

Dept. of Administrative Services

State Controller's Division (SCD)

**Administration & Special Programs
(ASP)**

ADMINISTRATION

**Business Plan
2011-2012**

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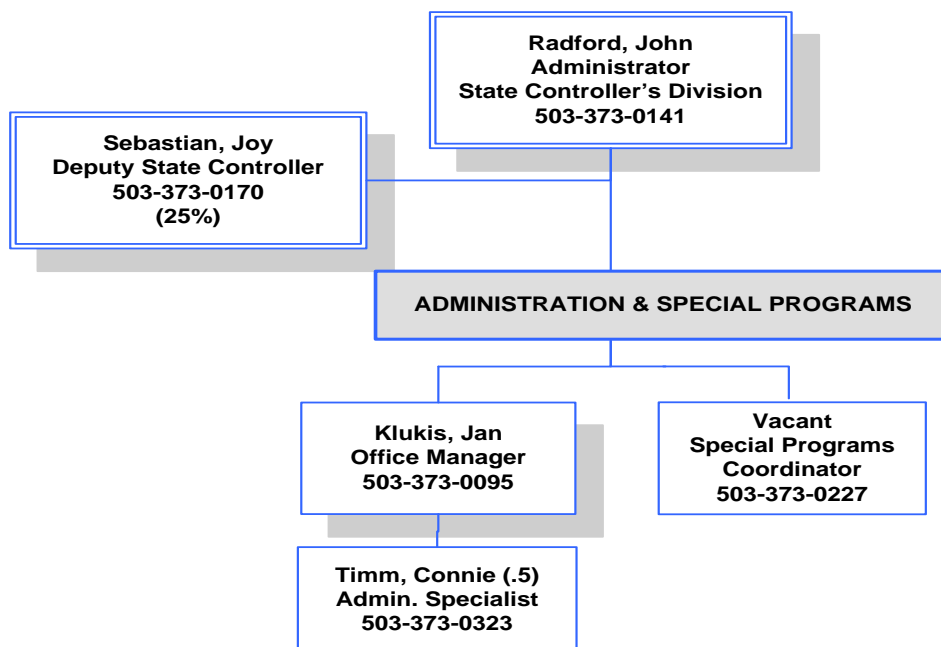
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MISSION

SCD Administration provides Division leadership, management accountability, accuracy, and program coordination within the division. The section works to ensure that Division processes and controls are in place to support the successful operation of the Division programs. This supports the DAS mission: *Leading the pursuit of excellence in state government.*

ORGANIZATION AND PURPOSE

There are five sections within the State Controller's Division. Administration is one unit within the Administration and Special Programs section. This unit includes four positions: Administrator, Deputy, Office Manager, and one half-time administrative support position. The Deputy State Controller currently provides 25% contribution to the Administration section for budgetary oversight and 75% to the SFMS section programs.



The primary purpose of this Section is to ensure appropriate Division leadership, management, accuracy, accountability, and control. The section works to ensure that Division processes and controls are in place to support the successful operation of the Division and its programs. The Administrator takes a leadership role in resolving statewide issues or initiatives affecting the primary purpose of the Division and/or Agency goals and directives.

RESPONSIBILITIES

Administration Management: The State Controller is the division administrator. In his absence, the Deputy State Controller is responsible. The Office Manager coordinates the administrative support functions of the Division and coordinates division-wide projects as well as acts as the executive assistant to the state controller.

Division Operations: The State Controller is responsible for developing and implementing statewide and internal policies and Division operations. The Deputy State Controller coordinates Division planning efforts for budget preparation and internal budget execution.

Division Support Services: Support staff provides daily administrative support to the Division. On a daily basis, they provide services and coordination in such areas as accounts payable, purchasing, contracts and agreements, personnel activities, payroll distribution, training requests, phone system and web site maintenance. In addition, they provide database and spreadsheet development and maintenance; advanced document preparation, proofing and report finalization; assess office cubicle changes. They also assist managers with recruitments, new employee setups, departing employee removals, and prepare travel arrangements for the Division.

Changes in Services: Budget cuts affected this section by 50% in July of 2009, which was a total of 1.5 FTE. The following support services were eliminated from this section and distributed to accountants throughout the division: copying, binding, special printing orders, scanning, faxing, filing, scheduling of meetings and equipment use, business card requests, logs and reports for managers, computer work orders, mail services, phone and reception services, report distribution, registration of agency training, processing employee training requests, and monitoring IT hardware and software purchasing and renewals. A Self-Service Reception center was created with instructions and maps provided. Administrative staff will no longer attend several agency committee meetings. The transition went well but support staff continues to train and assist other sections' staff on transferred support duties.

Budget cuts again affected this section with one Operations Policy Analyst (OPA4) position being eliminated effective July 1, 2011. As a result, the statewide accounts receivable and collections guidance to agencies will be combined with Internal controls guidance in the remaining OPA4 position.

Section Management: The Office Manager functions to maintain consistency and compliance with State rules, DAS and division policies, and procedures related to office operations. The manager develops and implements objectives, general office procedures, and performance measures for administrative support functions. This position oversees division accounts payables, the processing of travel and training requests, purchase orders, contracts and agreements, office equipment maintenance, and office moves. This position attends the occasional DAS Contracts, travel and purchase card meetings and trainings.

This position trains and supervises the support staff, promoting a team environment through meetings and daily discussions monitoring schedules and internal procedures for reliable office support and functions. The Office Manager provides executive level management support to the management team, attends the SCD bi-weekly Manager meeting, quarterly DAS Supervisor meeting and trainings.

This position is the Division Personnel Coordinator (DPC), the liaison for personnel related activities responsible for communicating new agency procedures and forms and the employee performance appraisal process. This includes monitoring employee performance evaluations to be sure completed on time, updating division position descriptions, essential forms, as well as the division organizational chart. The position develops internal processes to uphold agency policies and procedures. The division personnel coordinator attends DAS DPC quarterly meetings provided by DAS Employee Services.

The Office Manager develops, monitors, and is accountable for the financial obligations of the Admin section's budget. This includes working with the fiscal analyst in DAS Financial Services, DAS Accounting Services, and the deputy controller. The section manager participates in strategic planning meetings and the development of administrative performance measures. As a member of the management team, the manager participates in decision-making and cooperative interactions among staff and management. The Office Manager works to resolve problems, research personnel issues and participates in discussions of agency and division goals and objectives.

Communication and Customer Service: This section supports division communications by sending out occasional electronic Administrative news updates; facilitates division web page layout, content and

organization; maintains current web page information, provides training to division staff and assists with the planning of all-staff meetings. The section promotes excellent customer service at all levels. The results of the DAS Customer and Employee Surveys are reviewed annually for any problem areas and new ideas for improvements are considered. This position serves on the DAS Communications committee as the division representative and reports new information to managers.

Employee Development: Administration takes the lead in promoting division employee development and recognition. The Office Manager coordinates special all-staff division training, maintains division training database, and monitors employee evaluations to be sure employees have an individual training plan and training report for each year.

Special Projects: The administrator and deputy provide leadership and direction resolving statewide ad hoc issues resulting in statewide policies, procedures or special reports, as well as representing the State of Oregon at the national level regarding governmental accounting issues.

DAS Projects: Provides support to the Director's Office for special projects such as Content Management, Transformation and Lean projects, DAS Communications, Statewide Performance Measurements, Strategic Planning, and fiscal leadership to other divisions and agencies.

CUSTOMERS AND SERVICES

The Administration staff work with many levels of government as well as citizens and business members of the community. This is an overview of our customers and the services provided.

State Controller's Division Staff: Provide the necessary tools and services that enable employees to complete their work objectives. Ensure that limited resources are consistently applied to meet high priority goals and objectives. Ensure that work is planned, resources are coordinated and available, and that an on-going system of accountability and reporting is in place to evaluate progress, adjust plans, and learn from mistakes.

Department of Administrative Services Staff: Work harmoniously with other department staff to provide customer service from a department and division perspective. Complete all department and division management and administrative processes effectively, efficiently, and timely.

State Agency Staff: Provide prompt, courteous responses to agency questions and requests for information. The State Controller or deputy may assume a coordination role in resolution of statewide issues or projects. Represent the division in a professional and competent manner. Include customers and stakeholders in the policy and decision making processes. Execute leadership in regulatory functions fairly and consistently.

Legislators and Legislative Staff: Provide concise, meaningful information regarding division operations, budget and proposed legislation. Help legislative staff assist legislative members. Review proposed legislation and provide information, coordination, and testimony as needed.

Governor and Statewide Management: Provide reliable and consistent statewide financial information and interpretations as requested.

Vendors: Process their payments timely and accurately. Provide accurate information upon request. Work collaboratively to resolve any issues such as pricing or quality of services they provide.

Citizens and Investing Community: Assist state auditors and state treasury officials in providing accurate and complete statewide financial information and disclosure in accordance with state law and national government financial reporting standards.

OPERATING PHILOSOPHY

The Administration Section staff holds the following behaviors in high regard. We value confidentiality, timeliness, and the pursuit of 100% accuracy. Our staff members also share these other values:

Communications: Keep others informed at every level in a timely manner. Follow “plain language” guidelines in all communications applying appropriateness to the audience.

Cost Consciousness: Monitor office expenses, equipment costs and contractual obligations.

Customers First: Promote and provide an enthusiastic, helpful, courteous, and prompt response to customers. Maintain high level of customer support for our internal and external customers.

Diversity: We value diversity and strive for a workplace that honors the dignity of all people.

Experts in our Areas: Recognize our changing environment and seek training to keep current in technical advances. Encourage high technical competency.

Proactive: Anticipate what needs to be done and take the initiative. Dedicated staff works hard to plan ahead to achieve deadlines and take on extra projects.

Problem solving: Work through issues as they arise to create an atmosphere that promotes tolerance, trust, and team participation in order to create new and innovative ways of handling problems and providing excellent service.

Professionalism: Actively promote the highest standards of professional competency, integrity, and professional conduct.

Innovative: Always look for ways to make staff changes for the benefit of all. Use creativity and strive to work smarter and refine processes to save resources.

Integrity, Honesty and Trust: Committed to highest standards and principles of personal ethics and professional conduct. Staff held accountable for actions.

Leadership: Take the initiative to change processes and procedures for the better to further gain efficiencies where possible. Search out the right answer wherever it goes. Set standards, make decisions, and follow through.

Stewardship: Management's responsibility to properly utilize and develop its resources, including its people, its property and its financial assets.

Teamwork: Collaborate well with internal and external staff, as good teamwork is essential to accomplish our goals. Show flexibility and support each other when needed to achieve our goals. Listen to all ideas.

Work Quality: Complete work assignments efficiently and accurately, paying close attention to detail. Strive for excellence in all areas.

RESOURCES

Resources As Allocated to Services

Function	Office Manager (Jan Klukis)	Office Specialist (Position eliminated 6-30-09)	Admin Specialist (Connie Timm)	Percent of Function with 3 FTE	New Percent with 1.5 FTE
Administrative reporting	4.0	2.0	1.0	10.5	5.0
Accounts payable	4.0	2.5	6.5	12.5	10.5
Budget & expenses	3.0	0	0	5.0	3.0
CAFR support		.5		15.0	0.00
Communications & activities	8.0	5.0	1.0	21.0	9.0
Contracts review & research	1.0				1.0
Document preparation	8.0	9.0	7.0	32.0	15.0
Equipment use & maintenance	.0	10.0	3.0	15.0	3.0
Filing, copying, fax, scan	1.5	12.0	3.0	22.0	4.5
Legislative support	1				
Mail services, distribution	1.0	10.0	2.0	18.0	3.0
Personnel	12.5	2.0	1.0	12.5	13.5
Performance measures	7.0	0	1.0	6.0	8.0
Planning	6.0	2.5	1.0	10.5	7.0
Policy	1.0	0		10.0	1.0
Purchasing	6.0	2.5	2.5	13.5	8.5
Reception services	1.0	8.0	2.0	12.0	3.0
Recruitments	5.5	4.0	1.5	5.0	7.0
Scheduling	1.0	8.0	1.0	12.5	2.0
Supervision and training	8.0	0	0	12.0	8.0
Inventory management	0	8.0	2.0	13.0	2.0
Database maintenance	3.0	1.0	1.5	8.	4.5
Special Projects	5.0		6.0		11.0
Travel arrangements	5.0	0	0	5.0	5.0
Training	1.0	8.0	1.0	9.0	2.0
Web page maintenance	6.0	0	6.0	15.0	12.0
	100%	100%	50%	300%	150%

PRIOR YEAR ACHIEVEMENTS

2010-2011 Accomplishments (through 6-30-11)

Administrator and staff

1. Administrator (State Controller) provided leadership and direction to the Division through regular manager meetings and internal communications.
2. Administrator maintained internal communications and team building for all of SCD through bi-weekly section email updates, an annual planning session, and several all-staff luncheons.
3. Administrator continued to support statewide training. Administration continued to support the training offered to agencies by assisting with payment of registrations.

4. Administration continued to improve team productivity and efficiency through frequent communications with division staff and through staff meetings held on a regular basis. Maintain communications and updates for clerical duties shared by all sections.
5. Administration continued to monitor office expenses by checking invoices carefully for excess charges, duplicate billings and bogus billings.
6. Administration provided oversight and maintenance of SCD Internet web sites. Staff assisted several sections in the project of web maintenance providing timely information to agencies.
7. Administration encouraged and assisted managers with completing employee performance evaluations (PE's) on time each month. SCD was successful in maintaining 100% on time PE completion for the tenth consecutive year and was one of the few DAS divisions to accomplish this.
8. Admin Services did the final compiling, layout and printing of several division publications. These included the A/R Strategic Plan, the SCD Internal Business Plan, the DAS External Business Plan, the SCD Performance Measure Report, the DAS Key Performance Measure Report and the new SCD Citizen Centric publication.
9. The administrator reviewed the bi-annual SCD Employee Survey which received an overall score of 67% employees who were very positive about working for the SCD. Feedback received will be incorporated into the section business plans.
10. The administrator reviewed results of the annual DAS Customer Survey. Results were good with an overall 67% positive feedback.
11. The administrator conducted the annual business plan meeting with staff to review past years' accomplishments, explore new opportunities, and direction of the future. A variety of topics were discussed in a roundtable fashion with a facilitator for each. Some of the topics were: review of principles and relevant vision statements; division accomplishments; risks and weaknesses, customer perceptions and external environmental factors; identification and discussion of barriers to change. Business units incorporated findings from these discussions into their business plans.
12. The State Controller continued to serve a five-year term as a member of the national Financial Accounting Foundation (FAF) Board of Trustees since 2007.
13. The State Controller provided leadership at the national level by attending the NASACT annual conference in August of 2010.
14. The State Controller is a member of the Government Finance Officers Association (GFOA), Association of Certified Fraud Examiners (ACFE), the Institute of Internal Auditors (IIA) and the Association of Government Accountants (AGA).
15. The State Controller continues to serve as a member of the Advancing Government Accountability's (AGA) National Executive Committee in July of 2007. He attended the AGA national Leadership Conference in February of 2011. He spoke at the AGA annual conference in June of 2010. He is a member of the Board of Trustees of the Association for Government Accountability.
16. The State Controller attended the AGA Professional Development Conference in July 2010.
17. The State Controller facilitated the creation of the [SCD Citizen Centric](#) publication, a report to the citizens on how we have progressed and what our current situation is in regards to the division's finances. We received the AGA's award of excellence in providing this document as well as for the prior year.

18. The administrative office produced the following reports:

- Expenditure Authority & Responsibilities for State Agencies
- GASB Notes to CAFR, special report
- SCD Accomplishments
- SCD Business Plan
- SCD Entrepreneurial Management Review
- SCD External Business Plan (for the DAS Business Plan)
- SCD Fast Facts
- SCD Leveraging Technology Priorities (a DAS Report)
- SCD Quarterly Performance Measure Report
- Administrative new Efficiency Measures
- SCD Portfolio Inventory (a DAS report)
- SCD Efficiencies (for a DAS Report)
- SCD Citizen Centric Report
- SCD Business Continuity Plan updated
- SCD Strike Plan updated
- SCD Strategic View for SCD Business Plan updated
- SCD Customer Reports (posted quarterly)
- SCD High Impact, Low Risk Items to Agencies (a DAS Report)

19. Administration provided new web pages and information:

- Citizen Outreach page updated (Encourages new ideas for improvements to SCD Operations)
- Cost Savings Hot Link – follow-up with ideas submitted to Administrator
- Provided updates to Shared Client services web pages
- Provided backup for SFMS web postings
- New Feature story layout on SCD main page
- Organization Affiliated logos
- Slide show about SCD Operations updated
- SCD Customer Reports from Program areas
- Customer survey tool results web page
- Scrolling News feature activated and updated monthly with SCD news
- New Intranet site for the Division (within DASH, agency intranet)

20. New Manager Corner on SCD DASH)

Administration provided new customer focused web tools

- Customers can provide anonymous feedback to management
- Customer Applause Program – a tool employees use to recognize outstanding customers

RESULTS OF LEGISLATIVE BUDGET REDUCTIONS EFFECTIVE IN JULY 1, 2009

LOSS OF 1.5 FTE - 50% OF UNIT (SEE APPENDIX A)

Lead time has increased 3-5 days in the Administration unit and sometimes longer depending on workload and staff schedules. Special requests are received from all areas of the division and other DAS Divisions as well as other state agencies and citizen inquiries. Due to workload issues and higher priorities determined by the Administrator some non-critical deadlines of regular work assignments have been missed.

LONG-TERM GOALS AND SUPPORTING OBJECTIVES

A. Goals – Division & Statewide Training

Identify and make time for appropriate training to increase awareness of what is possible and to improve expertise in use of technology and field subject matter.

Division & Statewide Training	
Objectives	Results
Provide leadership and accountability to all levels at DAS and the agencies.	Upheld the DAS Mission: We serve state government to benefit the people of Oregon.
Provide internal training to agencies on accounting and payroll standards and federal regulations.	Delivered timely and accurate information to our customers. We provided or sponsored training on IRS regulations and tax levy processing, OSPA payroll processing, year-end close requirements, internal controls, fair debt collections act and federal cost accountability.
Update system manuals, reference guides and other user resources as needed.	Deliver timely and accurate information to our customers.
Participate in professional organizations: <ul style="list-style-type: none"> ▪ ACFE (Association of Certified Fraud Examiners) • AGA (Association of Government Accountants) • GFOA (Government Finance Officers Association) • IIA (Institute of Internal Auditor's) • NASC (National Association of State Comptrollers) • NASACT (National Association of State Auditors, Comptrollers, and Treasurers) • OMOFOA (Oregon Municipal Organization of Finance Officers) • OSCPA (Oregon Society of CPAs) • OSFA (Oregon State Fiscal Association) 	Share information and exchange ideas with a network of professionals with a common interest in state government financial management.
Read professional journals and periodicals. Share hot topics and trends with managers.	Stay knowledgeable of current issues and opportunities.

Division & Statewide Training	
Objectives	Results
<p>Identify external training opportunities and develop resources to help agencies improve their internal fiscal environments.</p> <p>Develop and/or present topics, identify instructors for workshops and conferences. Topics drawn from annual control findings, agency requests, auditor suggestions, and new accounting standards.</p> <p>Host internal web casts and audio conferences sponsored by national organizations, such as AGA/NASACT and the Institute of Internal Auditors.</p>	<p>Provided an external speaker through the AGA organization to provide a 2 day statewide training on implementing GASB54.</p> <p>Several Internal Control and Fraud trainings were provided through the year.</p> <p>See other SCD section of business plan for statewide trainings provided.</p>
Provide “food for thought” on leadership topics and training for SCD managers.	Improve leadership skills at management level.
Encourage SCD staff to attend training that will enhance their knowledge and skills.	Encourage managers to identify training needs and commit time and dollars to enable employees to stay current with industry and technology changes related to their jobs. Promotes a productive workforce.
Provide on-the-job training to new SCD staff.	Encourage managers to provide training and tools needed to train new employees.
Provide cross training for backup purposes.	Services should continue to be provided to our customers during vacancies, illness, etc.
Promote employee career advancement through professional development.	Encourage managers to work with employees to develop career paths, recommend training and/or job rotations to achieve their long-term goals. Managers include training plans for employees with their performance appraisals.
Provide low cost alternative sources of training such as web conferences, teleconferencing, in-house cross-training, etc.	Additional training opportunities for employees to during budget constraints.
Monitor and track division employee training for Performance Measure reporting.	Encourage all employees to achieve a minimum of 20 hours of annual training.
Enable staff to provide training to state agencies and other government entities.	Agency level training promotes good fiscal management and financial reporting.

B. Goals – Division Support Services

Provide reliable, timely, complete, and accurate administrative support services; identifying full scope of specific requests, anticipating needs not addressed, and assuming leadership to implement change for improvements.

Division Support Services	
Objectives	Results
Provide reliable, courteous, and efficient administrative and executive level support to the division.	Coordinate activities, meetings and agendas for division topics; provide timely retrieval of materials and correspondence to Administrator. Provide assistance to managers with special projects.
Provide clerical services in a timely, courteous, and accurate manner.	Continue to hire and train staff with skills needed to provide excellent customer service.
Manage business office and support staff in a pleasant team environment. Remain flexible to changing priorities.	Staff achieves section goals and deadlines while complying with internal policies and procedures.
Continue to provide assistance to all staff during the transition of moving administrative duties to sections.	Train and assist staff on their new duties, provide written instructions, answer questions.
Provide division purchasing, payment transactions and travel arrangements following state policies and procedures.	Provide timely purchasing and travel requests. Staff will use on-line transactions with state purchase card or travel card whenever feasible.
Provide contract and agreement support following DAS policies and procedures. Provide central file area of all contracts. Review monthly log for renewals, work with managers as needed.	Work with managers and DAS Contracts to ensure correct paperwork has been submitted. This is a service provided to managers as the paperwork can be lengthy. Update annual renewals as needed.
Reconcile purchase and travel card transactions monthly.	Provide monthly supporting documents and coding for division purchases.
Management of business office and support staff in a pleasant team environment. Remain flexible to changing priorities.	Supervise and work with staff on assignments to meet deadlines while complying with internal policies and procedures.
Assist managers with deadlines by sending email announcements.	Send out friendly reminders such as when payroll is due or a performance appraisal.
Provide managers with monthly administrative reports. These are resources for managers.	Send out performance appraisal checklist, position descriptions, private vehicle log and others.
Provide payroll distribution to managers twice per month.	Backup for managers if not available for payroll distribution to their employees.
Provide managers with personnel distribution as needed.	Whenever a personnel action or performance appraisal occurs, they are reviewed for accuracy then the manager and employee receive a copy.
Review DAS monthly aging report and respond accordingly.	Monitor division outstanding invoices, work with sections to resolve.
Review all DAS internal policies and procedures, identify and recommend new internal processes, procedure or internal policies for the division as needed.	Division complies with all state rules and laws as well as DAS standardized policies and procedures.

Division Support Services	
Objectives	Results
Provide support for growth and development of division and statewide training.	Provide purchase transaction of statewide training and other trainings as needed with purchase card; provide web announcements about training offered and evaluation tools for presenters. Update SCD training calendar page.
Process division personnel actions, position descriptions, org. charts, performance appraisals, training plan and training report.	Provide timely processing of employee performance evaluations, purchasing and travel requests. Staff will use on-line transactions with state purchase card whenever feasible.
Provide consistent inventory levels of office supplies for the division while monitoring expenditures with the budget projections.	Coordinates and monitors the ordering for office supplies on both floors maintaining internal processes.
Continue to promote electronic distribution and storage of information. Work towards reducing waste and use resources wisely.	Promotes vision for economy and sustainability in state government.
Proofread publications, policies, and web updates following the DAS Web Style Guide and editorial guide.	Provide error-free and professional looking publications meeting the department standard for easy reading.
Update division home page, ASP and SCS web pages when there are updates to ensure good communication tools for agencies.	Maintain 3 days turnaround for updates. (PM)
Attend DAS Personnel meetings and update managers on personnel matters.	Communicate updates to management staff. Address and problem-solve personnel related issues.
Maintain new employee checklist, forms and general info for supervisors and new employees. Includes 24 items provided as appropriate.	Assist supervisors by providing them the tools they can use to orientate new employees with the basics in policies and procedures for SCD and state government.
Provide automatic setups/terminations for new and departing employees such as forms, policies, name in directories, web updates, etc.	Managers do not have to remember to do these items; we provide them automatically as a service.
Provide Administration performance measures, reporting and tracking.	Track and report raw data for Admin indicators. Compile and design division quarterly and annual reports.
Provide Division-wide quarterly Performance Measure report.	Create and maintain spreadsheet for each section input, convert to PDF and post to website quarterly.
Provide updates to public records requests.	Maintain records of requests in the DAS database per DAS policy.
Monitor Administration budget and monthly expenditures.	Keep expenses on track for the section. Meet with Administrator monthly for review of expenses.

Division Support Services	
Objectives	Results
Monitor desk manual updates for clerical support positions. Encourages the creation of desk manuals for all positions.	Manager reviews desk manual and makes sure processes are current. Important tool for new employees.
Maintain shared electronic file area for standard forms, policies and other documents.	Provide easy electronic access for employees to forms, policies, and documents.
Provide and maintain personnel guidelines for managers.	Provide supervisors with guidelines to ensure proper procedures are followed.
Provide recruitment activities such as the Request to Fill, liaison with Employee services, scheduling interviews, thank you letters, appointment letters, background checks, etc.	Use DAS forms and procedures to comply with policy, law and contracts.
Coordinate division web page information: placement, design, format and content. Strive for efficiencies in providing customer satisfaction.	Conform to DAS web guidelines and policies. Improved the search feature on our web sites.
Provide leadership and division coordination of special projects.	Take the lead in organizing functions required from the Director's Office such as booth at All Staff Mtg.
Provide information and compiling of survey data as needed.	Review annual employee and customer surveys. Report findings to management staff.
Serve on DAS Committees: Communications and Personnel Coordinator to represent the Division.	Report to managers and staff any new developments that affect the division.
Strive to improve efficiencies within the unit.	Continue to review internal processes and procedures, streamline when possible without losing integrity.

C. Goals – Division Cost Recovery and Revenue Management

Allocate Division costs to state agencies based on documented methodology which complies with state and federal requirements, is fair and equitable, and can be understood and communicated.

Division Cost Recovery and Revenue Management	
Objectives	Results
Develop methodology for cost allocation based on new systems and services.	Fair and equitable distribution of Division costs.
Provide appropriate oversight and cost containment processes.	Maintain system integrity while keeping costs to a minimum.
Optimize system performance.	Archive or remove outdated financial data from system to enhance performance.

Division Cost Recovery and Revenue Management	
Objectives	Results
Identify and make available necessary statistical data for allocation of costs.	Fair and equitable distribution of Division costs.
Make methodology known to state agencies including underlying rationale.	Paying agencies gain understanding of charges for services and what they are paying for under new methodology.
Develop direct cost for services billing methods for appropriate charges.	Fair and equitable distribution of Division costs.
Protect financial systems information and assets.	Partner with state security office to ensure system security processes are in place.

D. Goals – Division Budget Planning

Coordinate and integrate Division planning efforts with budget preparation, execution, and legislative proposals.

Division Budget Planning	
Objectives	Results
Coordinate allocation of the 2011-13 biennium budgets by section.	Monitor necessary resources to support approved plan.
Communicate expenditure/budget status to section managers through summary budget status reports and quarterly detailed plans.	Keep managers informed of availability and use of resources to meet needs.
Participate in development of statewide electronic Price List.	Better communication and agency understanding of charges for services during planning process.
Identify potential 2011-13 legislative proposals and policy option packages.	Laws better aligned with Division mission and goals.

E. Goals – Division and State Leadership

Play an active leadership role in resolution of statewide ad hoc initiatives.

Division and State Leadership	
Objectives	Results
Continue to work collaboratively with other DAS Divisions, central agencies, and state agency staff to identify and resolve complex fiscal management issues that impact them.	Use data gathered to improve service delivery statewide to promote consensus and understanding.
Foster excellent customer service at all levels.	Use results of survey and incorporate feedback to improve division service delivery.
Develop annual Business Plan with input from all SCD sections and programs.	Optimize division performance by setting goals and reviewing past goals and achievements.

Division and State Leadership	
Objectives	Results
Support high productivity of SCD staff by completing performance appraisals on time.	Provides clear direction to staff. Reviewing performance regularly promotes good morale.
Monitor internal performance measures and review results quarterly.	Tool used to review and optimize overall division performance.
Survey SCD staff through DAS employee survey and evaluate input.	Promote a productive and harmonious workplace.
Promote a safe work environment by responding to issues, if any, identified in quarterly safety reviews.	Provide a safe work environment, promote a productive workforce; keep workers' compensation claims to a minimum.
Maintain business continuity plan for restoration of mission critical SCD functions.	Ensures workforce needs are met, protects state's assets and information.
Continue system specific user meetings.	Improve communication statewide to promote consensus and understanding.
Signoff on effective and collaborative statewide accounting policies that provide clear direction.	Involvement of stakeholders in developing policies helps to create a clearer policy.
Maintain state internal control initiative to strengthen statewide management control of our financial systems.	Improve statewide financial management results—reduced audit findings.
Maintain statewide focus of accounts receivable collections.	Introduce several legislative concepts to enhance the functionality of this program
Insure that financial system enhancements and security are provided to agencies.	Continue the initiative to involve agencies in prioritizing of new optional projects.

F. Goals – Division Communication

Improve communication between sections and encourage team building.

Division Communication	
Objectives	Results
Communicate to SCD employees through staff meetings and e-mail communications.	Encourage communication at all levels. Promotes good morale and a productive workplace.
Provide regular communications to customers through user group meetings, newsletters, email lists, and web sites.	Meet the information needs of our customers in providing excellent customer service. Held user group meetings for SFMA, OSPAs, and the Datamart; published Datamart, OSPAs, and Internal Control newsletters; used email news lists for announcements to agencies.

Division Communication	
Objectives	Results
Monitor results of customer surveys and incorporate feedback to improve our service delivery.	Foster excellent customer relations. Monitor the “Customer Advocacy” program, a customer feedback tool on our website that the administrator monitors.
Encourage managers to attend and participate in DAS quarterly supervisory manager meetings.	Managers stay informed with DAS projects and important managerial info, network with other managers and keep others informed about our division.
Review Division web pages for format and content. See that section pages are updated as needed after our Site Review report.	Ensure that SCD web pages conform to DAS web style guide for a uniform look and communication flow that provides timely and accurate information to state agencies and the public. Updated contact info related to staff changes; created several new web pages such as SCD Customer Reports, Cost Savings Hot Link, etc.; updated SCD training calendar, and provided furlough closure announcements.
Management of electronic communication lists.	Provide e-communications to contacts at state agencies.
Provide managers a checklist and forms to orientate new employees with policies, forms and information.	Welcome and communicate information to new employees.
Maintain shared file area for SCD employees to provide easy access of internal information and forms.	Provide information and easy access to forms within SCD for employees.
Serve on various DAS Committees when required for the position.	Liaison for division management.

PERFORMANCE MEASURES

Performance measures link to the 2010–11 business plan with measurable outcomes in order to evaluate performance and the management of business plan objectives.

RESULTS-BASED PERFORMANCE MEASURES

The following results-based performance measures apply to individual team member performance as well as to the performance of the administration team as a whole. They are non-reporting measures.

Non-Reporting Performance Measures	Performance Standard	Key Staff
Ensure division budget is managed on monthly/quarterly basis without overspending or revenue implications to state agencies.	No deficit spending. No cash flow issues. Revenues adequate to meet Division needs.	Joy/John
Provide policy management.	Customer review, acceptance, and accuracy.	Assigned
Provide SCD performance management.	Annual business plans complete and on schedule. Quarterly performance of goals in their plans tracked and reported in one quarterly report for the DAS external business plan quarterly report.	Jan
Provide service charges and service rates.	On time and adequate documentation.	Joy
Ensure systems and procedures in place to process all personnel actions 100% accurate and on time.	On time as satisfactory to DAS Personnel.	Jan
Provide legislative fiscal review.	Complete reviews on time. Accurate and responsive fiscal impact statements.	As assigned
Provide timely SCD invoice processing and bill paying.	All SCD invoices paid within 20 business days of receipt.	Jan

BEHAVIOR-BASED PERFORMANCE MEASURES

The following behavior-based performance measures apply to the performance of division accounting, payroll, fiscal and administrative staff team members.

Customer Service

Customer services provided by the State Controller's Division cover a range of diverse governmental accounting and payroll related activities. Training and agency support for establishing, managing, and processing accounting, purchasing, payroll, and financial reporting transactions comprise the main core of customer services. Interpreting and developing statewide policies based on federal and state laws and national accounting standards compromise another core service area. Some of our direct services include providing state payroll and vendor payment disbursements, year-end tax reports, the Comprehensive Annual Financial Report, and publishing various internal policies, procedures, and operating manuals.

Objective 1 – Primary performance indicator is “Customer satisfaction.”

It is the goal of the State Controller's Division Administration to ensure the needs of state agencies utilizing SCD services are being met effectively and efficiently.

Overall Objective	Performance Achieved in FY 10*
Percent of SCD customers satisfied with SCD's overall customer service. The SCD goal is 80%.	Results from the annual DAS Customer Survey : 76% of SCD customers rated SCD services good or excellent.

*DAS did not conduct a customer survey in FY11

The below results are the annual average of quarterly results.

Performance Indicators	Target	FY 10 Average	FY 11 Average
PM 1-1 Percentage of customers rating SCD overall timeliness as good or excellent from the annual <i>DAS Customer Survey (avg.)</i>	80%	79%	N/A
PM 1-2 Percentage of customers rating SCD overall accuracy as good or excellent from the annual <i>DAS Customer Survey (avg.)</i>	80%	79%	N/A
PM 1-3 Percentage of customers rating SCD overall helpfulness as good or excellent from the annual <i>DAS Customer Survey (avg.)</i>	80%	75%	N/A
PM 1-4 Percentage of customers rating SCD overall expertise as good or excellent from the annual <i>DAS Customer Survey (avg.)</i>	80%	77%	N/A
PM 1-5 Percentage of customers rating SCD overall availability of information as good or excellent from the annual <i>DAS Customer Survey (avg.)</i>	80%	71%	N/A
PM 1-6 Percentage of customers rating SCD overall services as good or excellent from the annual <i>DAS Customer Survey (avg.)</i>	80%	76%	N/A
PM 1-7 Percentage of customers rating SCD overall service options as good or excellent from the annual <i>DAS Customer Survey (avg)</i> <i>This is a new indicator as of 2010.</i>	80%	67%	N/A
PM 1-8 Percentage of customers rating SCD's treatment of customers as good or excellent from the annual <i>DAS Customer Survey (avg)</i> <i>This is a new indicator as of 2010.</i>	80%	78%	N/A

Employee Satisfaction

Through the direction of management, the division strives to retain and recruit qualified employees, maintain a diversified workforce, promote career advancement, and provide good communication with employees to ensure the needs of the Division and the financial interests of the State are met. The Administration section monitors results through the DAS-wide annual employee survey.

Objective 2 - Primary indicator is "Employee satisfaction."

Overall Objective	Results Achieved in FY 10	Target	FY11 Average
Percent of SCD employees satisfied with their job.	DAS Employee Survey conducted annually rating SCD as good or excellent to work for.	80%	82%

Performance Indicators	Target	FY 09	FY 10	FY 11
PM 2-1 Track percent of employees completing at least 5 hrs of training per quarter. Our annual goal is 25% of employees receive 20 hrs of training.	25%	33%	38%	38%
PM 2-2 Percent of annual employee performance appraisals conducted on time. Our goal is 95%.	100%	100%	100%	100%
PM 2-3 Goal is to retain and recruit qualified employees. We measure the percent of employee positions that had no turnover.	85%	96%	98%	96%
PM 2-4 Communicate with employees on a regular basis.	70%	76%	71%	67%
PM 2-5 Communicate with managers on a regular basis.	90%	91%	83%	97%
PM 2-6 Keep administrative costs down. Measure personal service costs. Our goal is under \$2,000 per employee.	Met	Met	Met	Met
PM 2-7 Conduct an annual survey of employees to see overall results. Our goal is to achieve an 80% overall rating.	80%	76%	76%	82%
PM 2-8 Employee safety: Annual number of SAIF claims per 46.5 FTE	Zero	Zero	Zero	Zero

Administrative Efficiency Measures

Through the direction of management, the division clerical unit strives to provide two major central functions in a timely and accurate manner: accounts payable processing and web page updates. The figures below include research and problem-solving time needed to complete the task.

Objective 3 - Primary indicator is “No. of Division Payments Processed”

Overall Objective	(New as of April, 2011)	Target	FY11 Average
Monitor payments and dollars processed per quarter	Average number of payments processed per quarter	80	109

The below results are the annual average of quarterly results.

Performance Indicators per quarter	Target	FY11 Average
PM 3-1 Number of invoice payments processed	80	109
PM 3-2 Number of outstanding invoices 30 days or older	0	2
PM 3-3 Dollar value of invoices	450,000	554,327
PM 3-4 Hours required to process invoices ^(a)	60	67
PM 3-5 Percent of .5 FTE to process payments	30%	30%

(a) Includes research of discrepancies, coding, tracking and signing

Objective 4 - Primary indicator is “No. of Web Updates Provided

Overall Objective	Results Achieved	Target	FY11 Average
Provide essential web updates – important resources provided to agencies.	Our goal is to provide a 2-3 day turnaround for web requests. “Essential” defined as critical to core processes or communications to agencies.	2-3 days	Met

The below results are the annual average of quarterly results.

Performance Indicators	Target	FY11 Average
PM 3-1 Number of web page requests received	25	80
PM 3-2 Number of NEW web pages created ^(b)	27	35
PM 3-3 Percent of time to process web updates	10%	8%

(b) Includes design and layout of new requests

*The full report for **State Controller’s Division Performance Measures** is published on our website:
[SCD Quarterly Performance Measure Report.](#)*

APPENDIX A

REDUCTIONS IN ADMINISTRATIVE SERVICES UNIT DUE TO LEGISLATIVE BUDGET CUTS (EFFECTIVE JULY 1, 2009)

LOSS OF 1.5 FTE – 50%

Due to budget cuts, an Office Specialist 1 position was eliminated and the Administrative Specialist 1 was reduced to half-time. This was a reduction of 50% to the unit. The duties from the cut positions were reassigned from administrative staff to the other four sections' accounting staff or eliminated all together. In the case where the task was transferred, Administration provided instructions to the section's staff. The following support services were decentralized or eliminated:

1. Transferred support for statewide training to program areas – responding to agencies when they register for their classes. (SCD.Register) Higher level staff in other program areas will now monitor incoming emails, respond, and keep a spreadsheet of trainee information for statewide training sponsored by the SCD. They also provide a roster and certificates as needed.
2. Eliminated reception services and closed the reception desk. Created Self-Service Reception area where a phone, phone list, maps and directions to program areas are provided.
3. Transferred phone attendant and program calls to sections, reconfigured greeting tables in phone system.
4. Transferred clerical services to other section staff such as archiving, copying, filing, printing, faxing, scanning, handling of surplus and mail items. Employees to follow existing procedures.
5. Transferred clerical services such as color printing, binding, creating posters and certificates, etc. to sections.
6. Transferred mail pickup and delivery to each section (5 program areas, twice per day).
7. Transferred mail services such as registered mail, UPS, Fed Ex and P&D tracked mail to section higher level staff.
8. Eliminated receiving and signing for packages – went to 2nd floor or anyone they find.
9. Eliminated directing people and answering questions, monitoring in/out board, etc.
10. Transferred motor pool checkout cards, laptops and parking keys to self-service.
11. Transferred collections of personal use copying and faxing to self-service in collection folder.
12. Transferred label making and new files to everyone, can purchase own label maker.
13. Transferred calling in machine problems and repairs to section personnel.
14. Transferred pickup up of many faxes we receive, sorting and distributing to sections.
15. Transferred office supply special orders to section higher level staff. Transferred all ordering for 1st floor to that program area.
16. Eliminated price checking on Office Max orders, on-line price s/b accurate.
17. Transferred purchasing of special delivery envelopes to program area that uses them.
18. Transferred statewide policy updates for plain language to section manager.
19. Transferred scheduling of conference rooms, laptops, etc. to all division employees.
20. Eliminated central accounts payable files. These records can be obtained from Operations.

21. Eliminated maintaining of one division central archiving records log. Each section will maintain their own.
22. Transferred business card processing, computer access form requests, computer repair/move requests, software and hardware purchase requests and renewals to program area managers and/or staff.
23. Transferred maintenance of Emergency Procedures Manual and BCP master list to other program staff.
24. Transferred Deposits of Checks and Petty Cash receivables to section personnel.
25. Transferred filing back to OSPS and SCS sections.
26. Transferred backup for SFMS mail sorting and report distribution to higher level program staff.
27. Transferred CAFR support, conversion of statewide balancing reports, gold star certificates and letters, and policy updates back to SARS.
28. Transferred legislative backup to other program staff.
29. Eliminated weekly legislative reports for Administrator.
30. Eliminated maintaining current and informative bulletin boards. Everyone will post activities, agency and state info.
31. Transferred upkeep of printers and other equipment to section personnel.
32. Transferred Risk document and section update postings to deputy.
33. Eliminated section person for DAS Safety and E-Governance Committees.
34. Eliminated running Web Trend reports and some Administrative monthly reports.
35. Eliminated invoice coding verification for IT purchases.
36. Transferred arranging of Surplus items to be picked up with PDR form to sections.
37. Transferred Evacuation Coordinator to another section and all related clerical paperwork.
38. Provided transitional document to division staff for transfer of administrative duties to sections.
39. Provided training and written instructions to division staff of administrative duties transferred to sections.
40. Reconfigured phone system to sectional hunt groups in order to provide phone coverage.

APPENDIX B

REDUCTIONS IN SPECIAL PROGRAMS UNIT DUE TO LEGISLATIVE BUDGET CUTS (EFFECTIVE JULY 1, 2011)

LOSS OF 1 FTE

*Our Accounts Receivable Management program was suspended in the fall of 2010 due to the potential for budget reductions starting in July 2011. The FTE assigned to this program was placed in a Job Rotation in another area of the state government pending a resolution on SCD budget reductions.

This position was eliminated effective July 2011. This was a reduction on 50% to the unit.

However, this program will resume in a half time capacity, combined with another special program as soon as a recruitment can be completed. As of July 1 all recruitments were on hold.