Administrative Services, Department of

Annual Performance Progress Report

Reporting Year 2018

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KPM #	Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
2	FORECAST RELIABILITY - General Fund Forecast Tracking Metric
3	FINANCIAL REPORTING - Percent of Agencies receiving Gold Star Award (The Gold Star Award is the state agency equivalent of the GFOA Certificate of Achievement for Excellence in Financial Reporting)
4	WORKFORCE TURNOVER - Annual turnover rate for the State and DAS workforce.
5	WORKFORCE DIVERSITY - Racial/ethnic diversity in the state workforce as a percentage of the total civilian labor force.
6	FLEET ADMINISTRATION - Average Miles Per Gallon for DAS Permanently Assigned Fleet Vehicles.
7	RENT COSTS - DAS negotiated lease rates in private sector vs. average market rates.
8	INFORMATION SECURITY - Overall information security maturity rating based on a sample of state agencies. Rating achieved using a compilation and aggregate score based on the ISO 27002 standard and assigning a rating using the Carnegie-Mellon Capability Maturity Model. (3rd party conducting information security business risk assessments)
9	PROCUREMENT EFFECTIVENESS - Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.
10	RISK MANAGEMENT - Annual number of Severe Worker's Compensation claims per 100 FTE
11	DATA CENTER - Percentage of time systems are available.

Proposal	Proposed Key Performance Measures (KPMs)
Delete	PROCUREMENT EFFECTIVENESS - Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.

45.4%

54.5%

■ red
■ green
■ yellow
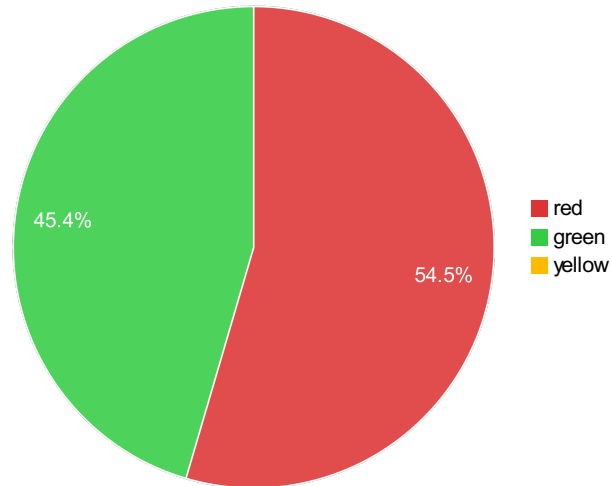
Performance Summary		Green	Yellow	Red
		= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:		45.45%	0%	54.55%

KPM #1	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jan 01 - Jan 01
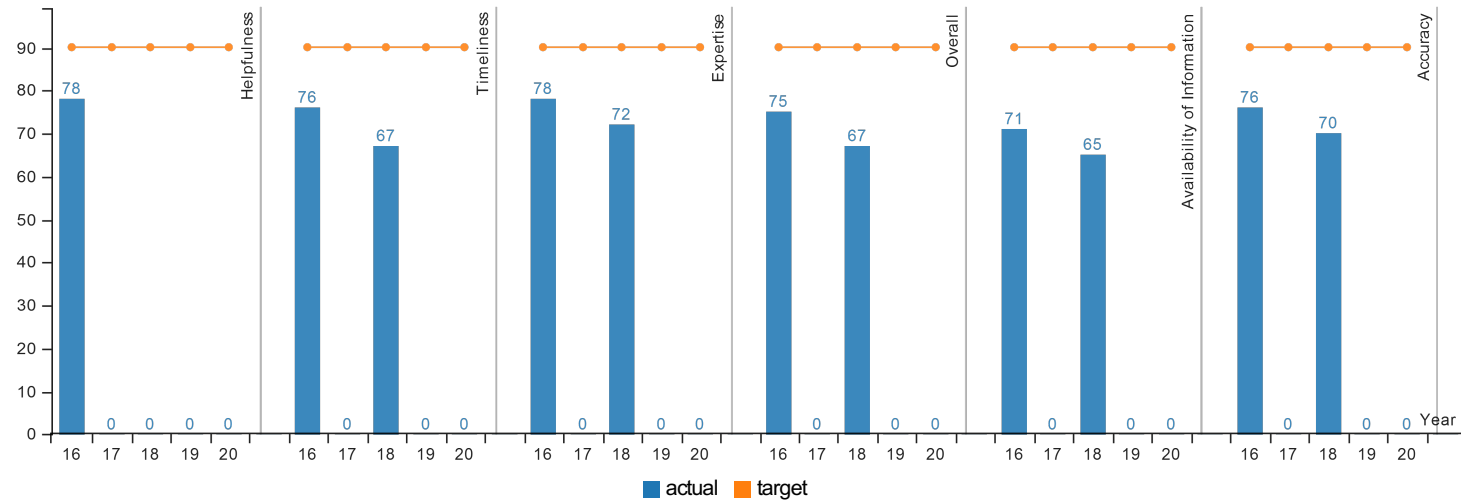
Report Year	2016	2017	2018	2019	2020
Helpfulness					
Actual	78%	No Data	No Data	No Data	No Data
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	76%	No Data	67%	No Data	No Data
Target	90%	90%	90%	90%	90%
Expertise					
Actual	78%	No Data	72%	No Data	No Data
Target	90%	90%	90%	90%	90%
Overall					
Actual	75%	No Data	67%	No Data	No Data
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	71%	No Data	65%	No Data	No Data
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	76%	No Data	70%	No Data	No Data
Target	90%	90%	90%	90%	90%

How Are We Doing

This year we had 530 responses out of the 4,700 surveys sent (11.3% response rate) resulting in a 4.23% margin of error for summary results. The survey is designed in such a way to allow respondents to provide feedback for any number of DAS programs they had interacted with in the past year. A total of 641 service areas received a response; this means relatively few respondents responded about more than one service area. Contrasted with 2016, this shows a notable difference. In 2016 there were 390 respondents, however, each respondent replied to an average of 2.6 services resulting in more unique responses to services. This is due, in part, to editing the survey and consolidating services into the programs/divisions- this gave a higher response rate, but at the loss of some precision and ability to drill data down to specific service lines.

The results show a decrease in the % of respondents rating satisfied or very satisfied with DAS services compared with the 2016 results across all customer service categories.

The greatest opportunities for improvement are in timeliness and availability of information. The text comments helped illuminate existing barriers by providing details on interactions with specific DAS services. Most areas receiving comments have existing outlets in place to receive feedback; often in the form of surveys or helpdesk services. DAS also measures performance in most of these areas and continues to address the variety of improvement opportunities.

Note on missing data in the helpfulness category: this biennium's survey was administered from a new survey builder. In the transfer and subsequent delivery the helpfulness area was inadvertently dropped from the question table. The survey was sent before this could be addressed. Work was done to identify text comments related to helpfulness to get an idea of performance. Helpfulness was the most mentioned category in the 'what was working well' comment box. 20% of the 255 comments in 'what is working well' referenced in some way the helpfulness of DAS staff across service areas. These comments spoke of helpful and friendly staff from services across DAS. Taking into account these text comments, the results for the other 2018 categories, and the trend from the past two biennium these scores would have likely decreased only 1-2 percentage points. The survey has since been updated to address the missing question.

Text comments on 'what can be improved upon' indicated that timeliness, responsiveness and access to information as the most common barriers to success.

Factors Affecting Results
In early 2018, DAS and the Customer Utility Boards (CUBs) agreed to suspend monthly meetings for 6 months in favor of leveraging other customer forums and administrative councils (e.g. DPO advisory council, ABSD meetings). This current transition may factor into the challenges with overall satisfaction, timeliness, and availability of information.

KPM #2	FORECAST RELIABILITY - General Fund Forecast Tracking Metric
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
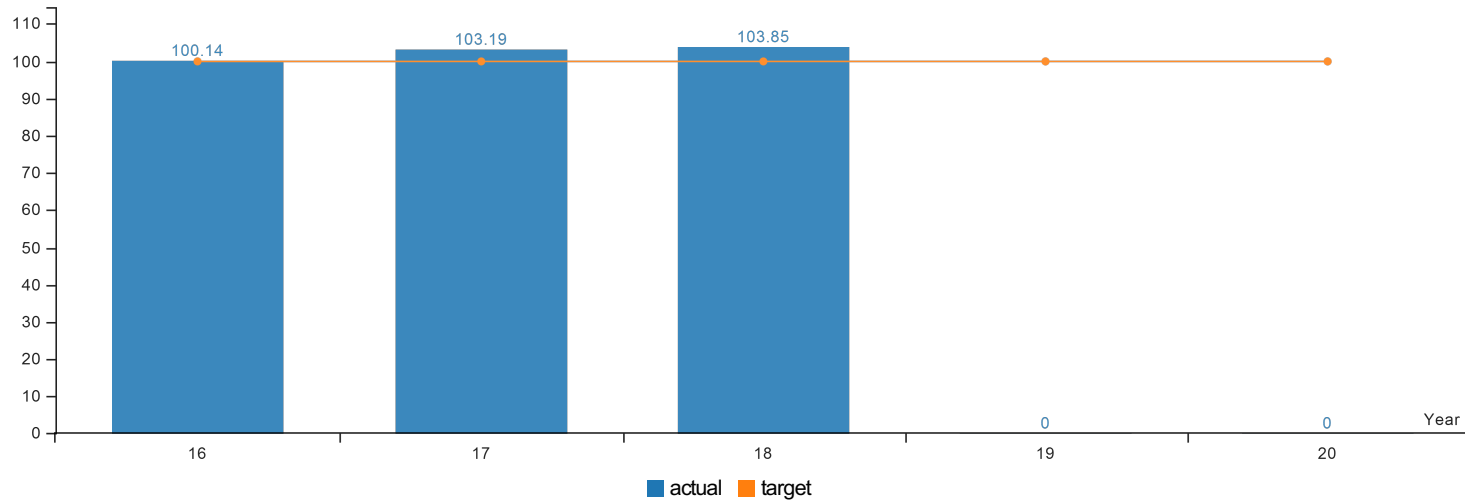
Report Year	2016	2017	2018	2019	2020
General Fund Forecast					
Actual	100.14%	103.19%	103.85%	No Data	No Data
Target	100%	100%	100%	100%	100%

How Are We Doing

Factors Affecting Results

| KPM #3	FINANCIAL REPORTING - Percent of Agencies receiving Gold Star Award (The Gold Star Award is the state agency equivalent of the GFOA Certificate of Achievement for Excellence in Financial Reporting)
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
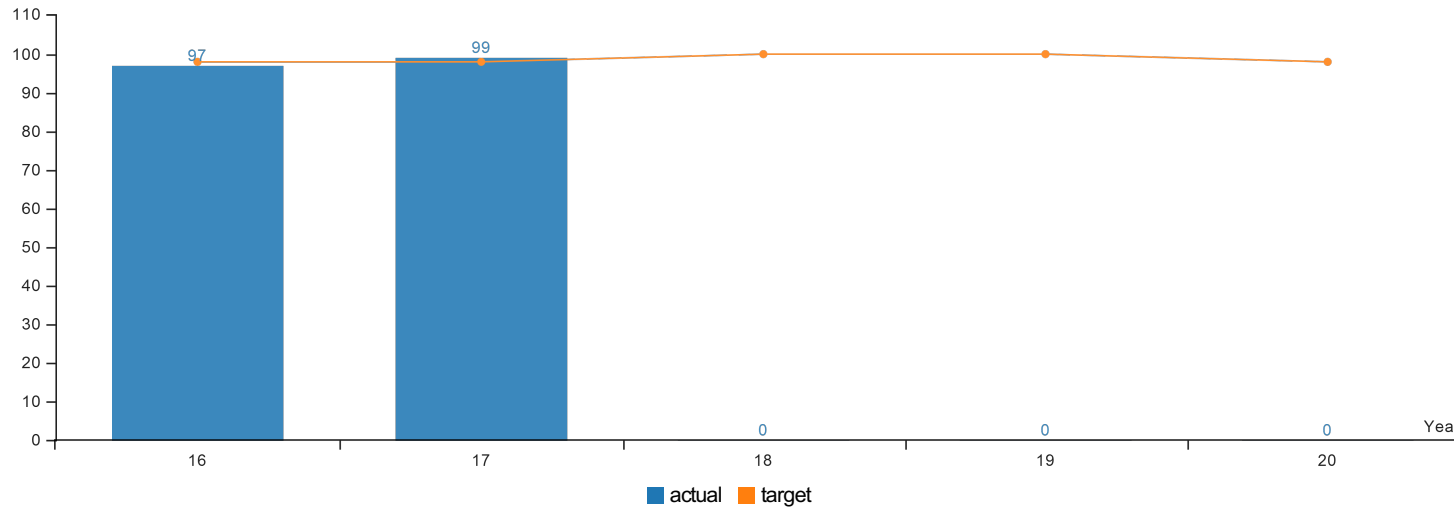
Report Year	2016	2017	2018	2019	2020
Percent of agencies receiving the Gold Star Award					
Actual	97%	99%	No Data	No Data	No Data
Target	98%	98%	100%	100%	98%

How Are We Doing

2018 data will be updated January of 2019.

Factors Affecting Results

KPM #4	WORKFORCE TURNOVER - Annual turnover rate for the State and DAS workforce.
	Data Collection Period: Jul 01 - Jun 30
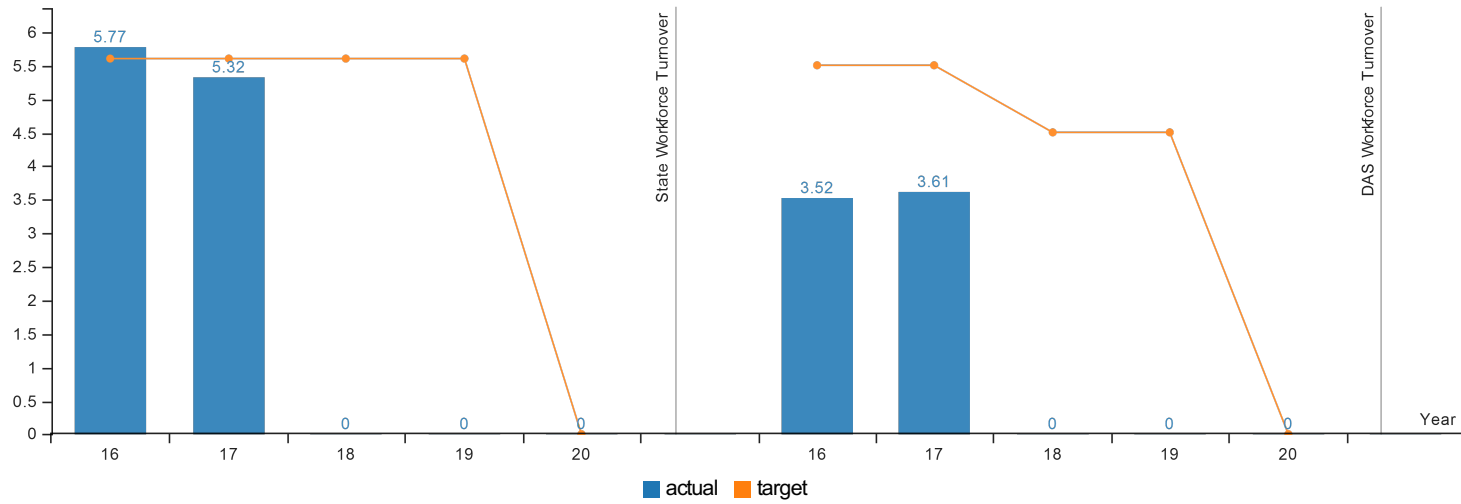
Report Year	2016	2017	2018	2019	2020
State Workforce Turnover					
Actual	5.77%	5.32%	No Data	No Data	No Data
Target	5.60%	5.60%	5.60%	5.60%	0%
DAS Workforce Turnover					
Actual	3.52%	3.61%	No Data	No Data	No Data
Target	5.50%	5.50%	4.50%	4.50%	0%

How Are We Doing

No data for 2018 at this time.

Factors Affecting Results

KPM #5	WORKFORCE DIVERSITY - Racial/ethnic diversity in the state workforce as a percentage of the total civilian labor force.
	Data Collection Period: Jul 01 - Jun 30
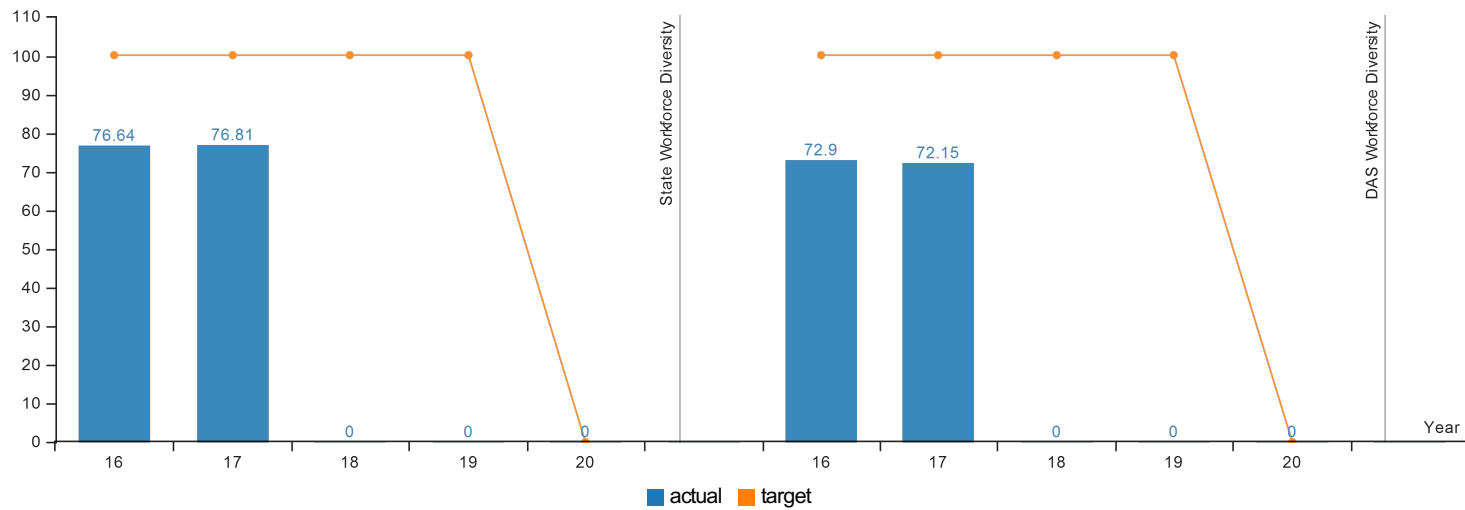
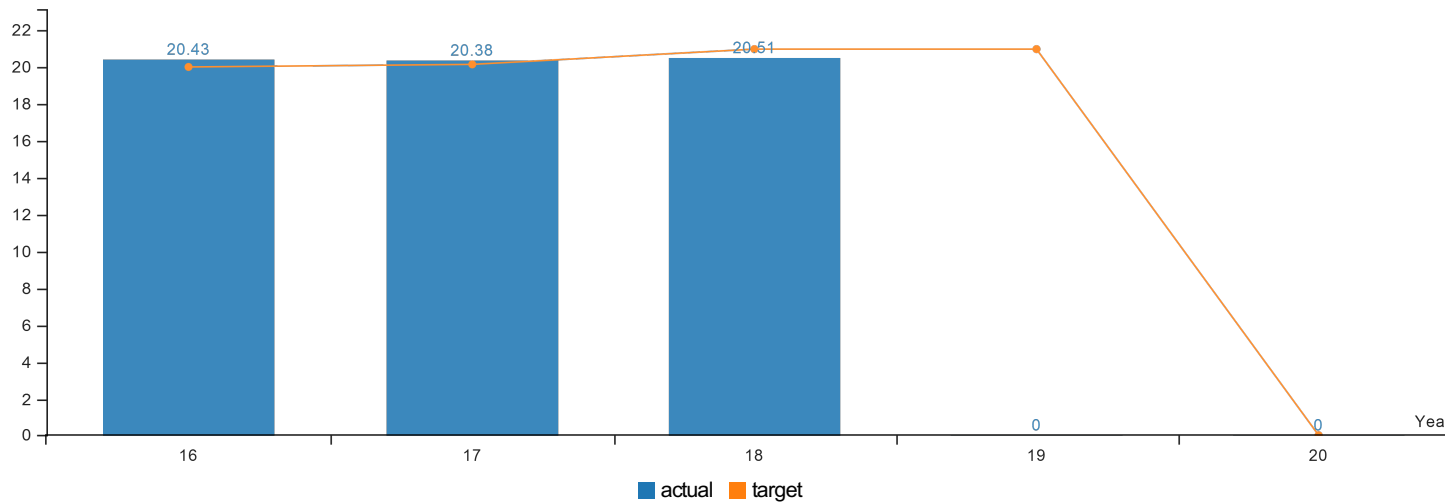| Report Year	2016	2017	2018	2019	2020
State Workforce Diversity					
Actual	76.64%	76.81%	No Data	No Data	No Data
Target	100%	100%	100%	100%	0%
DAS Workforce Diversity					
Actual	72.90%	72.15%	No Data	No Data	No Data
Target	100%	100%	100%	100%	0%

How Are We Doing

No data for 2018 at this time.

Factors Affecting Results

KPM #6	FLEET ADMINISTRATION - Average Miles Per Gallon for DAS Permanently Assigned Fleet Vehicles.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

Report Year	2016	2017	2018	2019	2020
Average Miles Per Gallon					
Actual	20.43	20.38	20.51	No Data	No Data
Target	20.03	20.17	21	21	0

How Are We Doing

The 2018 average has increased from the 2016 and 2017 values and we are still on target to achieve the 10% increase over 2017 levels by 2020. Currently we are at a 9.5 % increase over the 18.73 MPG 2007 baseline.

As EV and PHEV charging infrastructure is expanded at state buildings, the incorporation of these plus replacement of older hybrids with even more efficient, new hybrids will help us achieve and likely surpass the target. Continued investment in replacing older cars with higher fuel efficiency vehicles plus transition to smaller size or smaller engines for pickup trucks and SUV's where feasible has yielded positive results. This will continue to help with overall fuel efficiency of the fleet.

Factors Affecting Results

Vehicles continue to increase in efficiency and DAS Fleet continues to use fuel efficiency as a main selection factor when purchasing vehicles.

KPM #7	RENT COSTS - DAS negotiated lease rates in private sector vs. average market rates.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
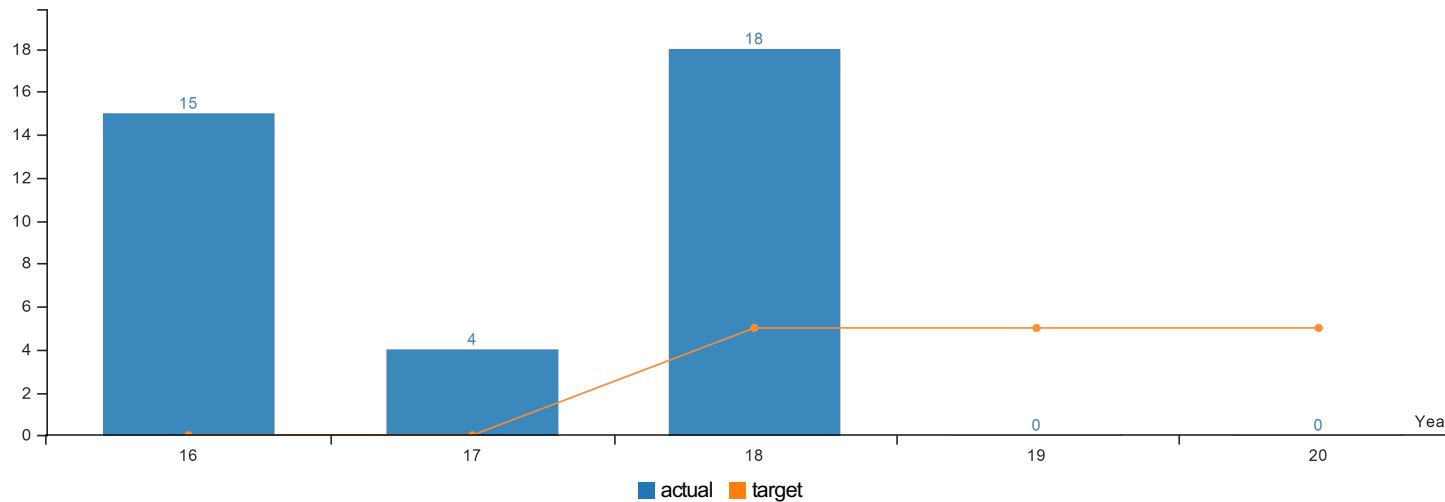
Report Year	2016	2017	2018	2019	2020
DAS negotiated lease rate vs. average market rate (Salem/Keizer)					
Actual	15%	4%	18%	No Data	No Data
Target	0%	0%	5%	5%	5%

How Are We Doing

	Salem (FYE June 30, 2018)
DAS-negotiated office lease rates in the private sector vs. average market rate	**18%** savings compared to market rates (on average)
State private lease rate	1.41
Average cost of market	1.72

The 2017-2018 measure period has performed well beyond expectations. It is currently a difficult market, as Inventory is low, and construction costs are extremely high. Yet through our external resources and leveraging the buying power of the state (as a creditworthy tenant), we have been able to continue to lease under the market.

| Report Year (July 1 - June 30)	2014	2015	2016	2017	2018
DAS negotiated lease rate vs. average market rate (Salem)					
Actual	No Data	No Data	15%	4%	18%
Target Lease rate (percent below market)	5%	5%	5%	5%	5%
Quantity of Leases (negotiated in Salem)	12	30	16	23	18

Volume (total square feet negotiated)	150,000	490,000	150,000	230,000	135,000
Quantity of Leases negotiated in portfolio	141	155	168	203	158
Volume of portfolio	765,000	1,360,000	1,190,000	1,090,000	795,000

Factors Affecting Results

We are continuing to accumulate vast savings in facility costs for state agencies. Moving forward, we predict that the negotiation power will continue to shift towards the tenants (that's us!), we should see an advantage from a negotiation standpoint over the next year, moving away from the difficult previous year of low inventory and high prices. We have been able to keep costs lower this year because Boards and Agencies are leasing in more Class C buildings. This was not necessarily a strategy or recommendation, but an illumination of why our savings is substantial in this difficult market.

KPM #8	INFORMATION SECURITY - Overall information security maturity rating based on a sample of state agencies. Rating achieved using a compilation and aggregate score based on the ISO 27002 standard and assigning a rating using the Carnegie-Mellon Capability Maturity Model. (3rd party conducting information security business risk assessments)
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result
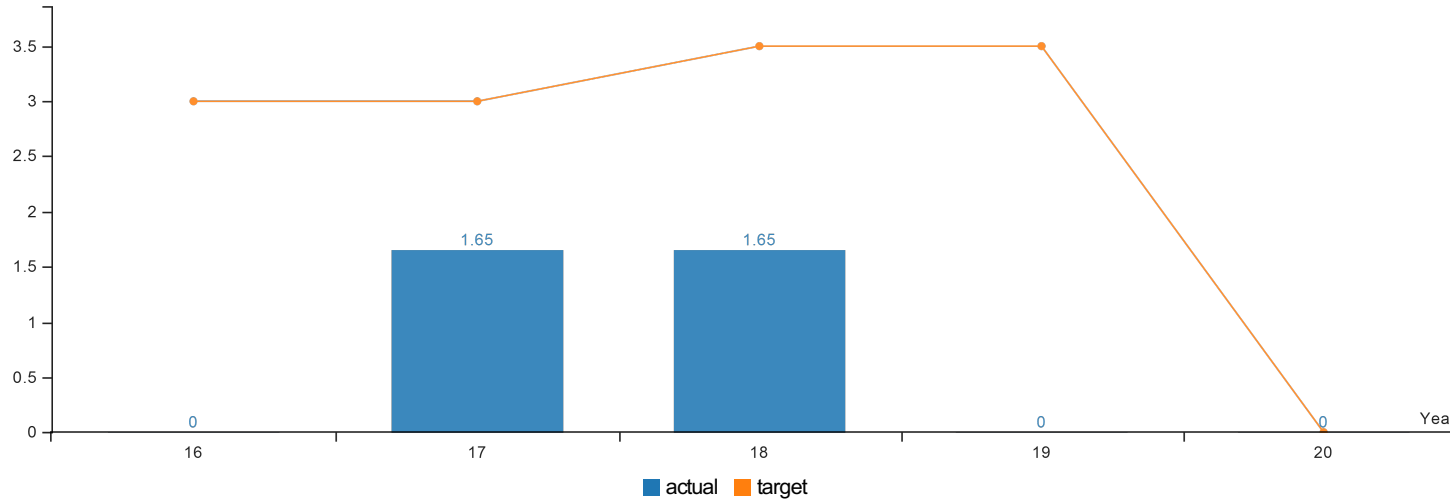
Report Year	2016	2017	2018	2019	2020
Information Security					
Actual	No Data	1.65	1.65	No Data	No Data
Target	3	3	3.50	3.50	0

How Are We Doing

This is the same as last year, 2017, due to the focus on the implementation of Senate Bill 90 Unification of IT Security, the ESO has been reorganizing efforts to address the most prevalent and risky findings. The states maturity model for 2017 and 2018 were based on the NIST Cybersecurity Framework. This federal framework measures on 22 distinct control areas, indicated below in the table.

Function	Process Category	Average
IDENTIFY (ID)	Asset Management	1.7
IDENTIFY (ID)	Business Environment	1.7
IDENTIFY (ID)	Governance	1.7
IDENTIFY (ID)	Risk Assessment	1.7
IDENTIFY (ID)	Risk Management Strategy	1.7
PROTECT (PR)	Access Control	1.9
PROTECT (PR)	Awareness and Training	1.9
PROTECT (PR)	Data Security	1.9
PROTECT (PR)	Information Protection Processes	1.9

Function	Process Category	Average
PROTECT (PR)	Maintenance	1.9
PROTECT (PR)	Protective Technology	1.9
DETECT (DE)	Anomalies and Events	1.3
DETECT (DE)	Security Continuous Monitoring	1.3
DETECT (DE)	Detection Processes	1.3
RESPOND (RS)	Response Planning	1.4
RESPOND (RS)	Response Communications	1.4
RESPOND (RS)	Incident Analysis	1.4
RESPOND (RS)	Incident Mitigation	1.4
RESPOND (RS)	Incident Review	1.4
RECOVER (RC)	Recovery Planning	1.7
RECOVER (RC)	Recovery Improvements	1.7
RECOVER (RC)	Recovery Communications	1.7

Factors Affecting Results

Methodology was changed in 2016 in line with direction under Executive Order 16-13 for agency by agency risk assessment. The intended assessment was to be more in depth, so an alternate standard was used – the NIST Cybersecurity Framework. Assessments were performed by multiple vendors at 13 agencies.

KPM #9	PROCUREMENT EFFECTIVENESS - Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
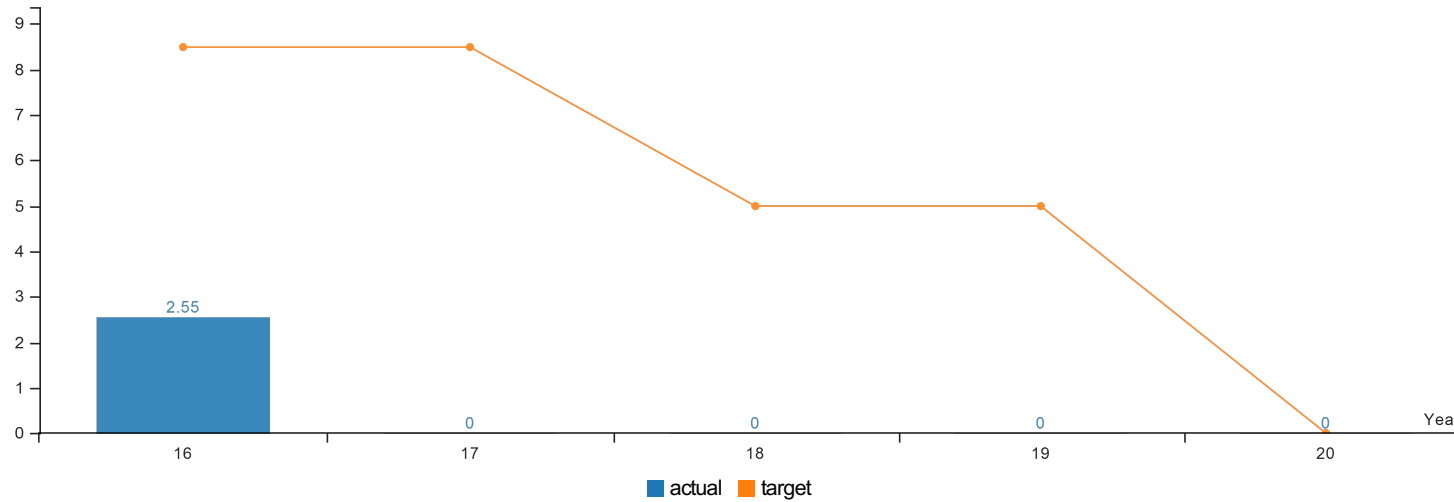
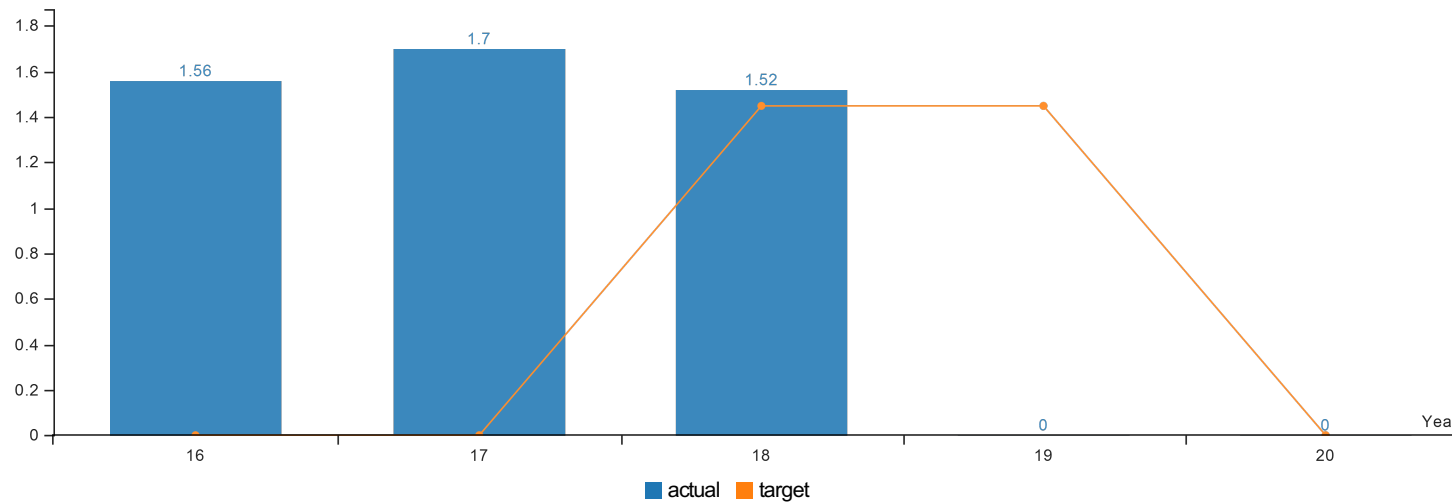| Report Year	2016	2017	2018	2019	2020
Procurement Effectiveness					
Actual	2.55%	No Data	No Data	No Data	No Data
Target	8.50%	8.50%	5%	5%	0%

How Are We Doing

Our request is that KPM #9 be retired. As indicated in last year's report, we had hoped to have a replacement measure tested and ready to implement in 2018, but this is not going to be the case. While substantial work has been done on a new cost savings model, we have not been able to finalize the approach and test it to ensure it provides meaningful information. We hesitate to commit to a date to have a replacement measure in please at this time as that remains uncertain.

Factors Affecting Results

KPM #10	RISK MANAGEMENT - Annual number of Severe Worker's Compensation claims per 100 FTE
	Data Collection Period: Jan 01 - Jan 01

Upward Trend = negative result

Report Year	2016	2017	2018	2019	2020
Number of Severe Worker's Compensation Claims per 100 FTE					
Actual	1.56	1.70	1.52	No Data	No Data
Target	0	0	1.45	1.45	0

How Are We Doing

Improved results over 16/17 may be a result of two factors:

1. **16/17** (prior year) was unusually high regarding claim severity (cost and level of disability). Results from 17/18 are more in alignment with historical results, along with some additional improvement.
2. April 2016 the state updated its policy regarding Early Return to Work of Injured Workers.The most significant change was allowing a period of 120 days of temporary modified work vs. the prior policy of 90 days before moving the injured worker to full time loss.The combination of returning to a more normal year with the updated policy may be resulting in additional improvement from historical results.

Factors Affecting Results

17/18 saw 1% increase in FTE and 3.5% increase in total claims, but a 9.3% decrease in severe claims per 100 FTE. Claims per 100 FTE involving only temporary disability decreased by 8.5%, while claims per 100 FTE involving some level of permanent disability decreased by 21.7% (the 16/17 year saw a 20% INCREASE in claims involving some level of permanent disability, which was reversed in 17/18).

Fewer severe injuries have also resulted a 30% reduction total incurred cost over 16/17.

2018/19 will see increased emphasis on reducing claim frequency and additional emphasis of the early return to work program when injuries do occur, both having potential positive impact on

number of severe claims per 100 FTE.

KPM #11	DATA CENTER - Percentage of time systems are available.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
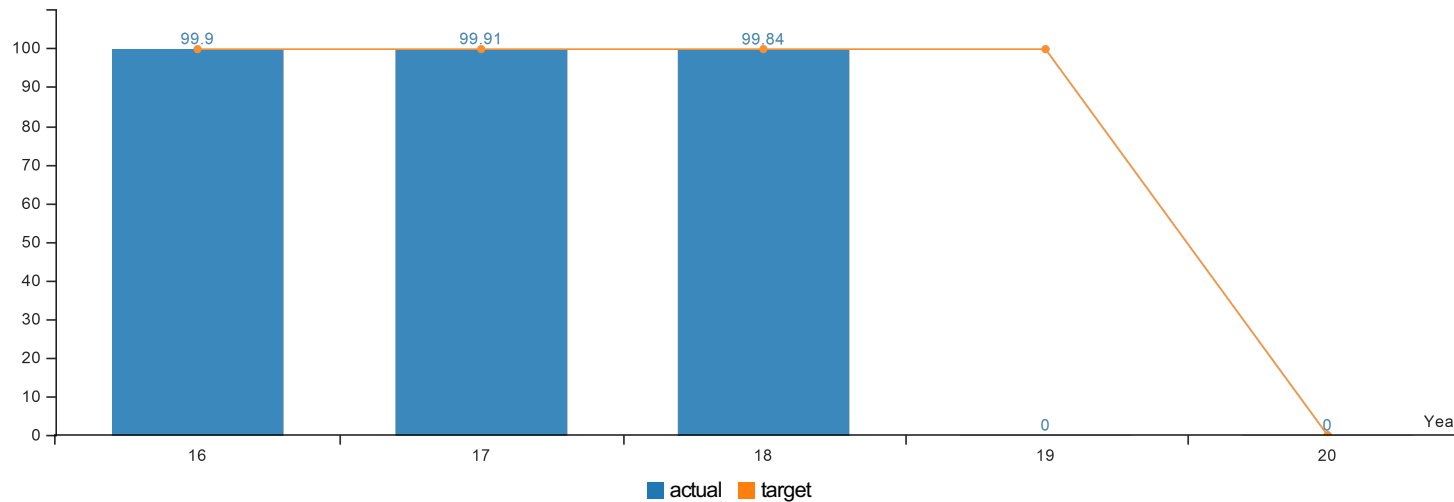
Report Year	2016	2017	2018	2019	2020
Data Center- Systems Availability					
Actual	99.90%	99.91%	99.84%	No Data	No Data
Target	99.90%	99.90%	99.90%	99.90%	0%

How Are We Doing

The availability of 99.84% for FY 2018 is below target. This was primarily due to an extended outage in June 2018 as a result of a network device hardware failure and redundant equipment not engaging. The failed hardware has been replaced, a complete post incident review was completed, and a third party assessment of the network architecture is in progress. The stability and reliability of the State Data Center is of the utmost importance.

Factors Affecting Results

The Data Center has transitioned most of their infrastructure to a Unified Computing Platform and has stabilized the computing environment as well as significantly expanding the usage of our computing infrastructure.