FOUNDATIONS

PURPOSE
We Strengthen Communities

VALUES
Creative, Collaborative, Trusted

NEW APPROACHES TO HOW WE WORK

- Engaging Communities
- Improving Resilience
- Equitable Distribution of Funding

OPERATING PROCESSES.. | **SUPPORTING PROCESSES**

	Shaping and Driving Policy OP1	Providing Outreach and Technical Assistance OP2	Funding Programs and Projects OP3	Managing Grants, Loans and Contracts OP4	Optimizing Performance OP5	Supporting and Developing Our Workforce SP1	Effectively Managing Finances SP2	Leveraging Technology SP3	Communicating Effectively Internally and Externally SP4	Proactively Managing Risk SP5
CORE PROCESSES										
PROCESS MEASURES	Policy Proposals	TBD	Applicant Effort	Contract Execution	Action Plans	Flexible Schedule	Monthly Financial Status Reviews	Projects Not in Green	Communication Activities	Risk Register Completed on Time
	After Action Reports		Application Materials Distributed	Monitoring Milestones (No Data)	Lean Improvements	Employee Retention	Executive Team Reviews	Mitigate Security Vulnerabilities	Stakeholder Interaction	Recommendations Implemented
					Program Targets	Onboarding	Reports On Time		Employee Interaction	Repeat Findings
							Staff Trained			Staff Trained
PROCESS OWNER	Cheryl Smith	Barbara Dunn	Bruce Lund	Shanna-Mae Cullen-Oden	Rebecca Stillings	Amy Goodall-Rasmussen	Martin McMurry	Nicholas Stowe	Barbara Dunn	John Schelling

OUTCOMES

	Healthy Culture	Clean Energy Future	Housing Affordability	Living Wage Jobs	Self Sufficiency	Reliable Infrastructure
OUTCOMES						
OUTCOME MEASURES	Employer of Choice	TBD	Reduce Cost-Burdened Households	Living Wage Job Disparity	People Provided Basic Needs	TBD
STRATEGY MEASURE	Embed Playbook; Trust Levels; Customer Value		Housing Elements; Production Increased; Units Preserved	# Living Wage Jobs Created; Focus on Region	Estimate of Resources	
OUTCOME OWNER	Martin McMurry	Michael Furze	Diane Klontz	Chris Green	Tedd Kelleher	Mark Barkley

Move the Needle

Results Commerce Measures Map
First Quarter 2018 QTR Performance
Updated: 8/13/18

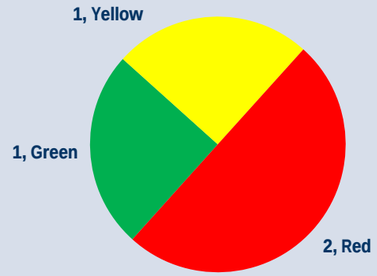
Department of Commerce

Department of Commerce

Outcomes Scorecard

	Performance	Action
Green	Acceptable, Good, Expected	None
Yellow	Marginal, Concerning, Cautionary	Understand Root Cause
Red	Unacceptable, Serious	Full Corrective Action

Current QTR Performance



QTR: Second Quarter 2018

Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Oldest ----------> Most Recent					Comments and Next Steps	Action Plan?
			Red	Yellow	Green				2Q17	3Q17	4Q17	1Q18	2Q18		
Outcome 1 - Healthy Culture *(Owner: Martin McMurry)*															
OM 1-1a	Employer of choice	% positive responses (4 or 5) / total responses on semi-annual employee survey for 13 selected questions	71%	72-80%	81%	85%	Up	semi-annual	82%	80%		86%		This represents improvements across all thirteen questions that comprise the composite. The largest gain was double digit positive response rate improvements for the Customer Value questions. It is important to know that the Spring positive response rate is typically higher than the fall.	Y
SM 1-1a	Embed Playbook														
SM 1-1b	Trust Levels														
SM 1-1c	Customer Value														
Outcome 2 - Clean Energy Future *(Owner: Michael Furze)*															
OM 2-1a	TBD														
Outcome 3 - Housing Affordability *(Owner: Diane Klontz)*															
OM 3-1a	Reduce cost-burdened households	% of renter households experiencing cost-burden paying more than 30% of income on housing costs (rent and utilities)	50%	49-41%	40%	40%	Down	Annual		50%					Y
SM 3-1.a	Housing Elements														
SM 3-1.b	Production Increased														
SM 3-1.c	Units Preserved														
Outcome 4 - Living Wage Jobs *(Owner: Chris Green)*															
OM 4-1a	Living wage job disparity	No. of counties with at least 65% of jobs above living wage ($16.00/hr)	21	22-29	30	39	Up	Annual		17					Y
SM 4-1.a	# Living Wage Jobs Created														
SM 4-1.b	Focus on Region														
Outcome 5 - Self Sufficiency *(Owner: Tedd Kelleher)*															
OM 5-1a	People provided basic needs	Portion of people living unsheltered or eligible for Commerce jobs skills training, who were served	50%	50%-85%	85%	90%	Up	Annual		57%					Y
SM 5-1.b	Estimate of Resources														
Outcome 6 - Reliable Infrastructure *(Owner: Mark Barkley)*															
OM 6-1a	TBD														Y

Department of Commerce

Core Process Measure Scorecard

	Performance	Action
Green	Acceptable, Good, Expected	None
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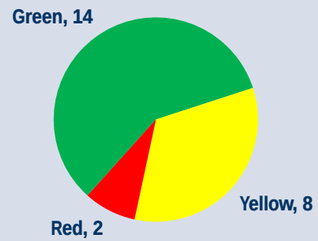

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Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation	Range Red	Range Yellow	Range Green	Target	Desired Direction	Frequency	Oldest ----------> Most Recent 2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18	Comments and Next Steps	Action Plan
OP 1 - Shaping and Driving Policy *(Owner: Cheryl Smith)*																							
OP1.A	Policy Proposals	Total reports containing a policy proposal divided by total legislative reports due in a given reporting period.	25%	26%-74%	75%	75%	up	Annual - updates in January	53%		42%				95%				71%			0	N/A
OP1.B	After Action Reports	After action reviews conducted.	0	1-2	3	3	UP	Quarterly				1	0	1	0	1	0	1	1	2	12	CSHD did 11 reports. Great job Graham!	N/A
OP 2 - Providing Outreach and Technical Assistance *(Owner: Barbara Dunn)*																							
OP2.A																							N/A
OP 3 - Funding Programs and Projects *(Owner: Bruce Lund)*																							
OP3.A	Applicant Effort	Percent of applicants rating ease of completing application as a 4 or 5.	70%	71%-79%	80%	90%	up	Quarterly	90%	88%	85%	85%	95%	90%	73%	86%	97%	83%	90%	89%	93%	Still looking into ways to increase response rate.	N/A
OP4.B	Application Materials Distributed	Percent of application materials distributed resulting in a funding award posted on the Commerce website's grants and loans page.	89%	90-99%	100%	90%	up	Quarterly												60%	31%	25% of reporting programs had a NOFA this quarter	0
OP 4 - Managing Grants, Loans and Contracts *(Owner: Shanna-Mae Cullen-Oden)*																							
OP4.A	Contracts Executed	Number of contracts executed within specified time divided by total contracts executed. 5 of 50 contracts executed on time 5/50 or 10%.	70%	71%-84%	85%	95%	up	Quarterly	99%	No Data	85%	79%	94%	95%	83%	82%	87%	71%	78%	93%	81%		N/A
OP 4.B	Monitoring Milestones	Number of monitoring milestones due during the quarter that were NOT completed by the end of the quarter.	3	2	1	0	down	Quarterly						0	1	1	2	0	2	1	No Data	Not tracking in interim	N/A
OP 5 - Optimizing Performance *(Owner: Rebecca Stillings)*																							
OP5.A	Action Plans	Total program, outcome, and process measures in red/yellow for 2 or more quarters that have an action plan divided by total program, outcome, and process measures in red/yellow.	50%	51%-79%	80%	0.9	up	Quarterly	0%	0%	89%	78%	92%	81%	85%	56%	70%	75%	80%	83%	88%	Three Outcomes Measures have been in red or yellor for two or more qtrs and all have plans related to their strategy measures. Five Core Process Measures have been in red or yellor for two or more qtrs and four have plans.	N/A
OP5.B	Lean Improvements	Events held at Commerce including 7SPS, process mapping, breakthroughs, AIWs, and other process improvement consultations.	4	5 to 6	7	8 or more events per quarter	up	Quarterly	0	0	11	6	7	7	7	7	8	7	9	19	28	Agency-wide 7 ASD 2 CSHD 20 (Lots of After Action Review!) Energy 2 LGD 0 OEDC 0	N/A
OP5.C	Program Targets	Program measures that met their target.	60%	61-79%	80%	0.8	up	Quarterly	0%	0%	57%	63%	63%	60%	71%	73%	72%	65%	68%	66%	63%		Y
SP 1 - Supporting and Developing Our Workforce *(Owner: Amy Goodall-Rasmussen)*																							
SP1.A	Flexible Schedule	Percent of staff with flexible schedule and/or who telework.	49%	50%-64%	65%	65% or more	up	Quarterly	63%	61%	61%	69%	58%	56%	54%	72%	68%	83%	72%	83%	83%	Employees, especially new employees, continue to take advantage of our telework and flex schedule options.	N/A
SP1.B	Employee Retention	Number of employees who leave within their first year of employment at Commerce.	2	n/a	1	1 or fewer	down	Quarterly	1	0	1	1	1	0	0	2	0	0	0	0	0		N/A
SP1.C	Onboarding	% of employees who are satisfied with their onboarding experience.	70%	71%-84%	85%	85% or more	UP	Quarterly	0%	84%	80%	90%	90%	93%	90%	91%	85%	92%	90%	95%	75%		N/A

Department of Commerce

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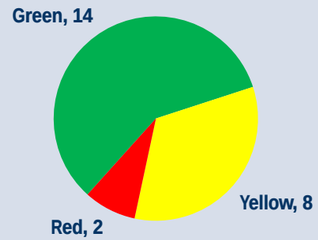

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SP 2 - Effectively Managing Finances *(Owner: Martin McMurry)*																							
SP2.A	Monthly Financial Status Reviews	Count of Monthly Financial Status Reviews held divided by total monthly financial status reviews scheduled. CBO will work with divisions on standard tools, reports and processes.	80%	81%-89%	90%	1	up	Quarterly	100%	61%	94%	98%	75%	86%	91%	92%	90%	100%	43%	63%	90%	Great progress on meetings.	N/A
SP2.B	Executive Team Reviews	Count of Executive Team Financial Reviews Conducted.	0	n/a	1	1	up	Quarterly	0	1	0	1	1	0	1	1	2	0	1	1	1	Financial update in April.	N/A
SP2.C	Reports On Time	Total number of closeout reports submitted on time divided by total number of closeout reports due.	90%	91%-94%	95%	1	up	Quarterly	100%	100%	83%	100%	67%	100%	100%	73%	100%	100%	92%	100%	100%		N/A
SP2.D	Staff Trained	Count of Staff Trainings Held on Federal and/or Programmatic Funding Close Out	0	n/a	1	1 or more	up	Annual	0		0				0				0				No
SP 3 - Leveraging Technology *(Owner: Nicholas Stowe)*																							
SP3.A	Projects Not in Green	Total project indicators not in green divided by total project indicators for active projects on the IS project dashboard.	33%	32%-21%	20%	0	Down	Quarterly		0%	5%	29%	19%	26%	13%	0%	20%	21%	13%	18%	23%		N/A
SP3.B	Mitigate Security Vulnerabilities	Mitigate four known security vulnerabilities per quarter	2	3	4	4	up	Quarterly		0	1	1	3	3	1	0	1	4	3	2	3		Y
SP 4 - Communicating Effectively Internally and Externally *(Owner: Barbara Dunn)*																							
SP4.A	Communication Activities	Manual count of number of Communication Activities Focused on Employee Engagement Across the Enterprise	0	n/a	1	1 or more	UP	Quarterly			0	2	6	2	2	1	2	4	3	1	2	We had 258 employees attend the May Discover Commerce events. We also had employee recognition events during the same week.	N/A
SP4.B	Stakeholders Interaction	Total number of messages opened divided by total number of messages sent.	20%	21%-24%	25%	0.3	up	Quarterly	25%	26%	23%	22%	23%	25%	21%	23%	25%	21%	20%	21%	21%	Slight increase. Newsletters lists still need to be scrubbed for accuracy.	Y
SP4.C	Employee Interaction	Total number of messages opened divided by total number of messages sent.	20%	21%-39%	40%	0.5	up	Quarterly	15%	17%	16%	22%	22%	26%	22%	37%	40%	37%	37%	41%	41%	Our new approach to disseminating information seems to be working to get more opens on IntraCOM stories.	N/A
SP 5 - Proactively Managing Risk *(Owner: John Schelling)*																							
SP5.A	Risk Register Completed on Time	Count of on-time risk register milestones completed divided by total risk register milestones due that reporting period.	50%	51%-89%	90%	1	up	Quarterly		100%	0%	100%	100%	61%	73%	75%	100%	83%	83%	83%	83%	There are five active risk mitigation plans. John as the new core process owner is working with the plan "owners" to PDCA the plans. In addition, we will be conducting a comprehensive agency risk review and policy review. This will result in a revised risk register and policy are due to DES September 1, 2018. This will also trigger an evaluation of the measure.	Y
SP5.B	Recommendations Implemented	Total recommendations on track for implementation divided by total recommendations.	50%	51%-89%	90%	1	up	Quarterly		90%	91%	100%	100%	100%	100%	100%	88%	100%	100%	100%	100%		N/A
SP5.C	Repeat Findings	Count the number of findings with similar issues from SAO and Federal auditors carried forward.	1	n/a	0	0	down	Annual - updates in March	2			1				0				0	0		N/A
SP5.D	Staff Trained	Number of trainings related to risk conducted.	0	n/a	1	1 or more	up	Quarterly	0	0	0	1	1	1	0	0	1	1	1	0	1		N/A