

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Average Department of Management Services full service rent – composite cost per net square foot (actual) compared to average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$16.29 / \$18.00	\$17.18 / \$19.06	\$0.89 / \$1.06	5.5% / 5.9%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The \$0.89 difference between the approved standard and actual performance results for the Department of Management Services full service rent (actual) is due to the rapidly rising cost of utilities that was not anticipated when this measure was established as well as the fact that our requested measure for FY 2007/08 was \$16.62, but the prior year measure was carried forward instead.

The \$1.06 difference between the approved standard and the actual performance results for the average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is due to the fact that the increase in private sector rental rate was more than estimated.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Not applicable |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

No external factors influenced the difference between the FY 07/08 Standard and the actual results.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other – Not applicable

Recommendations:

NA

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: DMS average operations and maintenance cost per square foot maintained

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$5.22	\$6.19	\$0.97	18.6%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The difference, an increase of \$0.97 over our approved standard is due to several factors. The first is the fact that our requested standard FY 2007/08 standard was not approved and the FY 06/07 standard was carried over from the previous year. Another factor is that \$2,608,728 in utilities expenditures incurred in FY 2006-07 were not paid until FY 2007-08 due to lack of sufficient budget in FY 2006-07. However, the largest factor is the continuing increases in the cost of providing utilities to the facilities and the increasing costs of contractual services used in maintaining the facilities.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The unpredictable and rapidly increasing costs of utilities and the continuous increases in the costs of contractual services used in maintaining the facilities.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other (Identify_

Recommendations:

Management is continually looking for ways to manage the utilities consumption in our facilities. This is being accomplished through retrofitting the facilities with more energy efficient lighting, changing the set temperature in our facilities and replacing inefficient chillers. We are also planning to enter into Energy Performance Contracts with two Energy Service Companies which will provide for more energy efficient equipment in several of our facilities.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number of leases managed

Action:

- Performance Assessment of Outcome Measure Revision of Measure Performance Assessment of Output Measure Deletion of Measure
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,527	1,377	(150)	(9.8%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors
<input type="checkbox"/> Competing Priorities
<input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Level of Training
<input type="checkbox"/> Other (Identify) |
|--|--|

Explanation:

This measure represents the total number of active real property leases managed by Real Estate Development and Management. This includes leases with private sector vendors as well as leases for space within DMS pool facilities. The standard was based on historical data. The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in fewer real property leases.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable
<input type="checkbox"/> Legal/Legislative Change
<input type="checkbox"/> Target Population Change

<input type="checkbox"/> This Program/Service Cannot Fix The Problem
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission | <input type="checkbox"/> Technological Problems
<input type="checkbox"/> Natural Disaster
<input checked="" type="checkbox"/> Other Decreasing size of state government and more efficient space utilization |
|--|--|

Explanation:

This measure represents the total number of active real property leases managed by Real Estate Development and Management. This includes leases

with private sector vendors as well as leases for space within DMS pool facilities. The standard was based on historical data. The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in fewer real property leases.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other Account for diminishing size of State government workforce

Recommendations:

N/A

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Net square feet of state-owned office space occupied by state Agencies

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,498,193	8,396,207	(101,986)	(1.2%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Decreasing size of state government and more efficient space utilization |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other – Account for diminishing size of state state government workforce and more efficient space utilization

Recommendations:

N/A

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Net square feet of private sector office space occupied by state agencies

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,175,856	7,468,916	(706,940)	(8.6%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Decreasing size of state government and more efficient space utilization |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other – Account for diminishing size of state state government workforce and more efficient space utilization

Recommendations:

N/A

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Support

Service/Budget Entity: Aircraft Management

Measure: Cost per Flight Hour – State vs. Private Provider

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$2,977/\$4,450	\$2,764/\$3,342	(\$213/\$1,108)	(7%/25%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The differences in this measure are primarily a result of extreme increases in fuel prices. When this measure was first established, jet fuel prices were stable. The differences between the outside vendor and our number are primarily a labor cost (salary issue) and infrastructure costs (increased property taxes/insurance taxes).

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: The Division would like to delete this measure as we have no control over the customer demand/requirement for these services. A budget amendment will be submitted after September 30, 2008 with the request to delete this measure.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services
Program: Support
Service/Budget Entity: Aircraft Management
Measure: Number of Flight Hours

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,100	1,054	(46)	(4%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input checked="" type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The trend over the past two fiscal years reflects a reduction in flight hours. The target population (Priority One, Priority Two, Priority Three flyers) are flying less due to budget constraints as well as the possibility of Priority Two and Three flyers being "bumped" by Priority One flyers.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: The Division would like to delete this measure as we have no control over the customer demand/requirement for these services. A budget amendment with the request for deletion will be submitted after September 30, 2008.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Private Prison Monitoring

Service/Budget Entity: Private Prison Monitoring

Measure: Number of Beds Occupied

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,728	7,124	(1,604)	18.4%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

One of the six facilities (Graceville 1,500 bed capacity) was not operational until September 26, 2007 and was not at full capacity until December 2007.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation: The Department of Corrections assigns inmates to the private correctional facilities.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: With all six facilities fully functional, the number of beds occupied should increase.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Office of Supplier Diversity

Service/Budget Entity: Minority Business Program

Measure: Average minority certification process time (in days)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
10	13.5	3.5	35%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

During FY 06-07, there was a six month lag in a Director and Deputy Director managing the process. Furthermore, key certification staff was out of the office due to illness or abbreviated work schedules. During FY 07-08, leadership began a transition to an automated certification process which reduced process times from the previous year, but not enough to meet the intended standard.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

OSD is moving toward a complete automated certification process to reduce lag time and ensure faster delivery for customer service. The transition is still in the implementation phase.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Total State Cost Per FTE in the State Agencies

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$392.82	\$397.40	\$4.58	1.2%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | |
| <input type="checkbox"/> Other (Identify) | |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

During FY07/08, the legislature approved changing the title of this measure from "Total State Cost per Position in the State Agencies" to "Total State Cost Per FTE in the State Agencies" to align the title with the assessment per FTE that each agency contributes toward the HR outsourcing contract and for services provided by the Division of Human Resource Management. The new title is more accurate reflection of the methodology used to determine the cost of human resource services.

The measure captures the per FTE cost that is calculated by the Office of Policy and Budget and Legislative staff at the end of the legislative session and is reflected in proviso language in the General Appropriations Act. It represents the assessment per authorized FTE that each agency must contribute toward the HR outsourcing contract, People First, and for services provided by the Division of Human Resource Management.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other (Identify)

Recommendations:

Office of Policy and Budget – July 2008

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of State Agencies with Established Training Plans

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input checked="" type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
30	22	(-8)	-26.7%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Section 110.235, Florida Statutes, requires state agencies to establish training programs that provide a framework to develop human resources through empowerment, training and rewards for productivity enhancements; to continuously improve the quality of services; and to satisfy the expectations of the public. Each year, agencies are required to provide to the Division of Human Resource Management an evaluation of the implemented training and the progress made in the area of training. The Department of Management Services annually distributes a survey to the agencies asking "For FY _____, did your agency have an established training plan?"

For Fiscal Year 2007-2008, only 27 out of 30 agencies responded to the survey. Of those, 22 agencies reported having an established training plan. The Departments of

Community Affairs, Environmental Protection, and Elder Affairs, did not respond to the survey and are considered not to have a training plan.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other (Identify)

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of All Contracted Performance Standards Met (Outsourced HR)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	98.97%	(-1.03%)	(-1.0%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | |
| <input checked="" type="checkbox"/> Other (Identify) | |

Explanation:

In support of the People First initiative, the Department of Management Services contracted with Convergys Customer Management Group, Inc. (Convergys/service provider) on August 21, 2002. This contract provides the State Personnel System with a personnel information system (HR automated system) and an enterprise-wide suite of human resource services including payroll and benefits administration, attendance and leave, staffing and human resource management and organizational management. The service provider contract stipulates acceptable performance standards and minimum service levels. Examples of performance metrics included in the contract are: customer satisfaction, payroll administration, self-service availability, forced disconnects, and benefits eligibility.

As the contract manager, the Division of Human Resource Management manages the contract and oversees the performance of the service provider to ensure compliance with the provisions. This performance measure provides an assessment of the service provider's performance. For fiscal year 2007-08, the service provider met 383 of the 387 performance metrics achieving 98.97% of the standard (as measured on a monthly basis). The service provider faces financial penalties if the performance metric is not met for the month and implements and/or changes processes to improve performance.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of Agencies at or above EEO Gender Parity with Available Labor Market

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
87%	81%	(-6)	(-6.9%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This measure provides information on gender representation in the executive branch agencies as compared to the available labor market. The Division of Human Resource Management provides agencies with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division does not have the authority to make hiring decisions within the state agencies. For fiscal year 2007-2008, 25 out of 31 agencies are at or above EEO gender parity (= 47% +/- 2%) with the available labor market.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of Agencies at or above EEO Minority Parity with Available Labor Market

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
77%	61%	(-16)	(-20.8%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This measure provides information on minority representation in the executive branch agencies as compared to the available labor market. The Division of Human Resource Management provides agencies with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division does not have the authority to make hiring decisions within the state agencies. For fiscal year 2007-2008, 19 out of 31 agencies are at or above EEO minority parity (=33% +/- 2%) with the available labor market.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of Users Supported by the Automated Human Resource System

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
140,000	232,428	92,428	66%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | |
| <input type="checkbox"/> Other (Identify) | |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input checked="" type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The Department of Management Services contracted with Convergys Customer Management Group, Inc. (Convergys/service provider) on August 21, 2002, to provide the State with a personnel information system (HR automated system) and an enterprise-wide suite of human resource services including payroll preparation, benefits, staffing and human resource administration.

For previous fiscal years, June 30 data for the number of established positions and other personal services employees obtained from the personnel information system's data warehouse was reported for the measure. However, an audit of the performance measure¹ conducted by the DMS Inspector General's Office concluded that the

¹ Performance Measure Report No. PMR 2008-5, April 7, 2008

performance measure was not valid and reliable. The unit cost measure reported for Fiscal Year 2006-07 underreported total output associated with the activity since it did not include customers that use the system for benefits administration only, such as retirees and university and legislative staff.

Based on the recommendation cited in Performance Measurement Report No. PMR 2008-5, HRM has proposed a revision to the performance measure (see DMS Budget Amendment 0809 13-727501) to consider the total number of users of the People First System, which is a more accurate and valid reflection of the true number of recipients of services provided by this activity. The number of users served is obtained from the People First data warehouse. This number fluctuates each fiscal year based on the number of users from the state agencies, universities, legislature and retirees in the system. As of June 30, 2008, People First had 232,428 users. The Division has requested a standard of 232,000 for the revised performance measure.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2008

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of Responses to Technical Assistance Requests

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input checked="" type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
25,000	8,491	-16,509	-66%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | |
| <input checked="" type="checkbox"/> Other (Identify) | |

Explanation:

Historically, the Division of Human Resource Management used this measure to calculate the number of requests for technical assistance provided to customers regarding human resource policies, procedures, programs and the People First system. It is measured by counting the number of requests received verbally and in writing (requests are tracked via two automated systems). However, an audit of the performance measure² “concluded that the performance measure was not reliable. The output reported for Fiscal Year 2006-07 was an estimate rather than a report of the actual number of responses made.” Based on the recommendation cited in the Report, HRM submitted a request to revise the performance measure (see DMS Budget Amendment 0809 13-727501) to only consider the number of responses made by the HRM Policy Team to agency requests for technical assistance on matters related to HR policies, procedures and programs. In addition, the Division requested to change this measure from a unit cost measure to an output measure.

The performance standard of 25,000 was not be met because of the change in methodology, which now excludes the People First Team. The Division requested and received approval on September 25, 2008 (EOG# 2009-O0041/42) that the standard be revised to 8,300.

² DMS Inspector General’s Performance Measure Report No. PMR 2008-5, April 7, 2008

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of Dollars Saved by Eliminating and Reducing Expenses that are Redirected to Employees

Action:

- Performance Assessment of Outcome Measure
- Performance Assessment of Output Measure
- Adjustment of GAA Performance Standards

- Revision of Measure
- Deletion of Measure

Approved Standard	Actual Performance Results	Difference	Percentage Difference
19.25%	0%	-19%	-100%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- Personnel Factors
- Staff Capacity
- Competing Priorities
- Level of Training
- Previous Estimate Incorrect
- Other (Identify)

Explanation:

External Factors (check all that apply):

- Resources Unavailable
- Technological Problems
- Legal/Legislative Change
- Natural Disaster
- Target Population Change
- Other (Identify)
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

Explanation: This measure, "Percent of Dollars Saved by Eliminating and Reducing Expenses that are Redirected to Employees," is provided to capture the savings generated by the agencies that are shared with employees as a means to retain, reward, and recognize high performing employees. As required by the Savings Sharing Program in s. 110.1245, F.S., agencies are surveyed annually to ascertain the number of cost saving proposals received; the number of dollars and awards given to employees or groups of employees for adopted proposals and the cost savings realized from adopted proposals.

In Fiscal Year 2007/2008, survey responses were received from all but 1 of the 30 agencies surveyed. Only one agency, the Department of Transportation, reported receiving a proposal; however, the documentation was incomplete and therefore has not been submitted for approval by the Legislative Budget Commission. Due to limited agency participation, the percent of dollars saved from eliminating and reducing

expenses failed to meet the approved performance standard for fiscal year 2007-2008.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits Administration
Measure: Turn Around Times for Benefit Calculations – Information Requests (Calendar Days)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
14	16.89	2.89	20.64%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

During the 07-08 fiscal year, the Bureau was implementing SB 420. This legislation created the opportunity for current State University System Optional Retirement Program participants to buy in and transfer to the FRS Pension Plan during a window period that ends December 2008. The estimated and final calculations are an involved and time consuming process, including requesting calculations from the contracted actuary, all of which impacted the response time in completing information requests. These buyback accounts were given priority due to the limited transfer window and the increased cost for each additional month until transfer. Even with this increased workload, the response time improved by 8.07% or 1.13 days from last fiscal year.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Implementation of SB 420. See above explanation.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

Management will continue to shift available resources within the Bureau to minimize the continuing impact of the additional work from the implementation of this legislation.

Office of Policy and Budget – July 2008

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Percent of local retirement systems annually reviewed which are funded on a sound actuarial basis

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
97%	65%	(32%)	(33%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Under part VII of Chapter 112, the department reviews each local retirement plan triennially to ensure that it is being properly funded on an actuarially sound basis. The responsibility for achieving and maintaining compliance, however, rests with the local board of trustees. When a plan is not state accepted, it is because the plan has materially failed to satisfy the statutory or rule requirements in its submissions to our office. Therefore, the number of plans that are not state accepted each year will vary based on factors beyond the control of the department. This year, several plans were reviewed that used unreasonable assumptions, methods or procedures that required a determination of not state accepted. In addition, some plans have valuations prepared annually, while

others have valuations prepared once every three years. When a plan with more frequent valuations is not state accepted, this performance measure will be negatively impacted.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations: When plans are found to be in non-compliance with part VII of Chapter 112 and / or Chapter 60T, F.A.C., this office will determine the plan to be Not State Accepted. A plan that fails to respond satisfactorily to requests for additional material information or corrections to the reviewed reports can result in the withholding of state funds from the affected city or special district until the plan is brought into compliance (see s. 112.63(4), F.S.). This is the method by which we enforce the provisions of Chapter 112 to ensure that all Florida's local government retirement plans are being funded on an actuarially sound basis.

Request for Deletion of Measure:

The methodology for calculating the outcome for this Performance Measure does not produce a valid result. Further, this measure, as currently quantified, "Percent of local retirement systems annually reviewed which are funded on a sound actuarial basis", does not clearly represent the program area's actual results and should be replaced.

The methodology for calculating the outcome is not based on the number of plans reviewed each fiscal year. The result is currently based on the number of reports reviewed rather than on the number of individual retirement plans that were not state accepted. In assessing the actuarial soundness of an individual retirement plan, the Division may evaluate any number of reports the plan has submitted since the time of its last review.

Also, the Division assumes that if a matter of noncompliance with statute is not identified in its initial review, then the plan is actuarially sound. However, upon receipt of additional information, the Division may subsequently not state accept the plan. Therefore, the accurate representation of Division performance is the percent of plans reviewed annually which the Division determines are not funded on a sound actuarial basis.

Please see Exhibit IV for further discussion of the proposed replacement Performance Measure. The Department of Management Services will submit a formal budget amendment with the request to delete (replace) this measure.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Number of local pension plan valuations & impact statements reviewed

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
400	190	210	52.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Section 112.63(4) requires that each plan be reviewed on a triennial basis. When a plan is reviewed, all the valuations and impact statements in the file are reviewed for compliance. Some plans have valuations prepared every year, some every other year and some every third year, so the number of reports in each file can vary widely. Therefore, which specific plans are selected for review will have a significant impact on the number of valuations and impact statements that get reviewed. The complexity of the actuarial reports selected for review and the increasing complexity of the actuarial reports in general also limit the number of valuations and impact statements that can be reviewed in a single year. The limitation of having only one actuary on staff to review all 500 local government pension plans, and only a small budget to use for a consulting actuary also constrained the output of valuation and impact statement reviews.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations: The 2008 Legislature granted authority to hire a second actuary in the office to perform these local government pension plan reviews. We are in the process of hiring a qualified applicant to fill this position and anticipate a significant increase in output of plan reviews in fiscal year 08/09. In addition, we are in the process of upgrading the Access database used to gather actuarial data about all the local plans for the annual report to the Legislature. These enhancements should help to increase the flow of reports through the office. A budget amendment has also been requested for the fiscal year 08/09 to provide additional funding to use a consulting actuarial firm to bring all required plan reviews up to date in the current year. A Legislative Budget Request has been submitted to provide for an increase in the recurring actuarial contracted services budget beginning in FY 09/10. This will enable the office to ensure that each plan receives a timely review and to meet the Performance Measure Assessment in future years.

Request for Deletion of Measure:

This measure, as currently quantified, "Number of local pension plan valuations and impact statements reviewed", does not effectively correlate the output of this office to its statutory requirements. Section 112.63(4) requires that each retirement plan's valuations be reviewed on a triennial basis, with no reference to the number of valuations that may imply. The state actuaries may perform 400 reviews of valuations and impact statements as required by this Performance Measure but that does not indicate that all plans are receiving a triennial review, as required by statute. Please refer to Exhibit IV for further discussion of the proposed replacement Performance Measure. The Department of Management Services will issue a formal budget amendment with the request to delete (replace) this measure.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits Administration
Measure: Number of FRS Members

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input checked="" type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,039,000	991,194	(47,806)	(4.60%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

When the FY 2009-13 LRPP was submitted in September of last year, the FY 2007-08 standard was 993,000. Thus the FY 2007-08 actual of 991,194 Florida Retirement System (FRS) Members was under by less than 1%. In addition, the Division estimated 1,008,000 FRS Members for FY 2007-08. This projection is also higher than the 991,194 actual, but under by 1.67%. When the FY 2008-09 projection of 1,039,000 was picked up as the new FY 2007-08 standard, it was even further overstated by including the anticipated growth for FY 2008-09. The estimated growth in FRS membership is impacted by many variables that are not within the control of the Department. Where feasible, we rely on trending previous years' growth.

Estimating

The estimation for growth is based on a 3-year average to project the rate of growth.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The growth estimation trend based upon previous years' increases does not account for future economic changes or other factors unknown at the time of the estimation. The recent economic changes have resulted in impacts where more persons may be encouraged to retire due to staff reduction at all levels of government. At the same time, this economically uncertain climate makes retirement-eligible employees less willing to retire.

Also, participants in the Deferred Retirement Option Program (DROP) who are K-12 instructional personnel can be granted up to three years of extended DROP participation after their initial 60-month DROP participation period. Depending upon when the extension is granted, it can contribute to a lower than anticipated count for each year extended. Once a DROP participant terminates employment to complete retirement, the retired member count is increased by one and the active member count is also increased by one when the replacement employee is hired.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

The Division recommends reducing the projected growth of FRS membership.

In prior years, the Division had been using a 3-year average to project the rate of growth. However, due to variables beyond the control of the Division, the rate of growth has slowed and is anticipated to further slow. Therefore, to get the FY 2008-09 estimate and the FY 2009-10 requested standard, the actual percentage growth rate for 2007-08 over 2006-07 of 1.49% (the percentage difference between the FY 2007-08 actual of 991,194 and FY 2006-07 actual of 976,627) will be used:

FY 2007-08 Actual:	991,194
FY 2008-09 Estimate – 1.49% over 2007-08 actual:	1,006,000
FY 2009-10 Request – 1.49% over 2008-09 estimated:	1,021,000.

For these reasons, the Division requests that the FY 2009-10 standard be 1,021,000. In addition, the Division will be submitting a budget amendment this fiscal year reducing the current FY 2008-09 standard of 1,039,000 to 1,006,000, which is the same as the Division's FY 2008-09 estimate.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Number of Labor Dispositions

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
903	826	77 (Under)	9%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

PERC is a dispute resolution vehicle. The decrease in cases filed and resolved does not reflect negatively upon performance. Rather it is caused by dynamics beyond PERC's control such as legal/legislative change and cooperation between labor and management.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

As stated above, the decline in dispositions does not manifest a performance problem. Rather, it represents a fluctuation in labor and employment relations that may very well change in the future with changes in Administration and/or law.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Number of Employment Decisions

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
412	344	68 (Under)	17%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Legislative changes (Service First) decreased the pool of employees eligible to file appeals and also significantly changed the procedures for filing career service appeals. This factor impacted the Commission's ability to meet the standard because of a decrease in filings which, in turn, decreased the number of employment dispositions. It should be noted that this reduction is entirely attributable to a decrease in the number of case filings.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Continue stringent monitoring of case management to assure all cases are handled timely.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Telecommunications and Radio Services
Service/Budget Entity: Telecommunications Services
Measure: Percent of Telecommunications Customers Satisfied

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
90%	86%	(4%)	4%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

DMS TRS is requesting that this measure be revised to 87%. TRS is also currently working to cross train teams and upgrading our ordering and billing systems to improve our scores.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Telecommunications and Radio Services
Service/Budget Entity: Telecommunications Services
Measure: Total revenue for voice service

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$80,000,000	\$66,307,349	(13,692,651)	17%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

DMS TRS is requesting that this measure be revised to \$70,000,000 – during fiscal year 2007/2008 the SUNCOM Long Distance disconnected all legacy circuits. Some of the long distance went from SUNCOM invoicing for all minutes to being direct billed from the vendor to the customer. The vendor collects the overhead and reimburses SUNCOM but this affected the amount of revenue collected through the SUNCOM Billing system.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Telecommunications and Radio Services

Service/Budget Entity: Wireless Services

Measure: Percent of Wireless Customers Satisfied

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
84%	100%	100%	100%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Delete assessment. DMS Office of Inspector General "Report No. PMR 2008-6" page 4 states that this measure was not representative of the customer base of the wireless services overall. As such DMS has determined that this measure should be removed. DMS will submit a budget amendment after September 30, 2008.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Telecommunications and Radio Services

Service/Budget Entity: Wireless Services

Measure: Number of engineering projects and approvals handled for state and local governments

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
240	73	(167)	30%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

In Fiscal Year 2007-08 the number of staff assigned to this activity was reduced by three engineers and one supervisor.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

With two engineers left in this area it is recommended that the new approved performance measure be set at 70 local (not regional or state wide) projects per year. An EMS engineer is one of the two working on local projects that are part of this total.