



Performance Measures Fiscal Year 2014-15 REPORT

October 2015

Conducted by
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EXECUTIVE SUMMARY

This report marks Year Two of the Department of General Services (DGS) five-year [2013-2018 Strategic Plan](#). Included in this report are objectives that:

- Have due dates in fiscal year 2014-15 (July 1, 2014 through June 30, 2015)
- Were newly developed during 2014-15
- Were published as annual (ongoing) objectives in the original five-year Strategic Plan

Each objective in this report supports one of the four DGS goals:

Goal 1: We Are Customer Centered

Goal 2: We Deliver Efficient And Effective Results

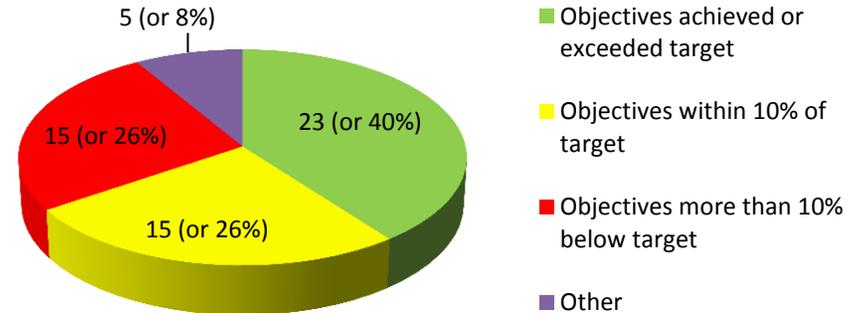
Goal 3: We Work As One Enterprise

Goal 4: We Are a Healthy Organization

FY 2014-15 Objectives

Of the 58 objectives in this report:

- Highlighted in **green** are 23 objectives (40 percent of the total) that were achieved or exceeded the target.
- Highlighted in **yellow** are 15 objectives (26 percent of the total) that were within 10 percent of the target and are considered acceptable.
- Highlighted in **red** are 15 objectives (26 percent of the total) that were more than 10 percent below target and include an explanation.
- For the five remaining objectives (or 8 percent):
 - RESD's objective 4.11, related to Individual Development Plans, has delays in data compilation.
 - RESD's objective 2.20, related to costs of operations, contains three different components, each with a different measurement result.
 - PD's objective 4.30, related to 360 evaluations, is pending until the departmental coaching pilot is complete and the program is implemented departmentwide.
 - OAH's objective 1.20, related to a general jurisdiction survey, had a delay in implementation.
 - ETS' objective 2.10, related to technology savings, had a delay in implementation.



All Department of General Services (DGS)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
3.10	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "Overall, DGS is a great place to work."	64%	75%	69%	12/31/2014

Real Estate Services Division (RES D)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
1.21	By June 30, 2015 and annually, maintain an average score of 4.3 or greater on project customer satisfaction surveys.	4.7 score	4.3 score or greater	4.4 score	6/30/2015
2.20	By July 31, 2014 and annually, on a regional basis, maintain average total costs of operation similar to that identified by the Building Owners and Managers Association (BOMA) to ensure infrastructure maintenance.	\$0.66 - Sacto; \$0.75 SF/Oak; \$0.86 L.A.	\$0.87 Sacto; \$0.87 SF/Oak; \$0.89 L.A.	\$0.69 Sacto; \$0.99 SF/Oak; \$0.98 L.A.	7/31/2014
<p><i>The actual for Sacramento (Sacto \$0.69) exceeded the target.</i> <i>The actual for Los Angeles (L.A. \$0.98) was within 10 percent of the target.</i> <i>The actual for San Francisco/Oakland (SF/Oak \$0.99) was more than 10 percent below target. An explanation for the missed target is currently not available, due to delays in data analysis.</i></p>					
3.10	In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement "We communicate freely across organizational lines."	49%	60%	51%	12/31/2014
3.20	In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement "There is teamwork among offices."	49%	60%	54%	12/31/2014
4.11	By June 30, 2015, complete Individual Development Plans (IDP) for 40 percent of RESD staff.	40.60%	40%	Delays in data compilation	6/30/2015

Procurement Division (PD)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.21	For FY 2014-15 and annually, achieve a 90 percent average on-time completion rate across all measured programs.	86%	90%	100%	6/30/2015
3.10	In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement "We work together to meet high service standards."	40%	60%	44%	12/31/2014
<p><i>Neither "Agree" or "Disagree" options on the survey allow respondents to state that they have no opinion or have not thought about a particular issue. In 2014, PD experienced numerous employee turnovers (retirements/employees leaving for promotions) which likely caused this objective to be more than 10 percent off target. However, with this realization, PD's management and leadership teams plan to work with staff, including identifying what "high service standard" means to them so everyone has the same understanding and leadership can educate staff to further implement DGS values.</i></p>					
3.20	In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement "We communicate freely across organizational lines."	30%	60%	44%	12/31/2014
<p><i>Neither "Agree" or "Disagree" options on the survey allow respondents to state that they have no opinion or have not thought about a particular issue. In 2014, PD experienced numerous employee turnovers (retirements/employees leaving for promotions) which likely caused this objective to be more than 10 percent off target. However, with this realization, PD's management and leadership teams plan to work with staff, including identifying what "organizational lines" mean to them with respect to communication, so everyone has the same understanding and leadership can educate staff to further implement DGS values.</i></p>					
4.10	In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement "Management's decisions and actions are consistent with DGS Values."	37%	50%	41%	12/31/2014
4.21	For FY 2014-15 and annually, provide Individual Development Plans (IDP) to 95 percent of employees.	46%	95%	100%	6/30/2015
4.30	Annually, provide 360 Evaluations to 65 percent of the divisional management.	Not applicable	65%	Pending	Pending
<p><i>This objective is pending until the departmental coaching pilot is complete and the program is implemented departmentwide.</i></p>					

Division of the State Architect (DSA)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
3.10	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "Management considers input from those affected in making key decisions."	43%	75%	42%	12/31/2014
<p><i>In fiscal years 2013 and 2014, DSA made substantial changes, many of which challenged existing processes and the permeating culture of the organization. These project changes were necessary to improve overall DSA performance, but often presented a complete paradigm shift from old ways of business. Performance measures clearly indicate these process changes improved DSA's delivery of services to its core clients.</i></p>					
4.10	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "My supervisor provides me with customer feedback."	50%	75%	54%	12/31/2014
<p><i>DSA continues to emphasize increased communication with supervisors and managers. DSA is also exploring the use of client surveys after client services are delivered to provide increased feedback. Because DSA is routinely the central point of contact, feedback from customers is generally provided directly to staff rather than to supervisors.</i></p>					
4.20	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "I have opportunities to gain skills needed for advancement/promotion."	36%	75%	48%	12/31/2014
<p><i>Despite significant improvement in this area, DSA is somewhat challenged due to organizational structure. In many instances, there is simply no further opportunity for promotion. Also, limited numbers of promotional positions, combined with low turnover, present further challenges. With a considerable portion of its workforce at or near retirement age, it is expected that DSA will have significantly more promotional opportunities available in the near future.</i></p>					
4.30	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "My immediate supervisor deals fairly and effectively with poor performance."	51%	75%	55%	12/31/2014
<p><i>This subject is often difficult for managers and supervisors to discuss due to the confidential nature of personnel issues and the necessary protection of employee rights. DSA leadership is working with managers and supervisors to inform staff that it is an utmost priority to address poor performance, but that employee rights and confidentiality of personnel items must also be respected and observed.</i></p>					

Office of Administrative Hearings (OAH)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
1.20	By December 31, 2014, distribute a customer satisfaction survey to attorneys and parties handling general jurisdiction cases.	Not applicable	Distribute survey	See explanation	12/31/2014
<i>The completion date has been moved to 12/31/2015 due to workload priorities.</i>					
2.11	For FY 2014-15 and annually, maintain the average time from general jurisdiction case filing to closure to 90 days.	90 days	90 days	93 days	6/30/2015
2.41	For FY 2014-15 and annually, ensure that the Special Education Division issues timely decisions 100 percent of the time.	100%	100%	98.8%	6/30/2015
3.10	In the 2014 Organizational Health Survey, achieve a 60 percent agreement rating for the statement "Divisions support each other."	43%	63%	36%	12/31/2014
<i>We believe we misunderstood the objective. We interpreted the objective as the three OAH divisions supporting one another. The question in the survey is directed to DGS divisions supporting one another. OAH should not have an OAH objective based on the performance of DGS divisions. In short, we should remove this objective.</i>					
4.10	In the 2014 Organizational Health Survey, maintain 100 percent agreement for the statement "I understand how my job contributes to our office mission."	100%	100%	95%	12/31/2014

Office of State Publishing (OSP)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.11	By June 30, 2015 and annually, achieve an on-time delivery rate of 96 percent or better for all in-house publishing services.	94%	96%	99%	6/30/2015
2.21	For FY 2014-15 and annually, maintain OSP's spoilage rate at less than .35 percent of revenue.	.35%	.35%	0.31%	6/30/2015
2.31	By June 30, 2015 and annually, maintain OSP's Employee Utilization Rate for revenue-generating employees at 75 percent or above.	70%	75%	70%	6/30/2015
3.10	In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement "Management considers input from those affected in making key decisions."	39%	60%	48%	12/31/2014
<p><i>OSP's target of 60 percent was too aggressive. For the next survey (2016), OSP plans to achieve the target by holding more "tailgate staff meetings" to explain objectives and to get input from all employees. OSP has also added both an electronic and written suggestion box to be used by all staff for input and suggestions on management decisions. More one-on-one meetings with staff are now being held.</i></p>					
4.10	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "My supervisor provides me with customer feedback."	55%	75%	63%	12/31/2014
<p><i>OSP's target of 75 percent was too aggressive. For the next survey (2016), OSP plans to achieve the target by improving communication. OSP now has a newsletter to share customer feedback with employees and bulletin boards for posting thank you letters. When appropriate, supervisors will include customer feedback during employee performance reviews.</i></p>					
4.20	In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement "Management's decisions and actions are consistent with DGS Values."	33%	50%	48%	12/31/2014
4.30	In the 2014 Organizational Health Survey, achieve a 65 percent rating for the statement "I have access to information and opportunities about Career Planning."	46%	65%	60%	12/31/2014

Office of Public School Construction (OPSC)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.11	By June 30, 2015 and annually, ensure that OPSC conducts an in-depth closeout compliance review on at least thirteen percent of the total number of School Facility Program (SFP) projects closed.	17.5% (69 projects of 394)	13% (117 projects of 900)	13% (88 projects of 692)	6/30/2015
3.10	In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement "We communicate freely across organizational lines."	30%	60%	35%	12/31/2014
<p><i>The target was not met, partially due to OPSC's expectations regarding communication and timely responses. At times, responses appeared slow and/or timelines were not clear. Staff turnover and FISCAL assignments in other offices may also have been a contributing factor. OPSC has not always been aware of issues that may exist in other divisions. However, there have been occasions when a lack of communication between offices resulted in misunderstanding or incorrect information shared with external customers. OPSC would like to note the positive interactions with RESD and DGS University in terms of communication and timely responses.</i></p>					
4.10	In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement "My supervisor provides me with customer feedback."	40%	50%	66 %	12/31/2014
4.20	In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement "I have access to information/opportunities about Career Planning."	28%	50%	47%	12/31/2014
4.30	In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement "My immediate supervisor deals fairly and effectively with poor performance."	56%	75%	50%	12/31/2014
<p><i>The target was not met, partially due to delays in completing Individual Development Plans (IDPs). Very recently, OPSC has worked toward completing several overdue IDPs, but the survey did not capture this effort because the IDPs were completed in January 2015. Timely completion of the IDPs will assist supervisors in formally managing performance issues sooner. Some highly visible performance issues were dealt with privately and confidentially, so staff may not be aware that these issues were addressed.</i></p>					

Office of Fleet and Asset Management (OFAM)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.70	By June 30, 2015, complete 90 percent of Fleet Acquisition Plans within three months of receipt.	80%	90% within three months	96.7%	6/30/2015
3.10	In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement "We communicate freely across organizational lines."	32%	50%	52%	12/31/2014
4.11	By June 30, 2015, complete Individual Development Plans (IDP) for 100 percent of OFAM staff.	98%	100%	91%	6/30/2015

Building Standards Commission (BSC)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.11	For FY 2014-15 and annually, distribute updated handbooks and plans, which include: Commissioner Handbooks, Code Advisory Committee Handbooks, and BSC Staff Emergency Plan.	100%	Update and distribute materials	100% complete	6/30/2015
4.11	For FY 2014-15 and annually, complete Individual Development Plans (IDP) on 100 percent of BSC staff.	100%	100%	100%	6/30/2015

Office of Risk and Insurance Management (ORIM)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
4.11	By June 30, 2015 and annually, complete Individual Development Plans (IDP) for all ORIM staff.	97%	100%	15.8%	6/30/2015
<i>Due to shifting resources (staff leaving, retiring, or on disability), ORIM was able to complete 15.8% of IDPs for staff.</i>					

Office of Fiscal Services (OFS)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
3.10	By December 31, 2014, and biennially thereafter, develop or update educational tools available to customers.	Not applicable	Update/ develop educational tools	100% complete	12/31/2014
4.20	By June 30, 2015, create or update desk manuals and/or policy and procedure manuals for 100 percent of OFS functions.	25%	100%	100%	6/30/2015
4.30	In the 2014 Organizational Health Survey, achieve a 55 percent rating for the statement "I have access to information/opportunities about Career Planning."	33%	55%	59%	12/31/2014

Office of Human Resources (OHR)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.11	By June 30, 2015 and annually, reduce the dollar amount of Accounts Receivable from the prior year by 10 percent.	\$723,846 balance	\$651,461 (10%)	\$7,103 balance (99%)	6/30/2015
2.20	By June 30, 2015, collect 100 percent of the existing \$55,392 in outstanding salary advances.	\$55,392 balance	\$55,392 (100%)	\$14,739 balance (73%)	6/30/2015
<i>OHR collected \$40,653 and is in the process of collecting \$1,607. We are unable to collect the remaining \$13,132 (employees separated or on disability leave) and this amount will be written off.</i>					
2.31	By June 30, 2015 and annually, collect 100 percent of the existing salary advances within the same pay period.	80%	100%	96%	6/30/2015

Office of Business and Acquisition Services (OBAS)

OBAS had no objectives for FY 2014-15.
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Office of Enterprise Technology Solutions (ETS)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.10	By June 30, 2015, achieve annual savings of at least \$1 million using Voice Over Internet Protocol (VoIP).	\$1.4 million spent	\$1.0 million savings	See explanation	6/30/2015
<i>In FY 2014-15, ETS was unable to achieve the full \$1.0 million savings. Phase 1 of the VoIP project wasn't initiated until December 2014, halfway through the fiscal year. In addition, savings cannot be easily determined since billing records include the CalNet 3 project, implemented at the same time as VoIP.</i>					
2.21	By June 30, 2015 and annually, maintain an Aggregated Network Availability (Uptime) of 99.5 percent.	99.5%	99.5%	94.8%	6/30/2015

Office of Legal Services (OLS)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.11	For FY 2014-15 and annually, maintain the 80 percent completion of all contract reviews within 10 work days.	81.7% in 10 work days	80% in 10 work days	76.5%	6/30/2015
3.21	For FY 2014-15 and annually, conduct a minimum of three new trainings and/or hold open office hours for DGS offices/divisions.	3 trainings and/or office hours	3 trainings and/or office hours	3 trainings and/or office hours	6/30/2015
3.30	In the 2014 Organizational Health Survey, achieve a 65 percent rating for the statement "My office encourages teamwork."	20%	65%	43%	12/31/2014
<p><i>Given that OLS attorneys each have different clients and different areas of expertise, the work of OLS is not conducive to working in teams, thus, it would be difficult to ever achieve a higher rating for this metric.</i></p>					
4.30	In the 2014 Organizational Health Survey, achieve an 80 percent rating for the statement "I have access to information/opportunities about training."	60%	80%	86%	12/31/2014

Office of Public Affairs (OPA)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
2.21	For FY 2014-15 and annually, increase the department's social media following (Facebook "likes" and Twitter followers) by at least 10 percent.	4,125 followers	4,538 followers (10%)	4580 followers	6/30/2015
2.30	For FY 2014-15, achieve a monthly average readership of 30 percent for the online DGS Digest internal newsletter.	Not applicable	30%	19%	6/30/2015
<p><i>This was the first year the Digest was published, and as more employees learn about the newsletter and as DGS management helps promote the newsletter, we expect readership to grow and meet/exceed our expectations. "Open rate" indicates how many people "view" or "open" the publication as compared to the total number distributed. The average open rate for this type of publication and audience is about 23 percent (industry standard).</i></p>					
2.40	For FY 2014-15, reduce the monthly average bounce rate for the DGS external website (Internet) to 30% or less.	Not applicable	30% or less	30%	6/30/2015

Office of Strategic Planning, Policy, and Research (OSPFR)

Obj #	Objective Statement	Baseline	Target	Actual	Completion Date
1.20	During FY 2014-15, post 95 percent of approved State Administrative Manual (SAM) submissions within two work days.	Not applicable	95% within two work days	100% within two work days	6/30/2015
2.11	By December 31, 2014, update all sections of the DGS Manual.	100%	Update manual	100% complete	12/31/2014
2.20	By August 30, 2014, publish the DGS Strategic Plan Objectives Update.	Not applicable	Publish "Update"	100% complete	8/30/2014
2.40	During FY 2014-15, ensure that 90 percent of policy documents are reviewed, returned and/or processed by OSPFR within 10 work days.	Not applicable	90% within 10 work days	100% within 10 work days	6/30/2015

Equal Employment Opportunity Office (EEO)

Objectives for EEO

are not included in this report due to workload requirements.
EEO has experienced, and continues to experience, a staffing shortage,
which precludes them from participating in annual performance measures.