

Fiscal Year 2015

Annual Performance Report

Department of Administrative Services

Janet E. Phipps, Director



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INTRODUCTION

Dear Governor Branstad, Lt. Governor Reynolds, Members of the Iowa General Assembly,

On behalf of the Iowa Department of Administrative Services (DAS), enclosed please find DAS' annual performance report for fiscal year 2015 (July 1, 2014 through June 30, 2015). This report, submitted pursuant to Iowa Code sections 7E.3 and 8E.210, provides an overview of DAS, information and results regarding several key services provided by DAS, and its performance plan results.

DAS is committed to contributing to Governor Branstad's and Lt. Gov. Reynolds' goal of reducing the cost of government by 15% by focusing on the following strategies:

- Consolidation of state services to support agencies
- Maintaining a competitive environment for employee benefits
- Comprehensive review of DAS services to identify efficiencies and redundancies
- Improved labor relations

DAS is committed to providing quality services to our customers and the general public while managing within current resource restraints.

Sincerely,



Janet E. Phipps, Director
Department of Administrative Services

AGENCY OVERVIEW

Mission: To deliver efficient and effective services to enable and support the mission and operations of our stakeholder agencies.

Vision: DAS will be an organization of excellence, providing services and support to meet our stakeholder agencies' needs and ever mindful of good stewardship in resource utilization.

Director Expectations:

- Mission focus
- Resource responsible (\$\$, time, etc.)
- Commitment to innovation
- Deliberately practice to succeed
- Commitment to excellence
- Actions add value
- Embrace diversity
- Learn from mistakes
- Recognize success / achievement
- High "Say/Do" ratio (Do what you say)
- Exemplify professionalism
- Treat all with respect
- No surprises - - bad news does not improve with age
- Take risks - - use judgment and risk analysis
- Have a sense of humor - - it is critical to survive in our environment - - and life!

Zero Tolerance for:

- Moral/ethical violations
- Discrimination
- Failure to own up to mistakes

Customers

The Department of Administrative Services provides direct service to a wide variety of customers, both internal and external to State government. Internal customers include State agencies and employees, the Governor's Office, offices of elected officials, and the legislative and judicial branches. Examples of external customers include local jurisdictions of government, vendors, visitors to the Capitol complex, and the taxpayers of Iowa.

Operating Budget

The Department of Administrative Services is comprised of four enterprises: Central Procurement/Fleet Services, General Services, Human Resources, and State Accounting, as well as central administration. There are 236 full-time equivalents in the Department supported by service fees to agencies totaling \$68.2 million; additionally, DAS receives a small general fund appropriation of slightly more than \$7.0 million. Making up the \$7.0 million is:

- \$2.6 million for utilities (e.g., electric, gas, etc.) for the Capitol Complex
- \$2.5 million for running and managing the State's financial reporting systems through the State Accounting Enterprise
- \$1.3 million for maintaining the ceremonial space located on the Capitol Complex
- \$0.5 million for grounds maintenance at Terrace Hill.

DAS Services, Products and Activities

Central Procurement/Fleet Services Enterprise (CPFSE)

- Centralized Procurement
Provide a system of uniform standards and specifications for the procurement of goods and services, including the competitive bidding procedures; negotiate and administer master agreements; establish and oversee the State's procurement card, and the travel P-card programs.
- Fleet Management and State Garage
Provide administration of the State's vehicle fleet to include the fuel card program, vehicle repairs administration, vehicle repairs and replacements, risk management, compliance with state and federal requirements for alternative fuels and Corporate Average Fuel Economy (CAFÉ), and provide a fleet of motor pool vehicles that state agencies may utilize on a per-mile, or daily use basis.
- Risk Management
Provide driver insurability assessment, state vehicle collision and accident liability coverage, and investigation, negotiations and settlement of vehicle claims.

General Services Enterprise (GSE)

- Facility and Leasing Management
Provide facility management including mechanical, electrical, custodial, grounds and other facility management of state-owned facilities totaling more than more than 2.0 million square feet and maintain 170 acres of land in the Des Moines metro area; coordinate more than 220 leases totaling 1.1 million square feet and valued at \$12.6 million for State agencies.
- Architectural & Engineering
Provide the management and oversight for state agencies involved in facility design, construction, and renovation of State-owned properties on the Capitol complex and across the state.
- Mail Services
Provide incoming and outgoing local and U.S. Postal Service mail service for all state agencies and officials at the seat of government, processing more than 13 million pieces of mail annually.

- Energy Management Consulting
Provide energy management services, including energy benchmarking, coordination of energy audits and natural gas price risk management for non-Capitol Complex locations state wide in an effort to reduce energy consumption and costs.
- State Surplus
Removal and disposal of surplus state property

Human Resources Enterprise (HRE)

- Employment Services
Provide applicant eligibility, tracking, and placement services; conduct market surveys; organizational development; employee relations; performance management; and position classification.
- Benefits
Manage the State's employee benefits programs, including health, dental, life, and long-term disability insurance; deferred compensation and flexible spending programs; as well as the Workers' Compensation Program, Employee Assistance Program, and the Family Medical Leave Act (FMLA) program.
- Labor Relations
Provide state-wide expertise in the areas of collective bargaining negotiations, grievances, hearings, and arbitrations, as well as classification appeal hearings.
- Training and Development
Provide state-wide training regarding violence free workplace, diversity, sexual harassment, and substance abuse policies; provide managers and employees a variety of staff development training opportunities related to stress management, communications skills, fundamentals of supervision, team building; and discipline, as well as other topics.

State Accounting Enterprise (SAE)

Administers the State's centralized accounting and payroll systems, the income offsets program, the indirect cost allocation system, and administers all payments made from the State treasury.

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Energy Management

Description: GSE provides energy management services to reduce energy consumption on Capitol Complex.

Why we are doing this: To ensure State facilities on the Capitol Complex are operated in an energy efficient manner while providing a safe and comfortable environment for the people who work and visit the buildings on the complex.

What we're doing to achieve results: GSE monitors energy usage and continues to implement energy efficiency initiatives.

Results

Performance Measure:

Percent of prior year Capitol Complex energy consumption.

Performance Target:

99% (equals 1% reduction from FY14)

Data Sources:

DAS-GSE Utility Bills.

Data Reliability:

Data is compiled from Utility Bills.

Total kBtu Usage – Reduction of 18% since FY09

	Gas (kBtu)	Power (kBtu)	Diesel (kBtu)	Total (kBtu)	% decr from previous year
FY09	112,622,400	150,484,237	555,678	263,662,315	
FY10	94,875,300	141,894,974	202,487	236,972,761	-10.12%
FY11	94,104,000	138,230,005	356,433	232,690,438	-1.81%
FY12	63,103,100	131,726,228	2,625,818	197,455,146	-15.14%
FY13	85,307,100	130,492,373	3,977,302	219,776,775	11.30%
FY14	97,822,400	131,126,896	743,318	229,692,614	4.51%
FY15	86,143,300	129,704,546	268,036	216,115,882	-5.91%

Why we are using this measure: To ascertain the successfulness in providing efficient and economical work environments for State employees.

What was achieved? Energy usage was 5.9% lower than the previous year.

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Central Procurement

Description: Central Procurement facilitates timely, cost-effective procurement services benefiting all state agencies. Additionally, the Central Procurement Purchasing Card Program (P-card) provides state agencies an efficient, cost-effective alternative to traditional procurement methods, saving time and money.

Why we are doing this: To provide the procurement of goods and services at low cost/best value while ensuring compliance with applicable statutes and administrative rules.

What we're doing to achieve results: Establish master purchasing agreements (MA) through competitive bidding, as well as participate in cooperative purchasing consortiums providing access to competitively bid vendor agreements.

Results

<i>Performance Measures:</i>		
Number of MAs/Spend	Rebates Earned: MAs and P-card	Transaction Savings

788 MAs

\$115 M

MAs: \$1,215,000

P-card: \$353,800

\$4.78M Saved

132 non-MA Transactions

What was achieved? Central Procurement saved agencies in excess of \$4 million on procurement transactions, while master agreements also saved agencies considerable time and money. Additionally, use of the P-card eliminated over 63,000 payment transactions through state accounting. Procurement activities earned more than \$1.5 million in rebates, reducing costs to customer agencies.

Data Sources: Central Procurement records, NASPO, I/3, US Bank contract

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Fleet Services

Description: Fleet Services operates a cost-effective motor pool of vehicles for use by state agencies on long and short term rental basis. Additionally, Fleet Services operates a service garage which performs repair and up-fitting services on state owned motor vehicles.

Why we are doing this: Providing motor pool and garage services assists agencies' operations and reduces expense. To provide an economical, ready fleet of vehicles for state agencies to conduct business.

What we're doing to achieve results: Fleet Services assesses the needs of State agencies based on experience and adjusts the size of the motor pool to meet demand, and operational costs are reviewed to ensure economical rental rates. Garage repair services are reviewed to ensure services are delivered at, or below market.

Results

Performance Measures:

Motor Pool Capacity Use

Motor Pool Rate vs.
Personal Reimbursement

Rental Rate vs.
Motor Pool Rate

Garage Repairs
Without Return - Rate

90% or above

\$0.355
vs.
\$0.39

State Rate:
56% Lower

95%

What was achieved? Effective use of motor pool vehicle assets; thorough review of costs to determine economical vehicle rental rate and repair service success.

Data Sources: Fleet records, I/3, rental car contract

Resources: ISU CyBiz Lab

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Grievance Resolution

Description: The Labor Relations Team provides expertise in the areas of collective bargaining negotiations, grievances, hearings, and arbitrations, as well as classification appeal hearings.

Why we are doing this: To ensure the consistent application of collective bargaining agreements and merit rules.

What we're doing to achieve results: Provide attorney-level services to assist agencies in the effective administration and application of collective bargaining agreements and merit rules.

Results

Performance Measure:

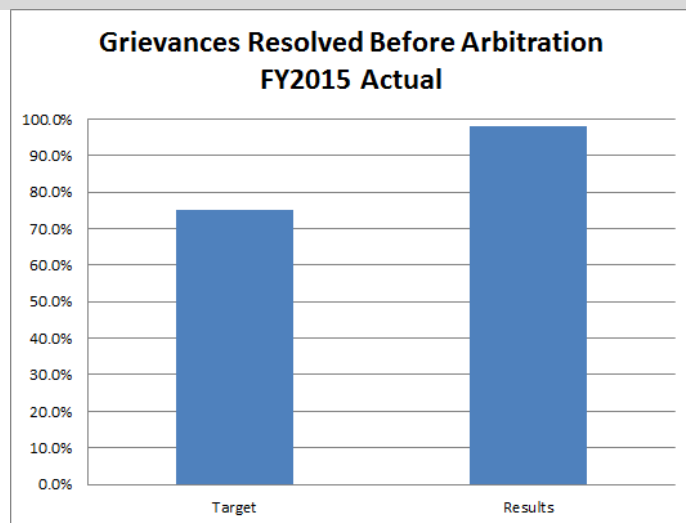
Percent of employee grievances resolved before arbitration.

Performance Target:

75%

Data Reliability:

Data is compiled daily.



Why we are using this measure: Resolving personnel issues prior to arbitration improves efficiency by saving staff time and taxpayer money.

What was achieved? 98.1% of employee grievances in FY2015 were resolved before arbitration.

Data Sources: DAS-HRE Labor Relations Team records, DAS Status Reports

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Training/Performance and Development Solutions (PDS)

Description: Performance and Development Solutions (PDS), the training group in the Organizational Performance Bureau of DAS-HRE, offers training and development opportunities for State of Iowa employees.

Why we are doing this: To enhance and develop the effectiveness of the State of Iowa workforce.

What we're doing to achieve results: PDS continuously analyzes course data to align with industry best-practices.

Results

Performance Measure:

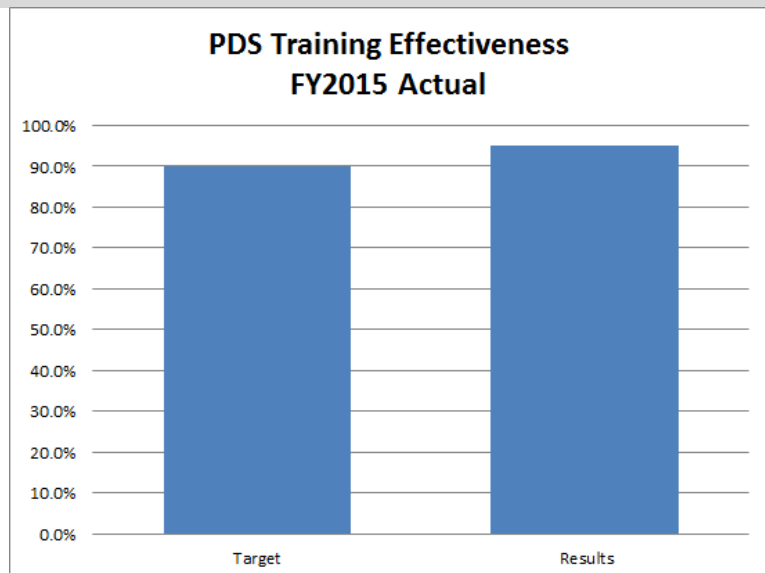
Percent of participant evaluations for job-related courses that indicate the skills, abilities, and knowledge gained in the course will be helpful in performing their job.

Performance Target:

90%

Data Reliability:

Data is compiled at the end of each training course.



Why we are using this measure: In order to be an effective use of state resources, the training offered must directly impact the State's ability to deliver expert, timely, and cost-effective programs and services.

What was achieved? 95% of respondents indicated that the skills, abilities, and knowledge gained in the course would be helpful in performing their jobs.

Data Sources: DAS-HRE (Survey Monkey)

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Training/Certified Public Manager® Program (CPM)

Description: The State of Iowa, in partnership with Drake University, offers a nationally accredited Certified Public Manager® (CPM) program. The CPM program is an 18-month program designed for supervisors, managers, executives, management staff, and project managers from federal, state, county, and local governments. The program includes discussion, traditional classroom experiences, and on-line learning. Participants also complete one job-related team project, which gives them the opportunity to apply theories, principles, and/or techniques learned in the CPM program to a situation, problem, concern, or opportunity in a public organization.

Why we are doing this: To enhance and develop the effectiveness of employees in federal, state, county, and local governments.

What we're doing to achieve results: Courses are revised based on survey results, as needed. Any course concerns are promptly examined and addressed.

Results

Performance Measure:

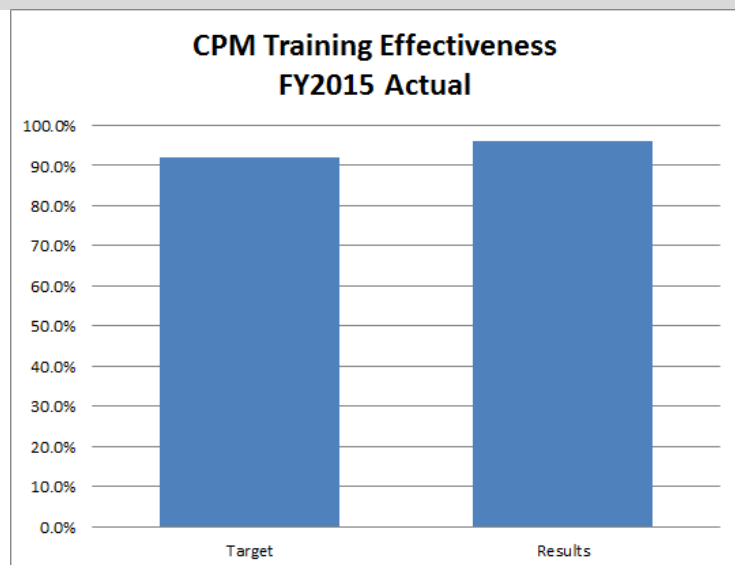
Percent of participant evaluations for job-related courses that indicate the skills, abilities, and knowledge gained in the course will be helpful in performing their job.

Performance Target:

90%

Data Reliability:

Data is compiled at the end of each training course.



Why we are using this measure: In order to be an effective use of government resources, the program must demonstrate that it can directly impact the governmental entities' ability to deliver expert, timely, and cost-effective programs and services.

What was achieved? 96% of respondents indicated that the skills, abilities, and knowledge gained in the course would be helpful in performing their jobs.

Data Sources: Drake University and DAS-HRE. (Surveys conducted by Drake University and analyzed by Drake University and DAS-HRE).

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Employment Services

Description: The Employment Bureau coordinates statewide recruitment; posts vacancies on the DAS website; manages application submissions in BrassRing, the State’s applicant tracking system; monitors and updates the BrassRing system functionality; evaluates applications for eligibility; issues eligible lists; handles disqualification notices and appeals; and manages the temporary staffing system.

Why we are doing this: To ensure that hiring authorities find qualified applicants for open positions in state government.

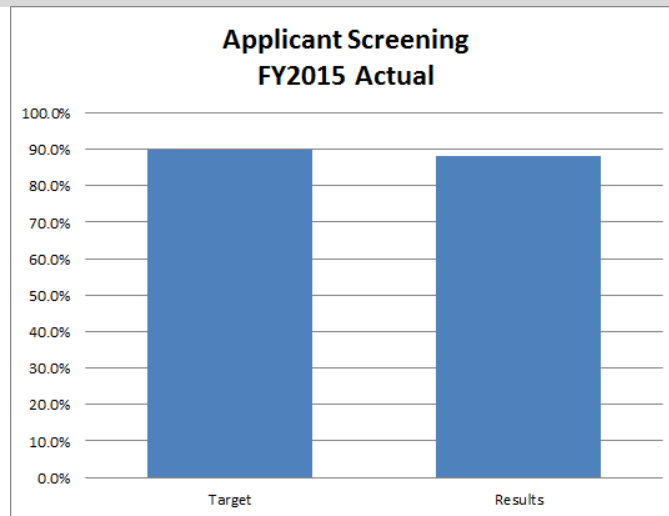
What we're doing to achieve results: The Employment Bureau has developed metrics for recruiting events across the state on behalf of agencies; developed standard recruiting procedures; refined processes to accurately capture Veteran Points for applicants; and established metrics for applicant tracking.

Results

Performance Measure: Percent of hiring authority surveys indicating they were able to find qualified applicants through BrassRing.

Performance Target:
90%

Data Reliability:
Data is compiled at the end of each fiscal year.



Why we are using this measure: Hiring authorities must have access to diverse, qualified talent pools when selecting and hiring individuals for interview and employment.

What was achieved? 88.2% of respondents to the survey indicated that they were “satisfied” or “very satisfied” with the applicants.

Data Sources: DAS-HRE Employment Bureau (Survey)

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Employment Services

Description: The Employment Bureau updates and maintains the job classification system and associated databases; conducts salary and market surveys; and provides subject-matter expertise for position classification appeals.

Why we are doing this: To ensure that employees are correctly classified according to the Classification and Compensation Plan for the State of Iowa.

What we're doing to achieve results: The Classification and Compensation Team in the Employment Bureau conducts position audits, using classification system tools and standards; reviews Position Description Questionnaires (PDQs); and ensure PDQs accurately reflect the duties and responsibilities of each position.

Results

Performance Measure:

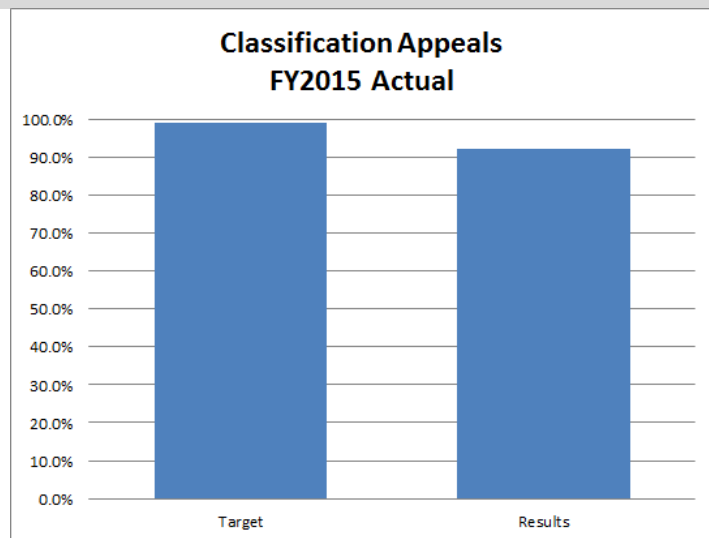
Percent of position classification appeals in which the Department's decision is upheld.

Performance Target:

99%

Data Reliability:

Data is compiled monthly.



Why we are using this measure: To ensure the correct classification of positions.

What was achieved? 92.3% of position classification appeals were upheld.

Data Sources: DAS-HRE Labor Relations Team records and DAS-HRE Classification and Compensation Team reports (Classification and Compensation Hearing Status Reports)

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: Centralized Payroll

Description: DAS-SAE Centralized Payroll processes payroll warrants for all participating state agencies. Correctly processing payroll warrants is dependent on Centralized Payroll providing guidance to individual agencies and staff in order for accurate information to be input into the payroll system.

Why we are doing this: To ensure state employees are paid timely and accurately.

What we're doing to achieve results: Participates in annual training offered to any agency employee responsible for employment / benefits / payroll processing, as well as , one-on-one training to individuals or agencies as requested; develop and publish additional resources and manuals pertaining to payroll processing and make available to all agency employees.

Results

Performance Measure:

Percent of Pay Warrants written correctly.

Performance Target:

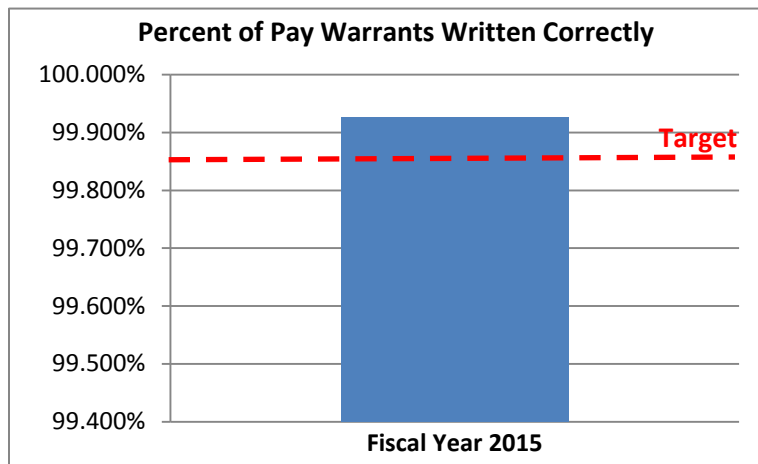
99.85%

Data Sources:

DAS-SAE

Data Reliability:

Data is compiled biweekly.



Why we are using this measure: To ensure State of Iowa employees are paid accurately and timely.

What was achieved? 99.93% of all payroll warrants were written correctly.

Data Sources: Central Procurement records, NASPO, I/3, US Bank contract

AGENCY PERFORMANCE PLAN RESULTS FY 2015

Name of Agency: DEPARTMENT OF ADMINISTRATIVE SERVICES
Agency Mission: To deliver efficient and effective services to enable and support the mission and operations of our stakeholder agencies.
Core Function: Physical Assets Management

Service, Product or Activity: Facilities and Space Maintenance and Management
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Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of work completed by Capitol Complex Maintenance (CCM) in conformance with industry efficiency and competency/training standards.	75%	94%	<p>What Occurred: The target was exceeded. Individual Employee Training Tracking Sheets reflect the specific training employees completed. Training occurred through a variety of methods including in-service training, vendor training and manufacturer training. This ensures employees are properly trained to meet the standards.</p> <p>Data Source: Employee Training/Education tracking sheets.</p>
2. Percent of major maintenance project funds completed by Architecture & Engineering (A&E) on-time and within budget.	95%	100%	<p>What Occurred: All projects were completed on-time and within budget.</p> <p>Data Source: GSE Architectural and Engineering</p>
3. Percent of prior year Capitol Complex energy consumption.	99%	94%	<p>What Occurred: The target was exceeded. Energy usage was 6% lower than the previous year, due to less severe winter weather and continued energy efficiency efforts.</p> <p>Data Source: Utility invoices</p>

Service, Product or Activity: Fleet Management

Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of state garage vehicle repairs completed without return.	94%	96%	<p>What Occurred: The target was exceeded. Repairs completed on state owned vehicles that meet customer expectations without return visits. A small amount of repair call backs occur on items which may or may not have been in the approved estimate and work performed.</p> <p>Data Source: Reynolds & Reynolds service ticket system</p>
2. Average annual utilization rate of the State motor pool.	90%	89%	<p>What Occurred: Daily and monthly rental of motor pool vehicles. The utilization of pool is dependent upon state agencies' activities; monthly rentals are somewhat predictable, daily rentals are not. Pool size has been reduced since the beginning of FY15, thus increasing utilization.</p> <p>Data Source: Fleet rental records</p>

AGENCY PERFORMANCE PLAN RESULTS FY 2015

Core Function: Resource Management			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of employee grievances resolved before arbitration.	75.0%	98.14%	What Occurred: 613 cases were filed in FY2015 and 323 were concluded in FY2015. Of the 323 grievances that were concluded, 317 were resolved before arbitration and 6 were heard and resolved at arbitration. Data Source: DAS – Human Resources Enterprise
2. Number of recurring audit comments.	0	0	What Occurred: The target was met. Data Source: State Auditor's Office annual audit reports.
Service, Product or Activity: Training			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of participant evaluations for job-related courses that indicate the skills, abilities and knowledge gained in the course will be helpful in performing their job.	90%	89%	What Occurred: 2,957 individuals attended PDS courses in FY2015. Of the 1,020 individuals who responded to course surveys, 95% indicated that the skills, abilities and knowledge gained in the course would be helpful in performing their jobs. Data Source: DAS – Human Resources Enterprise (Survey Monkey)
2. Percent of participant evaluations for job-related courses that indicate the skills, abilities and knowledge gained in the course will be helpful in performing their job.	92%	96%	What Occurred: 108 individuals participated in the 18-month CPM Program in FY2015; 57 graduated in FY2015 and 51 are expected to graduate in FY2016. After each course, students complete a survey. Of the respondents to the surveys in FY2015, 96% indicated that the skills, abilities and knowledge gained in the courses would be helpful in performing their jobs. Data Source: Drake University and DAS – Human Resources Enterprise (Surveys conducted by Drake University and analyzed by Drake University and DAS – Human Resources Enterprise.)
Service, Product or Activity: Employment Services			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of hiring authority surveys indicating they were able to find qualified applicants through Brass Ring.	90%	88.2%	What Occurred: 88.2% of respondents to the survey indicated that they were “satisfied” or “very satisfied” with the applicants. Data Source: DAS – Human Resources Enterprise (Survey)
2. Percent of position classification appeals in which the Department's decision is upheld.	99%	92.3%	What Occurred: 13 appeals were heard in FY2015: 1 was reversed (not upheld); 7 were affirmed; 4 were withdrawn; and 1 was remanded. Data Source: DAS – Human Resources Enterprise

AGENCY PERFORMANCE PLAN RESULTS FY 2015

Service, Product or Activity: Mail			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of first class mail metered by the Pitney-Bowes mail management system and processed at discounted postage rates.	95%	96.5%	What Occurred: As a result of DAS ongoing training, state agencies are saving additional postage by processing their first class mail by using a third party presort vendor. Data Source: Pitney Bowes Business Manager System
Service, Product or Activity: Enterprise Applications			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of time I/3 Finance services are available for customer usage during business hours of 6:00 am to 6:00 pm Monday through Friday.	99%	100%	What Occurred: The target was exceeded. Data Source: I/3 Finance System
2. Percent of time I/3 Finance Data warehouse services are available for customer usage during business hours of 6:00 a.m. to 6:00 p.m. Monday through Friday.	99%	100%	What Occurred: The target was exceeded. Data Source: I/3 Data Warehouse System
Service, Product or Activity: State Accounting			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of required federal and state accounting reports (annual & monthly) completed timely.	95%	100%	What Occurred: All reports were completed timely and sent to appropriate officials. Data Source: Wage and tax reports sent to Federal/State authorities, Payroll Reports maintained in I/3 Data Warehouse or saved to LAN.
2. Percent of payroll deductions processed by required due dates.	98%	100%	What Occurred: All payroll deductions were processed and paid by required dates. Data Source: GAX documents prepared to process payments.
3. Percent of pay warrants written correctly.	99.85%	99.93%	What Occurred: Central Payroll works in cooperation with DAS to provide annual training as well as creating, revising, and updating resources and manuals which are available to all state employees through the DAS website. 340 total rewrite warrants were processed during FY15. Data Source: Payroll Journals and Rewrites Payroll Journals.
4. Percent of claims pre-audited within 5 working days of receipt.	98%	96%	What Occurred: Daily Processing continues to work with departments, guiding and assisting in the correct submittal of information. Classes are offered for free on a bi-annual basis or more often if requested/needed. Data Source: Sampling of paid claims.

**AGENCY PERFORMANCE PLAN RESULTS
FY 2015**

5. Percent of offset matches released/applied to the liability within 45 days.	99%	98.6%	<p>What Occurred: The offset appeal process at the department level was longer than normal, while the amount of casino matches continues to increase and thus increases manual work.</p> <p>Data Source: Monthly Offset spreadsheets.</p>
6. Percent of non-general fund unemployment claim payments paid originally from the general fund recovered from state agencies.	95%	99.3%	<p>What Occurred: DAS-SAE works closely with departments to determine any reimbursement recovery amounts to the general fund.</p> <p>Data Source: IWD Quarterly claim statements (Notice of Reimbursement Benefit Charges) and DAS-SAE calculation of Non-General Funded amounts, based on 10-digit payroll number.</p>