

Wildly Important Goal #1

WIG #1: Improve DMVAs recognition as an employer of choice 10% by June 30, 2024, as measured by a 5% increase by June 30, 2022, another 3% increase by June 30, 2023, and a final 2% increase by June 30, 2024.

Goal: Become an Employer of Choice

Why is this important?

We understand that an engaged workforce is vital to ensuring state government is bold, consistent, and joyous as it conducts the business of Colorado. Like many employers, the State of Colorado is challenged with attracting and retaining the best and brightest employees and it is essential that our workforce reflects the people we serve. Employee feedback from the DPA listening tour identified Equity, Diversity, and Inclusion as being one of the six strategic areas which employees valued in regard to becoming an employer of choice. The Department does not currently have a system or method in place to assess the EDI status and identify gaps and issues associated with providing a work environment that fosters an inclusive culture while leveraging and valuing diversity. Successful completion of this goal will foster an environment where employees feel welcomed, valued, respected and heard.

How do we measure success?

Overall success will be measured by improving the employee experience 10% over a 3-year period with a 5% increase in year one, 3% increase in year two and 2% increase in year three. Baseline will be established from feedback received during the department's initial employee experience survey launched in June 2021. Follow-up employee experience surveys will be conducted on an annual baseline each June to determine progress made during each of the following three-years. Lead measures contributing to success include resourcing and conducting four EDI skill building and strengthening activities over each of the next three years for a total of 12 activities by June 30, 2024; conducting four employee recognition events over each of the next three years for a total of 12 activities by June 30, 2024; developing and institutionalizing a department onboarding program by June 30, 2023 per NEXGEN measures of effectiveness; and, developing and institutionalizing a department supervisor certification program by June 30, 2023 per NEXGEN measures of effectiveness.

Status	Organizational/Program and Key Processes	Outcome Measure	Baseline	FY 2022 Target	FY 2023 Target	FY 2024 Target
Work in progress	Qualtrics EX Feedback Platform NEXGEN Initiatives	Increase employee EX feedback score	TBD	5%	3%	2%
Needs improvement	EDI Program/DD 2020-175 NEXGEN Initiatives	EDI activities conducted	0	4	8	12
Work in progress	Quarterly DMVA All Team meetings; NEXGEN Initiatives	Employee recognition events conducted	1	4	8	12
Needs improvement	Qualtrics EX Feedback Platform NEXGEN Initiatives	Institutionalize DMVA onboarding program	0%	60%	100%	
Needs improvement	Qualtrics EX Feedback Platform NEXGEN Initiatives	Institutionalize DMVA supervisor program	0%	60%	100%	

What actions are we taking?

The Department has invested in the Qualtrics Employee XM platform to gather continuous feedback from every employee experience to take the right actions to impact engagement, talent planning, productivity, and innovation. Qualtrics XM platform will empower DMVA to take actions that puts its people first. The Department has also resourced NEXGEN teams for developing and institutionalizing an onboarding program and supervisor certification program.

Wildly Important Goal #2

WIG #2: Improve organizational readiness 21% by June 30, 2024, starting with a 7% improvement by June 30, 2022.

Goal: Improve Organizational Readiness

Why is this important?

Readiness is an essential element which impacts the department's ability to perform its mission and deliver services. Personnel and training are just two components commonly associated with organizational readiness that can have a significant impact on an organization's ability to accomplish its mission. Retention is a key personnel challenge for the Division of the Colorado National Guard and if not addressed has the potential to negatively impact the National Guard's ability to deliver, land, air, space and cyber power in support of state and federal operations. Improving VSO services is essential in serving our state's Veterans. VSOs must be accredited with the VA Office of General Counsel to even assist a Veteran with preparing a claim so it essential that we get as many VSOs accredited as possible. There are over 20 counties that do not have an accredited Veteran Service Officer.

How do we measure success?

Overall success will be measured by improving the organizational readiness 7% annually over each of the next three years for a cumulative increase of 21% over a three year period. Each annual 7% increase will consist of a 4% increase in VSO accreditation, 2% increase in COARNG retention, and a 1% increase in COANG retention.

Status	Organizational/Program and Key Processes	Outcome Measure	Baseline	FY 2022 Target	FY 2023 Target	FY 2024 Target
Work In progress	VSO training & certification program; CC engagements	VSO accreditation	TBD	5%	3%	2%
Work in progress	Service retention program	COARNG retention	72%	74%	76%	78%
Work in progress	Service retention program	COANG retention	95%	96%	97%	98%

What actions are we taking?

Division of Veterans Affairs conducts annual VSO training to certify newly appointed VSOs. Department leadership conducts key leader engagements with county commissioners regarding the value of CVSO accreditation.



Wildly Important Goal #3

WIG #3: Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 50% in FY22, 30% in FY23, and 20% in FY24.

Goal: Improve Organizational Efficiencies

Why is this important?

The Department's NEXGEN initiatives, coupled with the COVID pandemic, exposed a number of inefficient business practices and processes that impact employee effectiveness and customer service. Current department operations are not agile or responsive in meeting both internal and external demands. The department must reimagine its business processes and adopt innovative, cost saving measures that will harness employee's skills and efficiently leverage organizational energy in order to remain relevant and ready to meet state and federal missions.

How do we measure success?

Overall success will be measured by the completion of ten NEXGEN initiatives by June 30, 2024 with five initiatives completed in year one, three more initiatives completed in year two, and two more initiatives completed in year three for a cumulative increase of ten NEXGEN initiatives completed by June 30, 2024.

Status	Organizational/Program and Key Processes	Outcome Measure	Baseline	FY 2022 Target	FY 2023 Target	FY 2024 Target
Work in progress	NEXGEN program TAG Strategic Guidance	NEXGEN initiatives completed	0	5	8	10
Needs improvement	NEXGEN program Organization Development program	Institutionalize employee training & professional development program	60%	100%		
Needs improvement	NEXGEN program	Upgrade DMVA website	60%	100%		
Needs improvement	NEXGEN program TAG Strategic Guidance	Implement Learning management system	60%	100%		
Needs improvement	NEXGEN program DD 2020-175 DPA policy/guidance	Mature DMVA EDI program	40%	100%		
Needs improvement	NEXGEN program	Automate state awards program	40%	100%		
Needs improvement	HR & Kronos implementation plan	Adopt digital timesheet processing	20%	60%	100%	
Needs improvement	Employee Feedback HR implementation plan	Expand HR capacity & capabilities	20%	60%	100%	
Needs improvement	DVA SWOT analysis DVA COA Decision Brief	Reimagine DVA operations	20%	60%	100%	
Work in progress	FWA & reimagine state government policy/guidance	Operationalize FWA	20%	40%	80%	100%
Needs improvement	HR implementation plan	Performance plan and evaluation upgrade	0%	20%	60%	100%

What actions are we taking?

The department has developed compelling scorecards for each NEXGEN initiative and has established a quarterly cadence of accountability, assessment and annual evaluation. State tuition assistance program policy revisions resulted in an increase of tuition assistance up to \$5000 per semester, GPA requirement reduced to 2.5; and, allowance of multiple degrees at the same level. Other pending improvements: implementation of an employee suggestion box and DMVA quarterly newsletter; HR is developing a SAD internal SOP; DMVA fitness policy was revised; hiring an HR II and HR III professional to enhance HR capacity and capabilities in serving DMVA employees; restructuring DVA operations to enhance collaboration and partnerships with counties and improve services provided to all state Veterans.