

Office of the State Public Defender



Performance Management System Components / Instructions

August 1, 2026

Performance Management System

Pursuant to the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act, the Office of the State Public Defender is required to develop a Performance Management System. A Performance Management System is defined as a formal system of managing the processes and operations of the department.

In accordance with Section 2-7-204(2a), C.R.S., the department shall publish its components of the Performance Management System by August 1, 2013 (and no later of August 1 of each year thereafter) and must address:

- At a minimum, it must establish parameters for the development of a Performance Plan.
- A performance management system should incorporate a Continuous Process Improvement System based on lean government principles or another widely accepted business process improvement system.
- Strategic goals and priorities that are consistent with the statutory charge of each department; and
- Strategies for enhancing productivity, improving efficiency, reducing costs, and eliminating waste in the processes and operations that deliver goods and services to taxpayer and customer of State government.
- Elements that ensure staff are appropriately trained to implement the various components.

Components of the Performance Management System

Department Performance Plan

The Office of the State Public Defender is required to submit the Performance Plan to the Joint Budget Committee and the appropriate Joint Committee of Reference as determined pursuant to Section 2-7-203 C.R.S., to publish it on its official web site, and to ensure the Office of State Planning and Budgeting receives such information by July 1, 2014 and no later than July 1 of each year thereafter. Within the Performance Plan, components must include:

- Department Mission – A concise description of a department’s primary directives.
- Department Vision – A description of a department’s values and long-term goals, defining a department’s broad aspirational goals.
- Department Description – A summary of the department, its divisions, its organization structure and major program descriptions

- Department Objectives/Performance Goals – Specific, quantifiable goals related to a department’s performance measure both short-term (1 year out) and long-term (3 years out).
- Performance Measures – A quantitative indicator used to assess the operational performance of a department pursuant to a published performance plan. If reasonable and practicable these should be developed with input of Department Employees.
- Description of Strategies to meet Performance Goals
- Summary of Department’s most recent Performance Evaluation. Such evaluations are to be done twice each calendar year and distributed to the Joint Budget Committee and the General Assembly.

Continuous Process Improvement System

A continuous process improvement system is a critical component of a performance management strategy with the purpose of increasing efficiencies and should include measuring the outcomes of such improvements by employing various strategies. Strategies the office will research and may use include:

- The development of a process map to identify how the department serves its customers (clients).
- Involvement of department employees at all levels to provide feedback and recommendations for improvements in all processes.
- Providing the means to measure all processes.
- The training of employees for purposes of mentoring and training in order to ensure continuous process improvement methodologies.

Strategic Goals and Strategies

The single overriding goal of the Office of the State Public Defender is to provide reasonable and quality criminal defense representation for its clients fulfilling the office’s constitutional requirement. Strategies to accomplish this mission are to be identified and implemented with continued refinements to enhance productivity, efficiencies, thereby reducing costs and eliminating waste in the processes and operations that deliver such services.

Additional Instructions

In addition to the above identified components, the Office of the State Public Defender will refer to the Executive Branch Performance Management System Instructions as

published by the Office of State Planning and Budgeting as an additional resource to develop its Performance Management System.

Annual Performance Report

The Office of the State Public Defender is required to publish an Annual Performance Report no later than November 1, 2014 and no later than November 1 of each year thereafter which must be clearly written, easily understood and limited to a maximum of four pages. In addition, it shall be posted on the official web site of the State of Colorado and the Office of the Governor.