assumed to be similar in scope and size to the current CCS need. The Contract Management System was approximately $280,000. The Department assumed the following components would be needed (the same components that were included in CMS): purchase of the new system; conversion from the old system; a small amount of customization (i.e., ability to pull forms); and training.

The Department continues to assess all of the options available to it with regards to the replacement or update of the CUBS system. For example, based on increased negotiation and additional support from the current provider recently acquired by CUBS (RevQ − Revenue Collection Software for Government Agencies), there is now a possibility that the current vendor can provide an upgraded product and additional features that will provide online access capability and serve the purpose of improving reporting functionality, providing better customer support, improving management of many aspects of debt collection management, and automating a variety of processes. This evaluation will be done in conjunction with OIT to ensure the business needs of Central Collection Services are met as well as addressing the strategic IT direction for the State. It is anticipated that the estimated cost for such a solution will be similar to the $300,000 requested. The Department will continue to evaluate all alternatives in order to identify the most effective strategy (replacement or upgrade of the CUBS system) for addressing the shortcomings in the current system.

OAC E-FILING

38. What is the source of funds from Human Services, the Department of Labor and other customer agencies that will pay for the increased ALJ services fees?

Response: The Department does not track the original source of funds related to the common policy. The increases that are allocated to each of these agencies are due to the fact that the Department uses an historical cost allocation methodology to allocate future expenses. The increases or decreases reflected in each of the departments' common policy allocations for Administrative Law Judges are reflective of the fact that the particular department used an amount of ALJ services that was disproportionate to their prior year's appropriation after controlling for the de facto changes due to an increase (or decrease) in costs. For any given fiscal year where actuals have been reported, each agency should be able to provide additional information on the source of their expenditures.

39. Why is the OAC in DPA and not a part of the Judicial Branch? How was this authority determined, and why are they in DPA? What is the benefit of having an OAC?

Response: The OAC is the centralized administrative court system for the State. In general, administrative courts decide cases related to government agencies and regulation. Some states house the administrative law judge who will hear its cases in the agency. Other states, like Colorado, have created a central panel of administrative law judges that hear all of the cases for the various state agencies. Because the cases heard by the OAC stem from the various governmental agencies, they fall under the executive branch of government. Consequently, the OAC could not be housed under the judicial branch as it is an executive branch function.

The OAC is statutorily created by Section 24-30-1001, C.R.S. The Judicial Branch is created by the Colorado Constitution. The creating authority is important to understand the distinction between the two court systems. The administrative law judges that work within the OAC must meet the same requirements as any judge within the Judicial Branch with the exception of the county residency requirement. The powers held by an administrative law judge are limited and administrative law judges do not have contempt power, nor does the OAC hold jury trials.

Finally, because that OAC is created as a cash fund agency and because it is funded through common policy, it makes sense to house it within the Department of Personnel & Administration.

The OAC provides an effective, statewide administrative court system and its presence is consistent with the practice of all states, many cities, and the federal government. When dealing with issues such as workers' compensation benefits, or the revocation of a physician's license to practice medicine, public policy dictates that actions be taken as quickly as possible. Administrative tribunals and the OAC allow the quick resolution to administrative matters involving government agencies. In addition, administrative tribunals such as the OAC prevent even more over-docketing of the judicial court system.

40. Does OIT have a road map for prioritizing IT systems replacement? If so, how do these IT requests fit into that plan? Why aren't these requests made through the OIT budget? Why do they still reside in the Department rather than OIT?

Response: The Department of Personnel & Administration must defer to the Governor's Office of Information Technology and the Office of State Planning and Budgeting for a response to this question. The Department has presented their response below.

OIT Response: OIT has multiple processes that are used to identify potential system replacement needs and other prioritized IT funding needs across departments. With regard to systems, OIT tracks critical and essential systems across all Executive Branch departments and has created an annual IT workplan for each department that delineates existing commitments of IT resources and other planned and/or proposed projects. Additionally OIT coordinates with departments to create annual information technology plans (DITP), which also provide some ability to prioritize and strategically address IT needs and projects across departments. For budget change requests, OSPB's budget instructions require OIT review and approval before IT change requests are submitted to the Joint Budget Committee. Once an IT request is approved by the JBC, OIT's Enterprise Project & Portfolio Management Office (EPPMO) coordinate with the department to ensure that the project is implemented efficiently and in accordance with state standards and industry best practices.

With regard to the submission of actual IT budget requests, in most cases the request developed by the department with technical assistance from OIT (including cost estimates for proposed solutions, etc), but the request is generally submitted by an individual department because the operating appropriations that support the programs still are made to the respective departments, and the revenue to support these appropriations is still generated in the department. In cases where the budget request proposes that OIT deliver goods or services, funds are re-appropriated to OIT. In the specific cases of the DPA requests referenced, OIT staff and management worked with DPA during the development of the requests.

E. R-1 – Line Item Consolidation

41. Please discuss the reasoning behind the requested consolidation of line items.

Response: As part of a larger effort to increase the operational efficiency of State agencies, the Hickenlooper Administration has proposed several Long Bill line item consolidations in its FY 2012-13 budget request. These line item consolidations will allow Executive Branch departments both to respond more effectively to changes in their operating environment and to improve service to Colorado's citizens.

In the current environment, the separation of appropriations for personnel and operating expenses forces a disincentive to efficiency. This prescriptive budgetary structure compels departments to eschew opportunities for more effective operations that may come through the exchange of operating expenses for personal services (or vice versa). These limitations frequently prohibit the timely replacement of aging equipment, restrict the implementation of time-saving technologies, facilitate circumstances that create backlogs, and allow for degradation in the level of service provided to Coloradans. Improving flexibility in this area is a critical component in allowing State government agencies to operate like private sector entities; as needs and circumstances change, so too can managerial decisions.

At the same time, however, merging personal services and operating expenses line items can certainly contribute to a limitation in budgetary transparency that is rightly unacceptable to the Legislature. For this reason, the FY 2012-13 budget request contains an unprecedented level of detail for review by the General Assembly. The Schedule 14 document contains a return to multi-year reporting of object code detail, which had been eliminated during the last three annual budget submissions. Moreover, each Executive Branch department has included a level of detail regarding the sources of its funding that has not existed in any previous budget submission. And, the Department of Personnel & Administration has developed a new reporting mechanism that will provide the Legislature with new visibility into the use FTE in the Executive Branch.

In addition, as the General Assembly agrees to collapse Personal Services and Operation Expenses line items in the FY 2012-13 Long Bill, OSPB will direct Executive Branch departments to provide specific, detailed reports in future budget submissions detailing the following:

- a specific reporting of how the department has expended Personal Services and Operating Expenses in two prior fiscal years;
- an estimate of how the department anticipates expending its Personal Services and Operating Expenses appropriations in the current fiscal year and the request year; and
- a narrative description of how the department has made use of its enhanced budgetary flexibility to improve service delivery to Colorado's citizens.

Department-specific rationale for consolidation of line items (Personnel & Administration):

Elimination of Contingency Line Items: In FY 2011-12 Long Bill, separate Contingency Line Items were added for the first time to the Integrated Document Solutions Long Bill Group (including Reprographic Services, Document Solutions Group, and Mail Services), as well as to the Fleet Management Long Bill Group. Prior to this change in FY 2011-12, contingency funds were included in regular Personal Services and Operating Expenses line items. The projects that were deemed to be above and beyond routine workload were classified by the Department as "contingency" in order to track the dollars that went towards these projects as opposed to routine projects. Reports on routine versus contingency projects were provided to JBC staff. The separation in the Long Bill into contingency line items has changed nothing about the reporting process itself or level of transparency; the level of reporting detail has remained unchanged.

The addition of contingency lines increased the number of Long Bill line items by six. While this may not seem a substantial increase in terms of actual Long Bill line items, the true administrative burden comes from the daily workload increase that is experienced by the Accounting and Budget units. The final topic at the end of this response applies to the additional workload that was generated for these units when additional line item detail was added to the Long Bill.

Consolidation of Like Line Items in the Integrated Document Solutions work group within the Division of Central Services: This request seeks to consolidate the work units that comprise the Integrated Document Solutions (IDS) work units: Reprographics, Document Solutions Group, and Mail. Industry trends and operational and managerial efficiencies have pushed the consolidation of these units. IDS has already moved its primary focus to support the variable data printing and mailing needs of its customers. The print and mail organizations are now fully operational as one unit with only budgetary separation. The request will facilitate streamlined agency billing by allowing IDS to invoice customers with one comprehensive invoice and agencies to pay these bills to one revenue source. Furthermore, if the three work units are budgetarily combined, the resulting program flexibility will allow the three programs to be managed more effectively within existing resources. A single program appropriation for these three units which would allow the opportunity to seamlessly address customer concerns and realize efficiencies and savings without the need to submit multiple emergency supplemental requests and other change requests which provide unnecessary administrative burden and workload for the Department, OSPB and the JBC.

Consolidation of Like Line Items in Capitol Complex within the Division of Central Services: When Capitol Complex originally requested and received approval in FY 2010-11 to combine the three appropriations (Denver, Grand Junction and Camp George West) the intent was to find a cost-neutral solution to address the underfunded Grand Junction budget. For FY 2011-12, the line items were once again split out. As a result of increases to service contracts, there are fewer funds available to maintain the Grand Junction facility.

With the budgets separated and service contracts that have been reduced to the bare minimum to meet sanitary and life/safety standards, the Department anticipates overspending the FY 2011-12 Grand Junction appropriation.

This leaves no funding for day-to-day maintenance needs (i.e. light bulbs, air filters, plumbing parts, etc.), much less building system failures that don't meet the Office of State Architects' emergency project criteria.

Additional Workload Generated for Accounting and Budget Units by the Addition of New Line Items: Prior to FY 2011-12, the Accounting Unit could process and approve a quarterly revenue transfer journal voucher (JV) in about 30 minutes for IDS line items. The addition of new lines has resulted in an increase of workload to approximately four hours. The number of COFRS lines used in a transfer increased from 9 to 35. All revenues are recorded to one appropriation (generally Personal Services) and when these groups were bottom line funded, all of the appropriations (Personal Services, Operating and Indirect costs) were under one Long Bill Line Item. When Accounting processed the revenue transfer prior to FY 2011-12, it was only to cover the allocated costs (Worker's Comp, CCLS, GGCC, etc.). In FY 2011-12, Accounting not only has to transfer revenue to the allocated costs, but it also has to transfer to cover the Operating and Indirect Costs. This creates a problem because Accounting has to use multiple revenue source codes to cover the costs where it could normally only use one revenue source code to cover the allocated costs.

The Accounting Unit has discussed multiple options to try to make the process more automated and efficient, but no solutions exist. One option involving having the revenue recorded directly to the other appropriations/Long Bill Line Items was discussed, but that would require programming from the vendor for the system that Reprographics uses to auto feed the IT's to COFRS and then it would vary by month, which could be problematic. For every year that the number of lines is adjusted in the Long Bill, the programming would have to be updated.

42. Regarding the Facilities Maintenance budget groups, will the JBC still be able to determine if campuses or facilities will have additional costs that make it less worthwhile to keep them open? Will the Department provide cost reporting for the various campuses if their line items are consolidated?

Response: Yes, the Joint Budget Committee will still be able to determine what costs are associated with each campus and determine whether or not funding a particular campus represents an overall benefit to the State. Campus costs have been, are currently, and will continue to be tracked and the department can provide cost reporting as needed. Combining the budgets allows the necessary flexibility to more efficiently allocate resources, manage costs, and prioritize maintenance needs in the various campuses managed by DPA.

11:50-12:00 QUESTIONS COMMON TO ALL DEPARTMENTS

43. Please explain why the department has audit recommendations that have not been fully implemented after extended periods of time. What are the obstacles the department has faced in implementing recommendations? How does it plan to address outstanding audit findings? If applicable, please focus on those financial audit findings classified as "material weakness" or "significant deficiency".

Response: The following is a summary of outstanding audit recommendations for the Department:

State of Colorado Statewide Single Audit

Recommendations FYE2010-28 a,b,c- This recommendation is related to a recalculation of vehicle depreciation at the end of the fiscal year pursuant to an agreement with the Federal Division of Cost Allocation. Under this agreement, DPA has been annually recalculating depreciation on fleet vehicles purchased prior to 2005 because the useful life for those vehicles was originally less than the actual useful life. In addition, SB06-15 required state agencies to enroll their vehicles in the State Fleet Management program. These items led to some errors in the reporting of the assets which were identified in the FY 2008-09 audit and subsequently corrected. The FY 2008-09 recommendation classification was reported as a significant deficiency. During the FY 2009-10 audit, some other items were identified which led the auditors to carry the recommendation forward as partially implemented. The FY 2009-10 recommendation was dropped in classification to a deficiency in internal controls. The Department believes that the items identified have been addressed and expects that this recommendation will be fully implemented by the end of FY 2011-12.

Rec. FYE2010-30a. This recommendation is related to improving internal controls over payroll by strengthening the secondary review process over the monthly payroll reconciliations. While the Department did improve the secondary review process over payroll transactions related to the FY 2008-09 audit, the FY 2009-10 audit identified a few additional discrepancies with the payroll review process and determined that the recommendation was only partially implemented. This was classified as a deficiency in internal control during both audits. The Department will implement procedures by the end of FY 2011-12 to address the issues noted in the audit.

Rec. FYE2010-32b. This recommendation is related to strengthening overall accounting controls by ensuring adequate supervisory reviews are in place and documented for all accounting functions. The recommendation was carried forward as partially implemented because, while the Department did implement procedures to address supervisory reviews in the areas identified during the FY 2008-09 audit, there were other areas identified during the FY 2009-10 audit. These areas were addressed in FY 2001-11.

State Personnel Board Performance Audit

Recommendation 1983-1. This recommendation is related to assisting state agencies with workforce planning tools related to hiring and succession planning. Although the Department recognizes that workforce and succession planning are an important part of effective workforce management, limited work is being done in these areas. In FY 2009-10, in conjunction with budget balancing efforts, the FTE assigned to this function were eliminated with no immediate plans to staff this function. The tools and training developed prior to the program being eliminated are available through self-service on the Department's website, with existing resources utilized as possible, to assist agencies in their own workforce planning efforts.

Recommendations 1983-2a, 2b, 2c, 2d, 2e. This recommendations is to improve the effectiveness of the Division of Human Resource's auditing function in various ways, such as conducting a strategic assessment to determine the overall purpose and statutory intent of the function; developing and implementing procedures for conducting human resources audits; evaluating how the Division's existing resources could be reallocated to dedicate more consistent resources to the audit function; providing training to personnel assigned to the audit function; and considering how technology could improve the efficiency of auditing efforts.

The auditing function represents the Division's tactical operation to ensure that state agencies are maintaining the personnel system in a manner that complies with legal standards, as well as an opportunity for the Division to recommend improvements for efficiencies and to recognize best practices that can be shared across the system. While the Division of Human Resources recognizes the potential value in its conducting formal audits, a number of factors including competing priorities and the urgency of consulting interactions led the Department to seek to change its statutory requirement to conduct human resources audits. Thus, effective in 2010, Section 24-50-101, C.R.S. was amended such that the Department may, but is not required, to conduct audits of the operations of departments. Further, the Department intends to rely on its current, less formal approach of identifying issues through a variety of transactional sources such as data systems, appeals, grievances, and consulting encounters to determine the cause of problems and collaborate with agencies for solutions. The intent is for the Division to conduct training and develop reference resources to address similar issues across the system before they become a liability to the State.

Rec. 2073-6a. This recommendation is to conduct an eligibility audit for all individuals currently enrolled in the State's benefits plans and then periodically conduct eligibility audits based upon a sample of files. The Department contracted with HMS Employer Solutions to conduct the independent dependent eligibility audit. Of all employees with covered dependents, 89.4 percent responded to the audit. Through the HMS verification process, 89.78 percent (33,867) of all covered dependents (37,744) were verified and 1.6 percent (606) were voluntarily terminated by employees. All dependents that were voluntarily terminated as a result of the eligibility audit were removed from coverage.

At the end of the HMS audit process, the Department had received either no information or only partial information for 8.67 percent (3,271) of dependents. The Department extended the audit to allow employees additional time to submit information to ensure that dependents were not inappropriately terminated. Using phone calls, emails, and communication through agency benefit administrators, the Department made an extra effort to reach out to 1,379 active employees associated with these dependents to inform them that their dependents' benefits coverage was to be terminated effective August 31, 2011. Employees were given 10 days from the date of being contacted in person with a final reminder to submit documentation. As the result of this extended audit process, the Department terminated a total of 1,366 dependents from medical coverage, and 1,787 from dental coverage.

In April, the Department began requiring verification of dependent status for all dependents added through open enrollment and new hire transactions; these dependent transactions must be reviewed and approved. Likewise, beginning with FY 2011-12, all mid-year qualified events involving dependents will also be reviewed and approved. Moving forward, the Department will evaluate the implementation of periodic eligibility audits of sample records.

Office of the Administrative Courts Performance Audit

Rec. 1924-3b. This recommendation is to improve existing methods for determining and assigning workload by determining the effects of various factors on the workload of ALJs. The implementation of this recommendation is an ongoing process. The workload of ALJs is, in its broadest terms, split into two major functions: hearing cases and writing decisions. Numerous factors, including the number of witnesses or the size of the exhibit packets, will have an effect on the workload of an ALJ. Therefore, the impact on workload is difficult to quantify. The Office of Administrative Courts have implemented various strategies that will address the over arching recommendation of assuring that "resources are allocated in a cost-effective manner by improving its method for determining and assigning workload." The OAC has outreached to the Division of Workers' Compensation and attorneys who represent both claimants and respondents to discuss this issue. In addition, OAC has invited the DOWC prehearing ALJs to its monthly meetings in an attempt to coordinate efforts in determining the factors that do impact workload. The implementation of prehearings for out of town cases has assisted in determining the time necessary to hear the dockets. The OAC workers' compensation staff and judges continue to meet regularly to assess the OAC workload and to look for areas in which efficiencies that affect hearing length can be implemented. Finally, the OAC has effectively utilized video conferencing as a result of a separate audit recommendation.

The Department did not have any material weaknesses or significant deficiency audit findings reported for FY 2009-10.

44. How does the Department define FTE? Is the Department using more FTE than are appropriated to the Department in the Long Bill and Special Bills? How many vacant FTE does the Department have for FY 2009-10 and FY 2010-11?

Response: OSPB and DPA are working with all departments to provide quarterly reports on FTE usage to the JBC. These reports will ensure that all departments are employing the same definition of FTE. This definition comprises a backward-looking assessment of total hours worked by department employees to determine the total full-time equivalent staffing over a specific period. We intend for these reports to provide the JBC with a more clear linkage between employee head-count and FTE consumption. As it concerns FTE usage in excess of Long Bill 'authorizations,' departments will continue to manage hiring practices in order to provide the most efficient and effective service to Colorado's citizens within the appropriations given by the General Assembly.

FY 2009-10 Actual FTE Expenditures	Actual	Appropriated	Under/(Over)
Executive Director's Office	41.3	46.1	4.8
Division of Human Resources	37.8	43.7	5.9
Constitutionally Independent Entities	6.4	6.8	0.4
Division of Central Services	184.3	193.1	8.8

FY 2009-10 Actual FTE Expenditures	Actual	Appropriated	Under/(Over)
Division of Accounts and Control - Controller	54.3	63.5	9.2
Office of Administrative Courts	36.9	40.0	3.1
FY 2009-10 Total Actual Expenditures	**361.0**	**393.2**	**32.2**

FY 2010-11 Actual FTE Expenditures	Actual	Appropriated	Under/(Over)
Executive Director's Office	40.9	42.5	1.6
Division of Human Resources	38.9	39.2	0.3
Constitutionally Independent Entities	4.5	4.8	0.3
Division of Central Services	184.5	192.8	8.3
Division of Accounts and Control - Controller	57.3	72.0	14.7
Office of Administrative Courts	36.6	40.0	3.4
FY 2010-11 Total Actual Expenditures	**362.7**	**391.3**	**28.6**

For the fiscal years in question, the Department had only two divisions that significantly underutilized its FTE. These were the State Controller's Office and the Division of Human Resources in FY 2009-10, and the State Controller's Office in FY 2010-11.

11:55-12:00 ADDITIONAL QUESTION REGARDING STATEWIDE LEASING

45. Please describe how leasing of buildings is managed on a statewide basis. How many departments are authorized to do this outside of the office of real estate?

Response: Under the assumption that the focus of this question is leasing from third parties, the Real Estate Program manages the leasing of buildings as follows:

1. A department identifies a need for space and completes a Space Request Form which is then submitted to the Real Estate Program (REP). This potential need is analyzed with respect to the Real Estate Program's strategic goals to ensure that the request is in alignment with the overall strategic plan.
2. The REP reviews the request and determines whether or not the need for space is within its broker's territory. If it is within the territory, the request is given to the contracted broker.
3. The broker identifies properties that will fulfill the requested need and discusses the results of its search with the REP and the requesting department.
4. The requesting program tours the properties and identifies those that should be put on a short-list.
5. The broker contacts the short-listed properties and performs a financial analysis to determine which property is the lowest cost provider.

6. If the cost is acceptable to the requesting department, the REP assists in the brokering of a least contract between the proposed tenant and the building owner/manager.
7. If the requested property is outside of the contracted broker's territory, this entire transaction is performed by the Real Estate Program.

The Real Estate Program operates under the authority established in Section 24-30-1301(1), C.R.S. and it applies to all executive branch agencies except rights of way for the Department of Transportation, the State Land Board, and land leases held by the Division of Parks & Wildlife.

Finally, the Department is currently requesting a facilities Master Plan for the Capitol Complex Buildings and grounds. The intent is to establish a decision making process and resulting consensus plan to coordinate and prioritize future major maintenance, new construction, acquisitions/dispositions and leasing decisions affecting the buildings and tenants at the Capitol Complex addressing the space needs of the executive and legislative branches housed there in leased space in downtown Denver. Two attempts have been made over the last ten years to fund and complete a master plan at the Capitol Complex, but both times the projects were funded and then de-appropriated due to economic conditions before significant work was done. Currently, there is no facilities master plan for the Capitol Complex.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

1. What is the Department's entire Information Technology (IT) budget for FY 2011-12 and FY 2012-13? Does the Office of Information Technology (OIT) manage the Department's entire IT budget? If not, what IT activities is the Department managing separate from OIT and what percentage is that of the entire IT budget for the Department for FY 2011-12 and FY 2012-13? Of the IT activities the Department still manages outside of OIT, what could be moved to OIT?

Response: Nearly all IT-related personnel appropriations have been consolidated into the Governor's Office of Information Technology. At this time, it is expected that the remaining budgets for IT expenses will remain in the Department's individual appropriations. However, during this fiscal year, all IT procurements will be centralized through the Office of Information Technology (the OIT Storefront). For FY 2012-13, the Executive Branch believes this represents the most efficient division of IT-related appropriations to ensure that departments maintain appropriate discretion in making technology and program decisions. The Executive Branch will consider further consolidation of IT appropriations in future fiscal years. The Department of Personnel & Administration's Information Technology budget for FY 2011-12 and FY 2012-13 has been presented in the following table.

Summary of Central IT Appropriations		
Line Item	FY 2011-12	FY 2012-13

Purchase of Services from the Computer Center (GGCC)	$2,631,147	$129,921
Multiuse Network Payments	$178,927	$396,464
Management & Administration of OIT	$92,896	$34,626
Communications Services Payments	$889	$1,676
Total	**$2,903,859**	**$562,687**

The values presented in the table above reflect the appropriations set for FY 2011-12 in SB 11-259 and the Total Request amounts for FY 2012-13 as submitted in the Department's budget request schedules. The Office of Information Technology manages the entirety of these appropriations. Furthermore, the OIT manages and oversees the entirety of DPA IT environment. However, selected systems are software as a service (SAS) or application service providers, for which the Department retains budgetary appropriations, these include:

- Risk Management Information System (Origami)
- Benefit Administration System (BusinessSolvers)
- Collections Information System (CUBS)
- Administrative Case Management System (Legal Files)
- e-Procurement System

Finally, DPA purchases computers and peripherals from its operating expenses line items. These purchases are coordinated through OIT.

2. What hardware/software systems, if any, is the Department purchasing independently of the Office of Information Technology (OIT)? If the Department is making such purchases, explain why these purchases are being made outside of OIT?

Response: The Department is not purchasing or planning to purchase any hardware/software systems independently of OIT. We are currently in the process of implementing the e-Procurement system and OIT is included in that planning/managing process.

3. Please list and briefly describe any programs that the Department administers or services that the Department provides that directly benefit public schools (e.g., school based health clinics, educator preparation programs, interest-free cash flow loan program, etc.).

Response: With respect to the Executive Director's Office and the Division of Human Resources, there are no programs that provide a direct benefit to public schools.

With respect to the Division of Central Services, the Division manages multiple programs that provide direct and indirect services that directly benefit public schools. The following is a summarized list of those services:

1. Capitol Complex manages the State Office Building, which houses the Department of Education. In addition, Capitol Complex leases a surface parking lot to the Denver Public School system and the Community College of Denver uses space at the Department's North Campus facility.
2. The State Travel Management Program allows certain political subdivisions, which include public schools, the use of its services through Letters of Agreement or Inter-Governmental Agreements. The Letters of Agreement allow the political subdivisions to rent vehicles under the State's agreement. The Inter-Governmental Agreements allow the political subdivisions to participate in the State's CitiBank Master Contract for some travel-related expenses.
3. State Fleet Management price agreements are available for political subdivisions to use. This allows all subdivisions the ability to take advantage of the State's total volume of vehicle purchases. The State Fleet Management program does not track the extent to which these price agreements are used by the political subdivisions.
4. Integrated Document Solutions processes a number of print, copy, design, mail delivery and processing, digital storage and duplication, and indexing projects for the Department's of Education and Higher Education.

The Office of the State Controller spends significant time supporting the issuance of the Education Tax Revenue Anticipation Notes twice each year. This involves reviewing all legal documents supporting the tax-exempt borrowing, providing content for and reviewing the Preliminary and Final Official Statements issued to investors, and executing the related resolutions, tax documents, and necessary covenants. The OSC also spends significant time each year in supporting the Building Excellent Schools Today program (BEST) that provides capital asset funding to local charter and public Pre-K through 12 schools. This involves reviewing all legal documents supporting the tax-exempt and tax-credit borrowings, providing content for and reviewing the Preliminary and Final Official Statements issued to investors, reviewing lease purchase payment schedules for the related Certificates of Participation, and executing the related leases, subleases, tax documents, and necessary covenants.

With respect to the State Purchasing Office (SPO), the office participates in the statewide Colorado Educational Purchasing Council (CEPC) to stay in touch with the needs and requirements of all Colorado K-12 schools in order to be able to provide purchasing support. The Council is comprised of Purchasing Professionals from public school districts throughout the State. The Council is dedicated to: providing superior service to enhance the education of children; the prudent expenditure of the public's funds; and obtaining the most favorable prices with the use of cooperative bids. The State Purchasing Office also has all of the Price Agreements and supplier training on goods and services for Colorado K-12 schools. For instance, the SPO's industrial suppliers hold technical training for buyers and program staff.

Finally, with respect to the Office of Administrative Courts, the Administrative Law Judges hear teacher dismissal cases for many public school districts, including Denver Public Schools.

Appendix A – Detailed Range Placement by Class

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
A1A1	CORRECTIONS CASE MGR I	13%	5%	2%	6%	2%	11%	4%	4%	26%	26%	15.3
A1A2	CORRECTIONS CASE MGR II	4%	0%	0%	4%	0%	8%	0%	0%	21%	63%	19.3
A1A3	CORRECTIONS CASE MGR III	0%	6%	0%	0%	6%	0%	19%	6%	13%	50%	18.4
A1D2	CORR/YTH/CLIN SEC OFF I	82%	3%	2%	2%	1%	3%	2%	1%	3%	3%	5.6
A1D3	CORR/YTH/CLIN SEC OFF II	37%	6%	4%	6%	2%	9%	5%	5%	13%	15%	12.3
A1D4	CORR/YTH/CLN SEC SPEC III	13%	6%	2%	7%	1%	7%	5%	4%	21%	33%	15.9
A1D5	CORR/YTH/CLN SEC SUPV III	17%	8%	3%	6%	4%	8%	7%	4%	23%	21%	14.8
A1D6	CORR OR YTH SEC OFF IV	3%	1%	1%	8%	7%	6%	14%	23%	22%	15%	17.6
A1D7	CORR OR YTH SEC OFF V	0%	9%	0%	2%	7%	4%	4%	15%	22%	37%	19.9
A1K1	CORR SUPP LIC TRADES SUPV I	22%	17%	22%	0%	4%	17%	4%	4%	0%	9%	8.7
A1K2	CORR SUPP LIC TRADES SUPV II	23%	10%	3%	3%	13%	6%	13%	6%	3%	19%	10.7
A1K3	CORR SUPP LIC TRADES SUPV III	29%	18%	0%	6%	6%	12%	0%	6%	18%	6%	11.4
A1L1	CORR SUPP TRADES SUPV I	55%	4%	4%	7%	3%	5%	2%	3%	12%	6%	9.4
A1L2	CORR SUPP TRADES SUPV II	38%	2%	7%	4%	2%	7%	6%	2%	17%	17%	12.1
A1L3	CORR SUPP TRADES SUPV III	27%	3%	0%	0%	3%	0%	17%	10%	17%	23%	16.5
A1L4	CORR SUPP TRADES SUPV IV	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	22.6
A2A1	CRIMINAL INVESTIGATOR INT	33%	67%	0%	0%	0%	0%	0%	0%	0%	0%	2.4
A2A2	CRIMINAL INVESTIGATOR I	35%	33%	8%	6%	2%	2%	1%	2%	0%	10%	6.9
A2A3	CRIMINAL INVESTIGATOR II	30%	4%	13%	14%	6%	4%	9%	6%	7%	9%	11.2
A2A4	CRIMINAL INVESTIGATOR III	16%	3%	6%	16%	10%	13%	16%	10%	0%	10%	14.5
A2A5	CRIMINAL INVESTIGATOR IV	0%	0%	14%	0%	0%	14%	0%	0%	57%	14%	8.1
A3C1	COMMUNITY PAROLE OFF	0%	49%	8%	8%	6%	1%	6%	3%	7%	12%	7.3
A3C2	COMM PAROLE TEAM LDR	0%	4%	8%	4%	0%	4%	0%	0%	8%	71%	13.3
A3C3	COMM PAROLE SUPV	0%	0%	0%	0%	0%	0%	0%	4%	4%	91%	16.0
A3C4	COMM PAROLE MGR	0%	0%	0%	0%	0%	0%	0%	13%	0%	88%	16.9
A4A1	STATE PATROL INTERN	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.6
A4A3	STATE PATROL TROOPER	45%	18%	10%	1%	1%	1%	1%	3%	3%	18%	7.7
A4A4	STATE PATROL TROOPER III	0%	0%	4%	22%	4%	3%	3%	2%	6%	57%	13.3
A4A5	STATE PATROL SUPERVISOR	0%	0%	0%	0%	0%	0%	4%	4%	1%	91%	15.3
A4A6	STATE PATROL ADMIN I	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	17.7
A4A7	STATE PATROL ADMIN II	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	19.6
A4B1	POLICE OFFICER INTERN	41%	12%	12%	35%	0%	0%	0%	0%	0%	0%	1.7
A4B2	POLICE OFFICER I	35%	13%	12%	20%	3%	1%	4%	3%	4%	5%	7.2
A4B3	POLICE OFFICER II	22%	22%	4%	0%	9%	0%	9%	4%	22%	9%	12.4
A4B4	POLICE OFFICER III	17%	0%	10%	7%	7%	7%	20%	0%	17%	17%	16.6
A4B5	POLICE ADMINISTRATOR I	0%	0%	20%	0%	0%	20%	20%	40%	0%	0%	18.2
A4C1	SAFETY SECURITY OFF I	0%	30%	0%	0%	20%	10%	0%	10%	30%	0%	11.8
A4C3	SAFETY SECURITY OFF III	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	28.1
A9A1	ANG PATROL OFFICER I	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	4.0
A9A3	ANG PATROL OFFICER III	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	8.7
C1H1	DENTIST I	0%	6%	29%	12%	12%	24%	6%	0%	0%	12%	12.7
C1H2	DENTIST II	50%	0%	0%	0%	0%	0%	0%	50%	0%	0%	10.2
C1H3	DENTIST III	0%	0%	0%	0%	0%	0%	0%	50%	50%	0%	14.0
C1J2	PHYSICIAN II	36%	50%	0%	0%	0%	0%	7%	0%	0%	7%	5.9

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
C1K1	PUB HLTH MED ADMIN I	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2.2
C1K2	PUB HLTH MED ADMIN II	33%	0%	33%	33%	0%	0%	0%	0%	0%	0%	12.7
C4J2	CLIN BEHAV SPEC II	25%	0%	25%	0%	25%	0%	25%	0%	0%	0%	6.0
C4J3	CLIN BEHAV SPEC III	0%	0%	0%	50%	0%	0%	0%	0%	50%	0%	22.8
C4L1	SOCIAL WORK/COUNSELOR I	40%	20%	10%	0%	5%	0%	10%	10%	0%	5%	6.9
C4L2	SOCIAL WORK/COUNSELOR II	37%	4%	15%	19%	4%	7%	4%	0%	11%	0%	5.1
C4L3	SOCIAL WORK/COUNSELOR III	22%	8%	17%	16%	8%	10%	5%	6%	5%	2%	7.5
C4L4	SOCIAL WORK/COUNSELOR IV	13%	0%	22%	16%	13%	6%	9%	3%	9%	9%	10.1
C4M1	PSYCHOLOGIST CANDIDATE	55%	20%	5%	5%	10%	0%	5%	0%	0%	0%	2.1
C4M2	PSYCHOLOGIST I	6%	6%	14%	0%	19%	22%	8%	11%	6%	8%	7.8
C4M3	PSYCHOLOGIST II	0%	0%	0%	0%	0%	6%	6%	22%	11%	56%	11.9
C5J1	CLINICAL THERAPIST I	75%	13%	0%	0%	13%	0%	0%	0%	0%	0%	3.2
C5J2	CLINICAL THERAPIST II	38%	14%	10%	14%	14%	0%	5%	0%	5%	0%	7.5
C5J3	CLINICAL THERAPIST III	7%	7%	13%	27%	7%	7%	0%	7%	20%	7%	11.3
C5J4	CLINICAL THERAPIST IV	25%	25%	25%	0%	0%	0%	0%	0%	0%	25%	8.8
C5J5	CLINICAL THERAPIST V	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	12.7
C5K2	THERAPIST II	18%	27%	9%	9%	0%	0%	9%	0%	9%	18%	11.4
C5K3	THERAPIST III	13%	13%	25%	0%	0%	0%	25%	13%	0%	13%	7.5
C5K4	THERAPIST IV	17%	0%	17%	0%	17%	17%	33%	0%	0%	0%	15.3
C5L1	THERAPY ASSISTANT I	12%	24%	41%	0%	6%	6%	0%	0%	6%	6%	10.8
C5L2	THERAPY ASSISTANT II	13%	4%	8%	0%	8%	6%	2%	13%	44%	2%	17.5
C5L3	THERAPY ASSISTANT III	15%	0%	5%	25%	10%	15%	5%	15%	10%	0%	12.7
C5L4	THERAPY ASSISTANT IV	0%	0%	0%	0%	0%	0%	33%	0%	0%	67%	26.3
C6P1	CLIENT CARE AIDE I	45%	25%	2%	15%	8%	5%	1%	0%	0%	0%	2.2
C6P2	CLIENT CARE AIDE II	19%	26%	20%	5%	9%	9%	6%	3%	2%	1%	5.6
C6Q1	DENTAL CARE I	78%	0%	11%	0%	11%	0%	0%	0%	0%	0%	1.6
C6Q2	DENTAL CARE II	67%	7%	2%	5%	0%	7%	9%	2%	0%	0%	6.4
C6Q3	DENTAL CARE III	80%	0%	20%	0%	0%	0%	0%	0%	0%	0%	7.8
C6Q4	DENTAL CARE IV	0%	0%	0%	40%	40%	0%	0%	0%	20%	0%	12.5
C6Q5	DENTAL CARE V	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%	12.9
C6R1	HEALTH CARE TECH I	55%	4%	4%	4%	5%	9%	8%	9%	2%	0%	8.2
C6R2	HEALTH CARE TECH II	20%	15%	13%	4%	7%	4%	5%	13%	18%	3%	12.3
C6R3	HEALTH CARE TECH III	22%	4%	13%	6%	3%	5%	5%	9%	5%	27%	8.1
C6R4	HEALTH CARE TECH IV	45%	3%	5%	10%	9%	5%	12%	9%	2%	0%	14.5
C6S1	NURSE I	21%	2%	13%	4%	18%	13%	16%	5%	0%	7%	6.8
C6S2	NURSE II	13%	12%	10%	9%	12%	11%	11%	10%	11%	1%	8.0
C6S3	NURSE III	14%	6%	9%	11%	8%	19%	11%	12%	6%	2%	10.3
C6S4	MID-LEVEL PROVIDER	11%	13%	11%	11%	8%	9%	24%	9%	5%	2%	10.3
C6S5	NURSE V	0%	0%	11%	11%	11%	44%	11%	0%	11%	0%	21.8
C6S6	NURSE VI	0%	0%	75%	0%	0%	25%	0%	0%	0%	0%	9.6
C6U1	MENTAL HLTH CLINICIAN I	65%	3%	6%	8%	5%	8%	0%	5%	0%	0%	6.8
C6U2	MENTAL HLTH CLINICIAN II	16%	0%	8%	16%	8%	5%	0%	18%	24%	5%	15.3
C6U3	MENTAL HLTH CLINICIAN III	13%	0%	25%	0%	0%	0%	38%	13%	13%	0%	13.6
C7A1	CLINICAL TEAM LEADER	27%	9%	9%	18%	9%	0%	0%	18%	9%	0%	14.7
C7B1	COMMUNITY WORKER I	33%	0%	0%	67%	0%	0%	0%	0%	0%	0%	1.7
C7B2	COMMUNITY WORKER II	22%	11%	6%	17%	17%	17%	0%	0%	11%	0%	6.8
C7C1	HEALTH PROFESSIONAL I	59%	21%	10%	0%	3%	0%	3%	3%	0%	0%	4.7
C7C2	HEALTH PROFESSIONAL II	51%	12%	7%	12%	5%	7%	3%	0%	2%	2%	5.4

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
C7C3	HEALTH PROFESSIONAL III	32%	7%	10%	23%	10%	4%	3%	3%	3%	3%	6.5
C7C4	HEALTH PROFESSIONAL IV	7%	17%	29%	2%	11%	12%	7%	10%	4%	2%	9.3
C7C5	HEALTH PROFESSIONAL V	38%	10%	15%	31%	0%	2%	2%	2%	0%	0%	10.7
C7C6	HEALTH PROFESSIONAL VI	24%	13%	11%	11%	16%	4%	4%	2%	9%	4%	12.1
C7C7	HEALTH PROFESSIONAL VII	18%	9%	5%	9%	5%	0%	5%	5%	18%	27%	13.6
C7D1	HCS TRAINEE I	88%	3%	0%	0%	9%	0%	0%	0%	0%	0%	1.2
C7D2	HCS TRAINEE II	95%	5%	0%	0%	0%	0%	0%	0%	0%	0%	1.2
C7D3	HCS TRAINEE III	93%	0%	0%	0%	0%	0%	7%	0%	0%	0%	1.5
C7E1	NURSE CONSULTANT	7%	20%	0%	27%	13%	13%	13%	7%	0%	0%	6.2
C8A1	DIAG PROCED TECHNOL I	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	41.8
C8A2	DIAG PROCED TECHNOL II	47%	7%	27%	0%	13%	7%	0%	0%	0%	0%	10.5
C8A3	DIAG PROCED TECHNOL III	18%	27%	27%	27%	0%	0%	0%	0%	0%	0%	17.1
C8A4	DIAG PROCED TECHNOL IV	67%	0%	0%	0%	33%	0%	0%	0%	0%	0%	8.2
C8B1	DIETITIAN I	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7.3
C8B2	DIETITIAN II	29%	0%	14%	14%	0%	14%	0%	0%	0%	29%	7.5
C8B3	DIETITIAN III	0%	17%	50%	0%	0%	0%	0%	17%	17%	0%	8.9
C8C1	LABORATORY SUPPORT I	36%	4%	24%	0%	12%	0%	0%	16%	4%	4%	8.3
C8C2	LABORATORY SUPPORT II	20%	20%	20%	0%	20%	0%	0%	20%	0%	0%	6.5
C8C3	LABORATORY SUPPORT III	50%	25%	0%	0%	25%	0%	0%	0%	0%	0%	12.0
C8D1	LABORATORY TECHNOLOGY I	46%	22%	16%	0%	0%	0%	5%	8%	3%	0%	6.5
C8D2	LABORATORY TECHNOLOGY II	37%	6%	16%	2%	2%	10%	2%	6%	18%	2%	10.4
C8D3	LABORATORY TECHNOLOGY III	32%	11%	11%	7%	0%	7%	11%	4%	18%	0%	10.9
C8D4	LABORATORY TECHNOLOGY IV	13%	0%	0%	13%	0%	13%	13%	0%	50%	0%	24.1
C8E1	PHARMACY I	50%	0%	0%	0%	0%	0%	0%	0%	0%	50%	12.1
C8E2	PHARMACY II	0%	27%	12%	4%	4%	8%	42%	4%	0%	0%	10.2
C8E3	PHARMACY III	0%	0%	13%	0%	0%	25%	38%	25%	0%	0%	14.7
C8F1	PHARMACY TECHNICIAN I	60%	20%	20%	0%	0%	0%	0%	0%	0%	0%	1.8
C8F2	PHARMACY TECHNICIAN II	33%	0%	8%	0%	8%	33%	0%	8%	0%	8%	11.0
C9A1	ANIMAL CARE I	57%	22%	4%	9%	4%	0%	0%	4%	0%	0%	5.1
C9A2	ANIMAL CARE II	38%	13%	6%	0%	0%	6%	13%	6%	13%	6%	13.7
C9A3	ANIMAL CARE III	29%	0%	14%	43%	0%	0%	0%	14%	0%	0%	9.5
C9B1	VETERINARIAN I	17%	33%	17%	0%	0%	0%	0%	17%	17%	0%	7.9
C9B2	VETERINARIAN II	50%	0%	25%	25%	0%	0%	0%	0%	0%	0%	5.2
C9C1	VETERINARY TECHNOLOGY I	29%	71%	0%	0%	0%	0%	0%	0%	0%	0%	3.8
C9C2	VETERINARY TECHNOLOGY II	77%	5%	0%	2%	5%	0%	0%	5%	7%	0%	8.8
C9C3	VETERINARY TECHNOLOGY III	14%	0%	14%	7%	7%	7%	14%	14%	21%	0%	16.9
C9C4	VETERINARY TECHNOLOGY IV	0%	25%	0%	0%	0%	50%	0%	25%	0%	0%	17.7
D6A1	ELECTRICAL TRADES I	18%	0%	23%	18%	0%	0%	14%	0%	9%	18%	10.6
D6A2	ELECTRICAL TRADES II	8%	7%	22%	8%	14%	8%	9%	8%	4%	10%	7.6
D6A3	ELECTRICAL TRADES III	5%	11%	0%	0%	11%	21%	16%	16%	11%	11%	13.7
D6B1	MACHINING TRADES I	0%	0%	50%	0%	0%	0%	0%	0%	50%	0%	14.3
D6B2	MACHINING TRADES II	6%	0%	6%	0%	0%	0%	41%	12%	18%	18%	9.7
D6B3	MACHINING TRADES III	0%	11%	0%	22%	11%	11%	0%	0%	11%	33%	15.1
D6B4	MACHINING TRADES IV	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	34.1
D6C1	PIPE/MECH TRADES I	17%	25%	27%	4%	3%	8%	0%	4%	8%	3%	8.8
D6C2	PIPE/MECH TRADES II	20%	5%	10%	8%	7%	8%	4%	12%	12%	13%	10.2
D6C3	PIPE/MECH TRADES III	36%	4%	8%	4%	8%	8%	12%	12%	8%	0%	11.1
D6D1	STRUCTURAL TRADES I	33%	9%	12%	14%	5%	8%	6%	2%	4%	7%	9.4

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
D6D2	STRUCTURAL TRADES II	27%	8%	9%	10%	7%	5%	6%	7%	11%	10%	10.0
D6D3	STRUCTURAL TRADES III	17%	0%	0%	7%	21%	38%	10%	7%	0%	0%	19.3
D6E1	UTILITY PLANT OPER I	0%	7%	13%	13%	17%	7%	13%	0%	0%	30%	9.3
D6E2	UTILITY PLANT OPER II	0%	13%	0%	0%	13%	0%	13%	25%	13%	25%	19.4
D7A1	EQUIPMENT MECHANIC I	58%	17%	0%	0%	17%	8%	0%	0%	0%	0%	8.5
D7A2	EQUIPMENT MECHANIC II	14%	0%	18%	27%	9%	0%	0%	5%	18%	9%	11.8
D7A3	EQUIPMENT MECHANIC III	5%	3%	16%	18%	2%	22%	31%	2%	1%	0%	11.0
D7A4	EQUIPMENT MECHANIC IV	14%	0%	0%	0%	14%	43%	29%	0%	0%	0%	12.8
D7B1	EQUIPMENT OPERATOR I	32%	19%	10%	3%	0%	16%	3%	13%	0%	3%	8.2
D7B2	EQUIPMENT OPERATOR II	38%	0%	38%	4%	0%	4%	8%	0%	4%	4%	8.5
D7B3	EQUIPMENT OPERATOR III	8%	1%	12%	3%	8%	15%	11%	2%	8%	31%	9.4
D7B4	EQUIPMENT OPERATOR IV	3%	5%	0%	0%	0%	5%	5%	0%	5%	76%	13.3
D7C1	PRODUCTION I	50%	0%	0%	0%	50%	0%	0%	0%	0%	0%	5.8
D7C2	PRODUCTION II	43%	4%	25%	0%	7%	4%	7%	4%	0%	7%	7.6
D7C3	PRODUCTION III	7%	4%	7%	14%	18%	4%	4%	18%	14%	11%	11.4
D7C4	PRODUCTION IV	0%	0%	0%	17%	0%	0%	0%	0%	17%	67%	15.1
D7C5	PRODUCTION V	0%	0%	0%	33%	0%	0%	0%	33%	0%	33%	20.8
D7D1	TRANSPORTATION MTC I	10%	1%	15%	17%	1%	2%	49%	2%	1%	1%	6.0
D7D2	TRANSPORTATION MTC II	0%	0%	1%	2%	1%	6%	10%	36%	40%	4%	13.1
D7D3	TRANSPORTATION MTC III	0%	0%	1%	1%	1%	56%	2%	0%	39%	0%	18.2
D8A1	BARBER/COSMETOLOGIST	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	17.8
D8B1	CUSTODIAN I	58%	7%	5%	2%	3%	4%	4%	3%	6%	8%	7.8
D8B2	CUSTODIAN II	33%	3%	8%	4%	2%	7%	5%	8%	11%	18%	12.0
D8B3	CUSTODIAN III	34%	5%	11%	10%	4%	6%	5%	7%	5%	11%	13.2
D8B4	CUSTODIAN IV	42%	8%	17%	0%	0%	0%	8%	8%	0%	17%	15.3
D8C1	DINING SERVICES I	47%	23%	5%	11%	4%	2%	2%	3%	1%	2%	6.1
D8C2	DINING SERVICES II	54%	8%	9%	5%	5%	4%	5%	1%	4%	5%	8.3
D8C3	DINING SERVICES III	50%	13%	6%	4%	3%	5%	4%	2%	5%	9%	8.7
D8C4	DINING SERVICES IV	30%	6%	13%	11%	2%	2%	2%	2%	19%	13%	11.9
D8C5	DINING SERVICES V	41%	20%	0%	0%	2%	16%	9%	0%	7%	5%	11.0
D8D1	GENERAL LABOR I	61%	0%	4%	6%	5%	5%	10%	6%	2%	2%	7.2
D8D2	GENERAL LABOR II	48%	9%	22%	0%	0%	4%	4%	4%	4%	4%	15.5
D8D3	GENERAL LABOR III	20%	0%	20%	0%	0%	20%	0%	20%	0%	20%	14.7
D8E1	GROUNDS & NURSERY I	73%	7%	5%	8%	6%	1%	0%	0%	0%	1%	7.2
D8E2	GROUNDS & NURSERY II	47%	12%	10%	10%	2%	10%	10%	0%	0%	0%	8.6
D8E3	GROUNDS & NURSERY III	44%	16%	4%	4%	12%	4%	12%	0%	0%	4%	12.5
D8F2	LTC TRAINEE II	33%	0%	33%	33%	0%	0%	0%	0%	0%	0%	3.9
D8F5	LTC TRAINEE V	50%	0%	0%	0%	0%	0%	0%	0%	50%	0%	8.8
D8F7	LTC TRAINEE VII	0%	0%	17%	0%	0%	83%	0%	0%	0%	0%	1.5
D8G1	MATERIALS HANDLER I	39%	8%	8%	0%	14%	6%	2%	6%	6%	10%	11.8
D8G2	MATERIALS HANDLER II	33%	10%	13%	3%	3%	7%	6%	3%	4%	16%	10.4
D8G3	MATERIALS HANDLER III	24%	16%	3%	11%	5%	13%	8%	3%	3%	16%	12.8
D8G4	MATERIALS SUPERVISOR	36%	9%	23%	0%	5%	9%	9%	9%	0%	0%	16.5
D8H1	SECURITY I	46%	18%	4%	1%	8%	1%	18%	3%	1%	0%	4.9
D8H2	SECURITY II	29%	0%	29%	14%	0%	29%	0%	0%	0%	0%	11.7
D8H3	SECURITY III	29%	0%	14%	14%	14%	14%	14%	0%	0%	0%	15.3
D9A2	CORRECTL INDUS SUPV II	16%	0%	11%	5%	5%	0%	11%	32%	0%	21%	16.3
D9A3	CORRECTL INDUS SUPV III	0%	8%	8%	25%	0%	0%	8%	8%	25%	17%	19.8

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
D9B1	ENGR/PHYS SCI ASST I	33%	0%	0%	0%	33%	0%	0%	33%	0%	0%	4.9
D9B2	ENGR/PHYS SCI ASST II	25%	0%	10%	0%	10%	0%	15%	5%	5%	30%	8.9
D9B3	ENGR/PHYS SCI ASST III	10%	14%	20%	10%	6%	14%	6%	4%	4%	10%	8.2
D9C1	INSPECTOR I	25%	25%	25%	25%	0%	0%	0%	0%	0%	0%	1.2
D9C2	INSPECTOR II	50%	0%	15%	10%	5%	5%	5%	10%	0%	0%	6.7
D9C3	INSPECTOR III	31%	3%	3%	9%	9%	3%	19%	10%	10%	2%	10.6
D9D1	LTC OPERATIONS I	7%	3%	5%	2%	9%	6%	12%	6%	4%	44%	16.3
D9D2	LTC OPERATIONS II	0%	0%	10%	0%	3%	6%	16%	6%	6%	52%	18.6
D9E1	PROJECT PLANNER I	16%	8%	16%	4%	8%	16%	12%	4%	8%	8%	14.1
D9E2	PROJECT PLANNER II	0%	0%	0%	0%	0%	20%	20%	20%	0%	40%	14.0
D9F1	SCHEDULER	50%	25%	25%	0%	0%	0%	0%	0%	0%	0%	5.0
G1A2	POLICE COMMUNICATION TECH	13%	2%	8%	3%	1%	59%	6%	8%	0%	0%	8.7
G1A3	POLICE COMMUNICATION SUPV	8%	4%	12%	15%	0%	35%	27%	0%	0%	0%	16.0
G1B2	SERVICE DISPATCHER	17%	0%	0%	17%	17%	0%	0%	0%	0%	50%	11.7
G1C2	TELEPHONE OPERATOR I	0%	0%	50%	0%	0%	0%	0%	0%	0%	50%	19.3
G1C3	TELEPHONE OPERATOR II	33%	0%	33%	0%	0%	33%	0%	0%	0%	0%	7.3
G2A2	COMPUTER OPERATOR I	25%	0%	13%	13%	0%	0%	25%	13%	13%	0%	10.7
G2A3	COMPUTER OPERATOR II	25%	13%	13%	13%	0%	0%	0%	0%	38%	0%	11.5
G2A4	COMPUTER OPER SUPV I	0%	0%	25%	0%	0%	0%	25%	0%	0%	50%	22.1
G2C1	CUST SUPPORT INTERN	75%	0%	25%	0%	0%	0%	0%	0%	0%	0%	2.1
G2C2	CUST SUPPORT COORD I	48%	9%	9%	7%	7%	0%	0%	5%	0%	16%	9.6
G2C3	CUST SUPPORT COORD II	17%	3%	14%	3%	7%	10%	7%	0%	0%	38%	14.9
G2C4	CUST SUPPORT COORD III	38%	0%	0%	0%	13%	0%	13%	0%	13%	25%	16.2
G2D2	DATA ENTRY OPERATOR I	70%	0%	0%	4%	13%	9%	0%	4%	0%	0%	8.2
G2D3	DATA ENTRY OPERATOR II	75%	0%	0%	25%	0%	0%	0%	0%	0%	0%	7.4
G2D4	DATA SPECIALIST	61%	10%	3%	5%	2%	2%	2%	3%	5%	6%	7.7
G2D5	DATA SUPERVISOR	14%	29%	0%	0%	29%	14%	14%	0%	0%	0%	16.1
G3A1	ADMIN ASSISTANT INT	75%	0%	25%	0%	0%	0%	0%	0%	0%	0%	9.8
G3A2	ADMIN ASSISTANT I	56%	9%	9%	1%	8%	8%	4%	0%	2%	3%	6.5
G3A3	ADMIN ASSISTANT II	54%	8%	9%	5%	5%	8%	7%	1%	1%	2%	8.6
G3A4	ADMIN ASSISTANT III	39%	7%	9%	8%	7%	6%	5%	6%	7%	6%	10.4
G3A5	OFFICE MANAGER I	23%	9%	4%	5%	4%	10%	11%	5%	11%	18%	14.5
G3A6	OFFICE MANAGER II	0%	0%	0%	0%	20%	0%	0%	0%	20%	60%	27.3
G3B2	HEARINGS REPORTER	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%	14.9
G3C2	LIBRARY TECHNICIAN I	50%	19%	8%	8%	8%	8%	0%	0%	0%	0%	11.7
G3C3	LIBRARY TECHNICIAN II	57%	2%	4%	4%	7%	11%	7%	8%	0%	2%	12.1
G3C4	LIBRARY TECHNICIAN III	16%	11%	4%	7%	10%	10%	13%	10%	4%	16%	15.8
G3D1	MEDICAL RECORDS TECH I	53%	5%	12%	5%	9%	2%	0%	2%	7%	5%	8.6
G3D2	MEDICAL RECORDS TECH II	32%	4%	7%	4%	7%	11%	7%	0%	4%	25%	14.6
G3D3	MEDICAL RECORDS TECH III	25%	13%	25%	0%	0%	0%	0%	13%	13%	13%	18.8
G3E1	MUSEUM GUIDE	50%	0%	0%	50%	0%	0%	0%	0%	0%	0%	3.7
G3F1	SALES ASSISTANT I	57%	10%	5%	5%	10%	5%	0%	5%	0%	5%	8.5
G3F2	SALES ASSISTANT II	67%	0%	0%	17%	0%	0%	0%	0%	17%	0%	8.1
G3F3	SALES ASSISTANT III	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	21.0
G3H2	UNEMP INSURANCE TECH	38%	6%	10%	10%	4%	2%	2%	8%	8%	10%	12.2
G3J1	STATE SERVICE TRAINEE I	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	8.3
G3J2	STATE SERVICE TRAINEE II	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	9.5

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
G3J3	STATE SERVICE TRAINEE III	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	4.7
G3J4	STATE SERVICE TRAINEE IV	0%	20%	20%	20%	0%	40%	0%	0%	0%	0%	5.8
G3J5	STATE SERVICE TRAINEE V	5%	42%	11%	0%	0%	11%	0%	0%	0%	32%	1.4
G4A2	COLLECTIONS REP II	45%	18%	18%	0%	0%	0%	0%	0%	0%	18%	8.8
G4A3	COLLECTIONS REP III	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11.0
G4B1	DRIVER'S LIC EXAM I	72%	0%	18%	7%	0%	0%	2%	0%	2%	0%	2.5
G4B2	DRIVER'S LIC EXAM II	1%	13%	5%	0%	59%	5%	4%	5%	5%	3%	7.7
G4B3	DRIVER'S LIC EXAM III	16%	24%	24%	3%	0%	5%	5%	0%	11%	11%	9.6
G4B4	DRIVER'S LIC EXAM IV	56%	4%	4%	12%	4%	4%	12%	0%	4%	0%	9.2
G4B5	DRIVER'S LIC EXAM V	0%	0%	50%	0%	0%	25%	0%	0%	0%	25%	10.3
H2A2	APP PROGRAMMER I	40%	20%	0%	0%	0%	0%	20%	20%	0%	0%	13.3
H2A3	APP PROGRAMMER II	17%	17%	17%	0%	0%	0%	17%	17%	0%	17%	10.8
H2A4	APP PROGRAMMER III	0%	33%	0%	0%	0%	0%	33%	0%	0%	33%	10.7
H2I1	IT TECHNICIAN I	65%	6%	13%	6%	6%	0%	3%	0%	0%	0%	5.3
H2I2	IT TECHNICIAN II	46%	8%	11%	10%	6%	2%	5%	2%	5%	4%	8.9
H2I3	IT PROFESSIONAL I	42%	10%	12%	5%	6%	7%	4%	3%	6%	7%	9.1
H2I4	IT PROFESSIONAL II	23%	10%	11%	9%	10%	5%	8%	6%	7%	9%	9.8
H2I5	IT PROFESSIONAL III	11%	4%	5%	9%	9%	8%	9%	11%	13%	21%	11.5
H2I6	IT PROFESSIONAL IV	7%	2%	7%	6%	9%	9%	11%	10%	18%	21%	14.4
H2I7	IT PROFESSIONAL V	2%	4%	8%	2%	6%	21%	17%	21%	8%	10%	16.5
H2I8	IT PROFESSIONAL VI	0%	0%	0%	11%	11%	0%	33%	44%	0%	0%	9.7
H2I9	IT PROFESSIONAL VII	0%	0%	0%	0%	0%	0%	33%	67%	0%	0%	7.5
H3I2	MEDIA SPECIALIST I	60%	0%	20%	20%	0%	0%	0%	0%	0%	0%	5.2
H3I3	MEDIA SPECIALIST II	0%	25%	0%	0%	0%	50%	0%	0%	0%	25%	18.8
H3I4	MEDIA SPECIALIST III	25%	13%	38%	0%	0%	0%	0%	13%	13%	0%	11.2
H3I5	MEDIA SPECIALIST IV	20%	0%	0%	10%	10%	20%	0%	10%	20%	10%	13.8
H3I6	MEDIA SPECIALIST V	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%	22.8
H3U1	ARTS TECHNICIAN I	78%	0%	0%	11%	0%	11%	0%	0%	0%	0%	8.3
H3U2	ARTS TECHNICIAN II	17%	17%	0%	17%	0%	0%	17%	17%	17%	0%	8.2
H3U3	ARTS PROFESSIONAL I	25%	25%	13%	25%	0%	0%	0%	0%	13%	0%	8.5
H3U4	ARTS PROFESSIONAL II	12%	4%	4%	15%	12%	12%	0%	4%	19%	19%	14.5
H3U5	ARTS PROFESSIONAL III	0%	0%	25%	0%	0%	0%	0%	25%	38%	13%	16.2
H3U6	ARTS PROFESSIONAL IV	0%	0%	0%	0%	33%	0%	0%	0%	0%	67%	20.3
H4M1	TECHNICIAN I	28%	2%	5%	26%	30%	5%	0%	0%	2%	2%	3.0
H4M2	TECHNICIAN II	38%	23%	13%	6%	5%	4%	2%	2%	5%	2%	5.3
H4M3	TECHNICIAN III	25%	14%	23%	7%	5%	5%	5%	3%	2%	11%	8.8
H4M4	TECHNICIAN IV	28%	11%	7%	9%	7%	10%	6%	6%	2%	15%	11.9
H4M5	TECHNICIAN V	36%	8%	4%	6%	2%	4%	14%	6%	4%	16%	14.6
H4N2	AIR TRAFFIC CONTRL II	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7.9
H4N3	AIR TRAFFIC CONTRL III	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	11.1
H4O1	AIRCRAFT PILOT	0%	40%	20%	0%	0%	0%	0%	0%	0%	40%	14.2
H4P1	FINGERPRINT EXAMIN INT	67%	33%	0%	0%	0%	0%	0%	0%	0%	0%	1.4
H4P2	FINGERPRINT EXAMINER I	46%	0%	11%	0%	0%	7%	0%	0%	7%	29%	12.1
H4P3	FINGERPRINT EXAMINER II	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5.9
H4P4	FINGERPRINT EXAMINER III	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	13.8
H4Q1	PORT OF ENTRY INTERN	0%	91%	0%	9%	0%	0%	0%	0%	0%	0%	1.0
H4Q2	PORT OF ENTRY I	22%	36%	10%	9%	0%	3%	3%	0%	0%	17%	9.7
H4Q3	PORT OF ENTRY II	11%	11%	0%	0%	0%	6%	0%	22%	28%	22%	19.4

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
H4Q4	PORT OF ENTRY III	11%	0%	11%	0%	0%	0%	0%	11%	11%	56%	21.1
H4R1	PROGRAM ASSISTANT I	13%	10%	10%	8%	5%	8%	6%	5%	9%	27%	12.0
H4R2	PROGRAM ASSISTANT II	11%	5%	6%	8%	7%	7%	6%	11%	11%	28%	14.7
H4S1	STATE SERV PROF TRAIN I	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11.9
H4S2	STATE SERV PROF TRAIN II	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	21.4
H5E1	LEGAL ASSISTANT I	63%	0%	6%	0%	6%	0%	0%	13%	6%	6%	6.7
H5E2	LEGAL ASSISTANT II	28%	6%	6%	8%	8%	9%	9%	9%	11%	6%	11.8
H5F2	HEARINGS OFFICER II	36%	0%	31%	3%	3%	5%	8%	0%	5%	10%	8.6
H5F3	HEARINGS OFFICER III	43%	0%	0%	29%	0%	0%	14%	14%	0%	0%	11.3
H5L1	ADMIN LAW JUDGE I	0%	0%	20%	20%	0%	0%	40%	0%	20%	0%	6.2
H5L2	ADMIN LAW JUDGE II	4%	4%	4%	4%	0%	20%	16%	32%	8%	8%	11.6
H5L3	ADMIN LAW JUDGE III	0%	0%	0%	0%	0%	0%	0%	14%	29%	57%	17.9
H6G1	GENERAL PROFESSIONAL I	24%	15%	28%	10%	8%	8%	1%	0%	2%	3%	5.5
H6G2	GENERAL PROFESSIONAL II	22%	14%	8%	10%	6%	9%	7%	6%	9%	10%	10.2
H6G3	GENERAL PROFESSIONAL III	22%	10%	10%	8%	8%	6%	7%	8%	8%	13%	10.0
H6G4	GENERAL PROFESSIONAL IV	17%	12%	9%	9%	8%	10%	9%	7%	6%	12%	10.7
H6G5	GENERAL PROFESSIONAL V	17%	10%	9%	6%	9%	10%	7%	6%	11%	14%	13.7
H6G6	GENERAL PROFESSIONAL VI	10%	6%	6%	9%	8%	8%	11%	8%	16%	19%	13.9
H6G7	GENERAL PROFESSIONAL VII	4%	2%	5%	5%	7%	13%	10%	12%	9%	34%	16.9
H6G8	MANAGEMENT	0%	1%	0%	2%	4%	9%	15%	20%	40%	7%	14.4
H6H2	ARCHIVIST II	20%	20%	0%	0%	0%	20%	0%	0%	0%	40%	16.4
H6I1	CHAPLAIN I	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%	16.8
H6I2	CHAPLAIN II	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	8.6
H6J2	COMP INSURANCE SPEC I	0%	0%	0%	0%	0%	0%	50%	0%	50%	0%	18.4
H6J3	COMP INSURANCE SPEC II	28%	12%	0%	12%	4%	4%	4%	8%	4%	24%	12.7
H6J4	COMP INSURANCE SPEC III	15%	8%	8%	0%	15%	0%	15%	8%	8%	23%	15.9
H6J5	COMP INSURANCE SPEC IV	33%	17%	17%	0%	0%	17%	0%	17%	0%	0%	11.7
H6J6	COMP INSURANCE SPEC V	0%	0%	0%	33%	0%	33%	0%	0%	33%	0%	13.8
H6J7	COMP INSURANCE SPEC VI	0%	0%	0%	0%	25%	0%	0%	0%	0%	75%	15.2
H6K1	COMPL INVESTIGATOR INT	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	8.0
H6K2	COMPL INVESTIGATOR I	26%	15%	26%	7%	0%	4%	4%	7%	0%	11%	8.4
H6K3	COMPL INVESTIGATOR II	41%	7%	14%	7%	7%	0%	14%	3%	3%	3%	7.5
H6L1	CORRL ACCOUNT SALES REP	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	18.5
H6M1	FOOD SERV MGR I	30%	10%	20%	0%	0%	0%	5%	0%	15%	20%	11.8
H6M2	FOOD SERV MGR II	45%	0%	9%	0%	0%	0%	0%	9%	18%	18%	13.2
H6M3	FOOD SERV MGR III	33%	0%	0%	0%	0%	0%	33%	0%	0%	33%	25.9
H6N1	LABOR/EMPLOY SPEC INT	65%	24%	0%	6%	6%	0%	0%	0%	0%	0%	1.7
H6N2	LABOR/EMPLOYMENT SPEC I	84%	6%	3%	1%	1%	0%	1%	0%	1%	4%	4.7
H6N3	LABOR/EMPLOYMENT SPEC II	57%	5%	6%	4%	1%	2%	2%	4%	8%	10%	10.6
H6N4	LABOR/EMPLOYMENT SPEC III	48%	2%	4%	2%	10%	16%	15%	1%	0%	1%	14.5
H6N5	LABOR/EMPLOYMENT SPEC IV	44%	3%	13%	19%	19%	3%	0%	0%	0%	0%	16.1
H6N6	LABOR/EMPLOYMENT SPEC V	8%	8%	42%	0%	8%	17%	0%	0%	8%	8%	20.6
H6O1	LOTTERY SALES REP I	0%	50%	0%	0%	0%	0%	0%	0%	0%	50%	18.3
H6O2	LOTTERY SALES REP II	0%	0%	17%	20%	7%	20%	0%	0%	10%	27%	11.6
H6O3	LOTTERY SALES REP III	0%	0%	33%	0%	0%	0%	0%	17%	17%	33%	14.5
H6P1	PARK MANAGER I	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.3
H6P2	PARK MANAGER II	86%	0%	0%	5%	5%	2%	0%	0%	0%	2%	5.2
H6P3	PARK MANAGER III	81%	13%	0%	0%	0%	0%	6%	0%	0%	0%	7.7

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
H6P4	PARK MANAGER IV	50%	0%	0%	0%	10%	10%	10%	10%	0%	10%	14.9
H6P5	PARK MANAGER V	19%	24%	19%	0%	14%	5%	10%	5%	0%	5%	19.2
H6P6	PARK MANAGER VI	0%	0%	20%	0%	0%	0%	80%	0%	0%	0%	20.4
H6Q1	RECORDS ADMINISTRATOR I	10%	0%	0%	30%	10%	10%	30%	10%	0%	0%	14.5
H6Q2	RECORDS ADMINISTRATOR II	0%	0%	0%	0%	0%	33%	67%	0%	0%	0%	18.0
H6R1	REHABILITATION INTERN	50%	0%	0%	50%	0%	0%	0%	0%	0%	0%	2.6
H6R2	REHABILITATION COUNS I	57%	16%	12%	4%	0%	2%	1%	1%	2%	3%	6.5
H6R3	REHABILITATION COUNS II	31%	14%	6%	9%	9%	3%	3%	0%	6%	20%	11.9
H6R4	REHABILITATION SUPV I	19%	19%	13%	0%	0%	0%	19%	19%	0%	13%	19.4
H6R5	REHABILITATION SUPV II	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	31.1
H6S1	SALES MANAGER I	40%	10%	15%	10%	0%	5%	5%	5%	0%	10%	11.4
H6S2	SALES MANAGER II	22%	11%	0%	22%	0%	0%	11%	0%	22%	11%	14.2
H6S3	SALES MANAGER III	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	7.5
H6U1	WILDLIFE MANAGER I	0%	0%	11%	89%	0%	0%	0%	0%	0%	0%	1.6
H6U2	WILDLIFE MANAGER II	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	10.2
H6U3	WILDLIFE MANAGER III	2%	42%	7%	13%	4%	3%	5%	13%	9%	1%	12.3
H6U4	WILDLIFE MANAGER IV	14%	14%	14%	29%	14%	0%	0%	14%	0%	0%	13.4
H6U5	WILDLIFE MANAGER V	11%	9%	9%	11%	26%	4%	4%	11%	11%	4%	19.6
H6U6	WILDLIFE MANAGER VI	0%	0%	0%	0%	25%	0%	0%	50%	0%	25%	25.9
H6V1	YOUTH SERV COUNSELOR I	37%	7%	2%	11%	4%	9%	9%	7%	9%	7%	11.3
H6V2	YOUTH SERV COUNSELOR II	29%	7%	4%	5%	5%	5%	12%	8%	10%	14%	14.3
H6V3	YOUTH SERV COUNSELOR III	37%	7%	10%	7%	10%	7%	7%	7%	0%	10%	11.1
H6V5	YOUTH SERV ADMIN	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7.4
H7A1	STATE TEACHER I	73%	4%	3%	3%	4%	2%	3%	0%	1%	6%	7.9
H7A2	STATE TEACHER II	65%	10%	5%	0%	5%	5%	0%	0%	5%	5%	10.4
H7A3	STATE TEACHER III	29%	43%	0%	14%	0%	14%	0%	0%	0%	0%	9.5
H7A4	STATE TEACHER IV	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	11.3
H7B1	STATE TEACHER AIDE	58%	11%	11%	5%	0%	0%	0%	5%	0%	11%	6.9
H7C1	CHILD CARE AIDE	30%	10%	50%	10%	0%	0%	0%	0%	0%	0%	4.9
H7C2	EARLY CHILDHOOD EDUC I	53%	5%	11%	11%	5%	0%	5%	11%	0%	0%	7.5
H7C3	EARLY CHILDHOOD EDUC II	56%	11%	0%	0%	33%	0%	0%	0%	0%	0%	5.8
H8A1	ACCOUNTANT I	36%	10%	11%	7%	15%	6%	3%	1%	3%	7%	9.2
H8A2	ACCOUNTANT II	20%	10%	9%	10%	5%	8%	10%	5%	11%	13%	11.0
H8A3	ACCOUNTANT III	26%	2%	13%	9%	10%	8%	13%	8%	7%	3%	10.8
H8A4	ACCOUNTANT IV	20%	5%	25%	20%	5%	5%	0%	10%	5%	5%	12.5
H8B1	ACCOUNTING TECHNICIAN I	48%	19%	10%	5%	0%	0%	5%	5%	10%	0%	9.2
H8B2	ACCOUNTING TECHNICIAN II	49%	11%	7%	9%	4%	3%	7%	6%	2%	3%	7.5
H8B3	ACCOUNTING TECHNICIAN III	35%	8%	8%	10%	9%	6%	8%	11%	4%	2%	10.7
H8B4	ACCOUNTING TECHNICIAN IV	40%	7%	7%	14%	19%	5%	2%	5%	0%	0%	12.5
H8C1	CONTROLLER I	33%	0%	0%	0%	0%	33%	33%	0%	0%	0%	17.7
H8C2	CONTROLLER II	0%	8%	4%	8%	4%	31%	15%	19%	8%	4%	14.6
H8C3	CONTROLLER III	0%	13%	0%	0%	19%	19%	0%	50%	0%	0%	14.9
H8D1	AUDIT INTERN	50%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0.8
H8D2	AUDITOR I	80%	0%	20%	0%	0%	0%	0%	0%	0%	0%	2.6
H8D3	AUDITOR II	46%	5%	13%	10%	3%	5%	5%	5%	8%	0%	8.1
H8D4	AUDITOR III	27%	5%	14%	9%	14%	5%	5%	9%	9%	5%	9.7
H8D5	AUDITOR IV	8%	8%	12%	8%	8%	19%	12%	23%	4%	0%	11.5
H8D6	AUDITOR V	20%	20%	20%	0%	0%	0%	20%	0%	0%	20%	9.2

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
H8E1	BUDGET ANALYST I	36%	36%	14%	7%	0%	0%	0%	0%	0%	7%	8.0
H8E2	BUDGET ANALYST II	27%	10%	0%	3%	3%	3%	7%	7%	37%	3%	12.0
H8E3	BUDGET & POLICY ANLST III	10%	0%	5%	17%	21%	14%	12%	5%	5%	12%	11.8
H8E4	BUDGET & POLICY ANLST IV	3%	8%	11%	8%	16%	11%	8%	13%	13%	11%	12.1
H8E5	BUDGET & POLICY ANLST V	0%	0%	0%	0%	0%	0%	14%	14%	29%	43%	18.0
H8F2	FIN/CREDIT EXAMINER I	92%	0%	0%	8%	0%	0%	0%	0%	0%	0%	5.2
H8F3	FIN/CREDIT EXAMINER II	55%	28%	3%	0%	3%	0%	0%	3%	7%	0%	7.2
H8F4	FIN/CREDIT EXAMINER III	33%	0%	14%	5%	10%	5%	5%	10%	19%	0%	11.4
H8F5	FIN/CREDIT EXAMINER IV	0%	8%	0%	25%	17%	8%	8%	0%	25%	8%	16.5
H8F6	FIN/CREDIT EXAMINER V	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	16.7
H8G1	RATE/FINANCIAL ANLYST INT	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0.1
H8G2	RATE/FINANCIAL ANLYST I	88%	0%	13%	0%	0%	0%	0%	0%	0%	0%	2.3
H8G3	RATE/FINANCIAL ANLYST II	58%	12%	8%	4%	0%	8%	8%	0%	4%	0%	8.6
H8G4	RATE/FINANCIAL ANLYST III	44%	33%	0%	0%	11%	11%	0%	0%	0%	0%	8.3
H8G5	RATE/FINANCIAL ANLYST IV	44%	16%	4%	16%	0%	4%	0%	4%	8%	4%	8.9
H8G6	RATE/FINANCIAL ANLYST V	8%	0%	8%	15%	23%	15%	8%	15%	8%	0%	10.7
H8H1	INVESTMENT OFFICER I	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	6.7
H8H2	INVESTMENT OFFICER II	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	15.1
H8H3	INVESTMENT OFFICER III	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	22.1
H8J1	PROPERTY TAX SPEC INTERN	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.5
H8J2	PROPERTY TAX SPEC I	0%	0%	0%	50%	0%	50%	0%	0%	0%	0%	2.0
H8J3	PROPERTY TAX SPEC II	31%	15%	31%	0%	0%	0%	0%	8%	15%	0%	11.7
H8J4	PROPERTY TAX SPEC III	60%	0%	20%	20%	0%	0%	0%	0%	0%	0%	11.5
H8J5	PROPERTY TAX SPEC IV	33%	0%	0%	0%	0%	0%	33%	33%	0%	0%	11.8
H8K1	REVENUE AGENT INTERN	60%	20%	0%	20%	0%	0%	0%	0%	0%	0%	3.3
H8K2	REVENUE AGENT I	70%	0%	0%	10%	0%	0%	0%	0%	0%	20%	3.2
H8K3	REVENUE AGENT II	88%	0%	4%	0%	4%	4%	0%	0%	0%	0%	6.3
H8K4	REVENUE AGENT III	54%	4%	0%	4%	8%	0%	8%	0%	17%	4%	9.8
H8K5	REVENUE AGENT IV	11%	6%	0%	6%	22%	6%	6%	6%	22%	17%	18.0
H8L1	TAX CONFEREE I	55%	0%	0%	9%	0%	9%	9%	9%	9%	0%	14.0
H8L2	TAX CONFEREE II	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	14.6
H8M1	TAX COMPLIANCE AGENT IN	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2.4
H8M2	TAX COMPLIANCE AGENT I	18%	14%	11%	7%	14%	7%	4%	14%	11%	0%	12.7
H8M3	TAX COMPLIANCE AGENT II	0%	0%	20%	0%	0%	0%	0%	40%	40%	0%	25.1
H8N1	TAX EXAMINER I	67%	12%	3%	5%	4%	1%	1%	3%	1%	4%	6.5
H8N2	TAX EXAMINER II	50%	10%	7%	2%	5%	2%	5%	2%	14%	2%	11.5
H8N3	TAX EXAMINER III	44%	12%	8%	4%	4%	4%	4%	12%	4%	4%	10.9
H8N4	TAX EXAMINER IV	33%	0%	17%	17%	0%	0%	0%	0%	33%	0%	13.2
H8N5	TAX EXAMINER V	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%	14.0
I1A1	ACTUARY I	33%	33%	0%	0%	0%	0%	0%	0%	0%	33%	1.0
I1A2	ACTUARY II	0%	0%	0%	0%	0%	0%	0%	50%	50%	0%	19.1
I1A3	ACTUARY III	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	8.2
I1A4	ACTUARY IV	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	4.8
I1B1	STATISTICAL ANALYST I	60%	7%	7%	0%	7%	7%	0%	0%	13%	0%	4.5
I1B2	STATISTICAL ANALYST II	38%	5%	10%	17%	7%	5%	7%	5%	7%	0%	6.2
I1B3	STATISTICAL ANALYST III	50%	0%	0%	0%	0%	17%	33%	0%	0%	0%	5.3
I1B4	STATISTICAL ANALYST IV	0%	17%	17%	17%	0%	17%	8%	0%	25%	0%	12.3
I1B5	STATISTICAL ANALYST V	0%	0%	0%	25%	0%	0%	0%	0%	25%	50%	14.9

Appendix – Distribution of State Range Placement by Class and Average Years of Service												
CLASS	Job Title	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	80-90%	90-100%	Average Retention
I2A2	DESIGNER/PLANNER	60%	40%	0%	0%	0%	0%	0%	0%	0%	0%	3.5
I2A3	ARCHITECT I	0%	0%	13%	13%	13%	13%	0%	50%	0%	0%	3.0
I2A4	ARCHITECT II	25%	0%	25%	0%	0%	25%	0%	0%	0%	25%	5.2
I2A5	ARCHITECT III	0%	0%	0%	13%	0%	0%	38%	13%	25%	13%	16.1
I2B1	ELECTRONIC ENGINEER I	25%	13%	13%	13%	0%	13%	0%	13%	13%	0%	8.2
I2B2	ELECTRONIC ENGINEER II	0%	0%	20%	10%	20%	0%	0%	40%	10%	0%	19.7
I2B3	ELECTRONIC ENGINEER III	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	14.9
I2C1	ENGINEER-IN-TRAINING I	48%	6%	16%	6%	10%	0%	3%	0%	10%	0%	3.4
I2C2	ENGINEER-IN-TRAINING II	35%	13%	29%	3%	13%	3%	3%	0%	0%	0%	3.1
I2C3	ENGINEER-IN-TRAINING III	6%	12%	31%	10%	4%	6%	4%	10%	10%	6%	9.0
I2C4	PROFESSIONAL ENGINEER I	2%	2%	7%	7%	9%	14%	6%	24%	22%	7%	11.5
I2C5	PROFESSIONAL ENGINEER II	0%	4%	6%	4%	5%	16%	10%	18%	32%	7%	15.1
I2C6	PROFESSIONAL ENGINEER III	4%	2%	4%	10%	14%	0%	12%	53%	0%	0%	15.8
I2C7	PROFESSIONAL ENGINEER IV	10%	0%	20%	30%	0%	40%	0%	0%	0%	0%	16.3
I2D2	LANDSCAPE SPECIALIST	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3.2
I2D3	LANDSCAPE ARCHITECT I	0%	0%	33%	0%	0%	0%	0%	0%	0%	67%	14.6
I2D4	LANDSCAPE ARCHITECT II	0%	75%	0%	0%	25%	0%	0%	0%	0%	0%	8.1
I3A1	ENVIRON PROTECT INTERN	0%	20%	40%	40%	0%	0%	0%	0%	0%	0%	3.2
I3A2	ENVIRON PROTECT SPEC I	31%	12%	20%	6%	3%	12%	2%	5%	2%	8%	5.5
I3A3	ENVIRON PROTECT SPEC II	5%	7%	22%	4%	6%	13%	5%	11%	17%	9%	9.0
I3A4	ENVIRON PROTECT SPEC III	6%	6%	10%	3%	18%	8%	13%	23%	11%	2%	12.9
I3A5	ENVIRON PROTECT SPEC IV	4%	4%	2%	7%	11%	9%	9%	41%	13%	0%	14.4
I3A6	ENVIRON PROTECT SPEC V	0%	0%	0%	0%	8%	8%	0%	83%	0%	0%	19.7
I3B2	PHY SCI RES/SCIENTIST I	19%	5%	2%	38%	2%	5%	10%	7%	12%	0%	10.4
I3B3	PHY SCI RES/SCIENTIST II	4%	11%	9%	6%	17%	10%	14%	7%	20%	1%	10.9
I3B4	PHY SCI RES/SCIENTIST III	8%	4%	8%	8%	6%	10%	4%	19%	27%	4%	14.4
I3B5	PHY SCI RES/SCIENTIST IV	4%	4%	8%	0%	4%	13%	8%	17%	38%	4%	15.6
I3B6	PHY SCI RES/SCIENTIST V	9%	0%	9%	18%	9%	9%	18%	27%	0%	0%	11.4
I5A1	AIR ENVIRON SYS TECH I	35%	12%	6%	12%	0%	0%	0%	0%	35%	0%	11.8
I5A2	AIR ENVIRON SYS TECH II	0%	0%	0%	0%	50%	0%	0%	0%	50%	0%	15.3
I5C1	CIVIL ENG PROJ MANAGER I	9%	6%	18%	0%	0%	24%	26%	9%	9%	0%	15.9
I5C2	CIVIL ENG PROJ MANAGER II	0%	0%	2%	5%	9%	44%	30%	9%	0%	0%	22.0
I5D1	ENGR/PHYS SCI TECH I	33%	9%	12%	12%	14%	4%	5%	4%	5%	4%	9.4
I5D2	ENGR/PHYS SCI TECH II	7%	8%	13%	9%	9%	11%	15%	9%	14%	5%	10.5
I5D3	ENGR/PHYS SCI TECH III	2%	2%	5%	11%	4%	11%	3%	16%	26%	21%	16.2
I5E1	ELECTRONICS SPEC INTERN	20%	40%	20%	0%	0%	0%	0%	0%	0%	20%	5.0
I5E2	ELECTRONICS SPEC I	58%	11%	0%	11%	5%	0%	5%	0%	11%	0%	7.5
I5E3	ELECTRONICS SPEC II	26%	8%	14%	6%	8%	8%	2%	12%	13%	4%	8.0
I5E4	ELECTRONICS SPEC III	19%	2%	13%	11%	13%	9%	9%	6%	15%	4%	11.7
I5E5	ELECTRONICS SPEC IV	0%	5%	0%	11%	14%	8%	8%	16%	32%	5%	15.4
I9A1	LABORATORY COORD I	57%	17%	0%	9%	4%	4%	0%	0%	4%	4%	9.1
I9A2	LABORATORY COORD II	33%	6%	9%	3%	6%	3%	12%	6%	21%	0%	13.4
I9A3	LABORATORY COORD III	10%	10%	0%	10%	5%	10%	20%	10%	25%	0%	22.3
I9B1	LAND SURVEY INTERN I	0%	0%	50%	0%	50%	0%	0%	0%	0%	0%	9.3
I9B2	LAND SURVEY INTERN II	50%	25%	0%	0%	0%	0%	0%	0%	25%	0%	8.4
I9B3	PROF LAND SURVEYOR I	45%	5%	9%	5%	5%	9%	0%	5%	18%	0%	11.9
I9B4	PROF LAND SURVEYOR II	0%	0%	18%	0%	18%	9%	9%	0%	45%	0%	17.2

Appendix B – Comparison of FY 2011-12 and FY 2012-13 Medical and Dental Premiums and Contributions

FY 2012-13 Summary of Medical and Dental Premiums and Contributions								
	Medical				Dental			
Plan	**Tier**	**Total Premium**	**State Contribution**	**Employee Contribution**	**Plan**	**Total Premium**	**State Contribution**	**Employee Contribution**
UHC - CoPay	1	$463.06	$368.42	$94.64	**Basic**	$28.76	$23.74	$5.02
	2	$1,030.94	$623.42	$407.52		$55.60	$38.30	$17.30
	3	$903.14	$659.66	$243.48		$58.26	$39.34	$18.92
	4	$1,465.02	$914.50	$550.52		$85.10	$51.18	$33.92
UHC - HDHP	1	$414.66	$368.42	$46.24	**Plus**	$42.18	$23.74	$18.44
	2	$894.92	$623.42	$271.50		$82.42	$38.30	$44.12
	3	$798.60	$659.66	$138.94		$86.44	$39.34	$47.10
	4	$1,277.86	$914.50	$363.36		$126.66	$51.18	$75.48
Kaiser - HMO	1	$506.38	$368.42	$137.96				
	2	$1,069.40	$623.42	$445.98				
	3	$967.96	$659.66	$308.30				
	4	$1,525.98	$914.50	$611.48				
Kaiser - HDHP	1	$424.42	$368.42	$56.00				
	2	$897.30	$623.42	$273.88				
	3	$812.24	$659.66	$152.58				
	4	$1,280.12	$914.50	$365.62				

FY 2011-12 Summary of Medical and Dental Premiums and Contributions								
	Medical				Dental			
Plan	**Tier**	**Total Premium**	**State Contribution**	**Employee Contribution**	**Plan**	**Total Premium**	**State Contribution**	**Employee Contribution**
UHC - CoPay	1	$444.46	$368.42	$76.04	**Basic**	$25.74	$23.80	$1.94
	2	$992.16	$623.42	$368.74		$47.02	$39.00	$8.02
	3	$841.88	$659.66	$182.22		$47.02	$41.18	$5.84
	4	$1,380.12	$914.50	$465.62		$68.30	$56.38	$11.92
UHC - HDHP	1	$403.16	$368.42	$34.74	**Plus**	$37.18	$23.80	$13.38
	2	$877.74	$623.42	$254.32		$68.78	$39.00	$29.78
	3	$721.76	$659.66	$62.10		$68.78	$41.18	$27.60
	4	$1,199.66	$914.50	$285.16		$100.36	$56.38	$43.98
Kaiser - HMO	1	$461.24	$368.42	$92.82				
	2	$1,058.26	$623.42	$434.84				
	3	$878.96	$659.66	$219.30				
	4	$1,416.14	$914.50	$501.64				
Kaiser - HDHP	1	$410.90	$368.42	$42.48				
	2	$895.46	$623.42	$272.04				
	3	$733.60	$659.66	$73.94				
	4	$1,218.08	$914.50	$303.58				

Difference Between FY 2012-13 and FY 2011-12 for Medical and Dental: Increase/(Decrease)								
	Medical				Dental			
Plan	Tier	Total Premium	State Contribution	Employee Contribution	Plan	Total Premium	State Contribution	Employee Contribution
UHC - CoPay	1	$18.60	$0.00	$18.60	**Basic**	$3.02	($0.06)	$3.08
	2	$38.78	$0.00	$38.78		$8.58	($0.70)	$9.28
	3	$61.26	$0.00	$61.26		$11.24	($1.84)	$13.08
	4	$84.90	$0.00	$84.90		$16.80	($5.20)	$22.00
UHC - HDHP	1	$11.50	$0.00	$11.50	**Plus**	$5.00	($0.06)	$5.06
	2	$17.18	$0.00	$17.18		$13.64	($0.70)	$14.34
	3	$76.84	$0.00	$76.84		$17.66	($1.84)	$19.50
	4	$78.20	$0.00	$78.20		$26.30	($5.20)	$31.50
Kaiser - HMO	1	$45.14	$0.00	$45.14				
	2	$11.14	$0.00	$11.14				
	3	$89.00	$0.00	$89.00				
	4	$109.84	$0.00	$109.84				
Kaiser - HDHP	1	$13.52	$0.00	$13.52				
	2	$1.84	$0.00	$1.84				
	3	$78.64	$0.00	$78.64				
	4	$62.04	$0.00	$62.04				

Appendix C - PERFORMANCE MEASURES TO SUPPORT THE PERFORMANCEBASED GOALS – *Updated with Historical Information Requested by the JBC*

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 2007-08 Actual	FY 2008-09 Actual	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	$3,105,937	$3,105,937	$3,842,636	$4,000,000	$4,000,000	TBD
			Actual	$3,105,937	$3,842,636	$3,842,636	$4,000,000	TBD	TBD
Implement a minimum of one duplication reduction plan per year.	**Division of Central Services**	**1**	Benchmark	N/A	N/A	N/A	1.00	1.00	1.00
			Actual	N/A	N/A	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	N/A	N/A	TBD
			Actual	N/A	N/A	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	N/A	N/A	TBD
			Actual	N/A	N/A	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	N/A	N/A	67.0%	70.0%
			Actual	N/A	N/A	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	N/A	N/A	1,300	1,300	1,333	1,350
			Actual	1,589	1,577	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	N/A	N/A	TBD
			Actual	N/A	N/A	N/A	N/A	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	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	N/A	N/A	TBD
			Actual	N/A	N/A	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	N/A	N/A	TBD
			Actual	N/A	N/A	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	N/A	N/A	TBD
			Actual	N/A	N/A	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	N/A	N/A	TBD
			Actual	N/A	N/A	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	$12,644,684	$13,732,284	$14,710,345	$15,545,905	$17,086,301	TBD
			Actual	$13,732,284	$14,710,345	$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	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	N/A	N/A	TBD	TBD
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	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	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	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	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	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	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%	**Office of Administrative**	2	Benchmark	N/A	N/A	1,521	1,673	9,000	10,000

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
each year.	**Courts**		Actual	N/A	N/A	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	N/A	N/A	200
			Actual	N/A	N/A	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	N/A	N/A	79.0%	81.0%
			Actual	66.0%	70.3%	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	N/A	N/A	83.0%	85.0%
			Actual	72.0%	76.0%	83.0%	81.0%	TBD	TBD
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	N/A	N/A	5,500	6,500
			Actual	13,882	14,958	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	N/A	N/A	N/A	0%	0%	0%
			Actual	N/A	N/A	N/A	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	N/A	N/A	45 Days	45 Days
			Actual	N/A	N/A	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	N/A	N/A	$1.15	$1.12	$1.10	$1.07
			Actual	N/A	N/A	$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	N/A	N/A	8.00	7.80	7.80	7.60
			Actual	N/A	N/A	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	N/A	N/A	1	2	3
			Actual	N/A	N/A	N/A	1	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	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	N/A	N/A	TBD	TBD
			Actual	N/A	N/A	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	N/A	N/A	0%	50%
			Actual	N/A	N/A	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	N/A	$201,132,575	$210,546,521	$161,284,170	$166,122,695	$171,106,376
			Actual	$201,132,575	$201,765,299	$210,546,521	$161,284,170	TBD	TBD