

Standards Management

Establish Business Relationship

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	Uses a mix of manual and automatic processes to gather, record, communicate, and distribute information to SMA leadership, other state agencies, and participating providers regarding the business relationship. Uses some electronic information interchange agreements and includes HIPAA requirements for information	SMA automates process to the full extent possible within the intrastate. All trading partners sign electronic information interchange agreements.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

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	exchange.				
Does State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards. SMA has a methodology to assist them in developing business relationships and their associated manual and electronic documentation.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information SMA defines in the Service Level Agreement (SLA) with trading partner.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate exchange of information SMA defines in the SLA with trading partner.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information SMA defines in the SLA with trading partner.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks. SMA has informal agreements with business partners.	SMA uses business agreements with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA uses a formal SLA with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA uses a SLA with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA uses a SLA with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.

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Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). The process can require many weeks due to the need to customize each agreement.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes in a shorter timeframe than at Level 1.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. The process can complete in ten (10) business days or less.	Information is available in near real time. SMA has interstate interoperability. The process can complete in five (5) business days or less.	Information is available in real time. Processes improve further through connectivity with other States and federal agencies. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or	Automation of information collection increases the reliability of SMA internal information. External sources of information use MITA Framework and industry standards for	Automation of information collection increases the reliability of SMA internal and external sources of information. SMA	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is

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	information. Stakeholders are unable to rely on information for decision-making. Information Accuracy and consistency in the agreements have a low rating.	misleading. Business agreements result in higher accuracy in the terms and conditions. Accuracy is higher than at Level 1.	information exchange. Decision-making is automatic using standardized business rules definitions. Accessibility is 99% or higher.	adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accessibility is 99% or higher.	automatic using national standardized business rules definitions. Accessibility is 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Exchange of agreement information dependent on postal or other hard copy delivery services.	The process uses on-line access to agreements. Business partners request modifications via email. SMA stores information in disparate systems, but automation and HIPAA standards	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. SMA uses a standardized SLA. SMA uses electronic document communication standards to make modifications. Accessibility takes less	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.

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		increase accessibility over Level 1.	than 60 seconds.		
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks. The process meets state budget. Cost effectiveness may not be measured.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2. The process demonstrates the improvement value projected by SMA.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets	Automation and state standards increase productivity. Efficiency is higher than Level 1.	Adoption of standardized agreements and MITA Framework, industry standards and information exchange with intrastate agencies and entities	Adoption of standardized agreements and MITA Framework, industry standards and information	Adoption of standardized agreements and MITA Framework, industry standards and information

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	minimum state process guidelines and SMA performance standards. Efficiency is low.		improve efficiency to 95% or higher.	exchange with interstate agencies and entities improve efficiency to 98% or higher.	exchange with national agencies and entities improve efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Contractual agreements meet state policy and legal requirements but SMA does not adopt standards for accuracy. Accuracy is low.	Automation and standardized business rules definitions results in uniform terms and conditions reducing errors and improving accuracy above Level 2.	Adoption of standardized business rules definitions and MITA Framework, industry standards and information exchange with intrastate agencies and entities improve accuracy to 99% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 99% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 99% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy	Stakeholders lack confidence in information	Automation and standardization provides clear and	SMA adopts MITA Framework, industry standards and information	SMA adopts MITA Framework, industry standards and	SMA adopts MITA Framework, industry standards and

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stakeholders?	negatively affecting stakeholder satisfaction with the process.	useful information. Stakeholder satisfaction is greater than Level 1.	exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Manage Business Relationship Communication

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Manage Business Relationship Communication					
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Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses mix of manual and automatic processes to gather, record,	SMA automates process to the full extent possible within the intrastate. SMA supports automatic	SMA automates process to the full extent possible	SMA automates process to the full extent possible

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	SMA exchanges communications with other parties via mail, facsimile, or telephone.	communicate, and distribute information to SMA leadership, other state agencies, and participating providers.	communications with its trading partners (other agencies, entities, and providers) via a SMA web portal. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.	across the interstate.	across the nation.
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate communications are lacking because they are difficult and costly to produce.	Communication is functionally, linguistically, culturally, and competency appropriate, but at great expense, or SMA has state defined parameters (e.g., only two (2) languages used).	SMA automates process to the full extent possible across the intrastate. Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate communications more cost-effective.	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.
Does State Medicaid Agency	SMA focuses on meeting compliance	SMA applies a mix of HIPAA and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

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use standards in the process?	thresholds for state and federal regulations using state-specific standards.	specific standards.	standards, and other nationally recognized standards for intrastate exchange of information.	standards, and other nationally recognized standards for clinical and interstate information exchange.	standards, and other nationally recognized standards for national exchange of information.
Does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and EDI transactions for business partner communications.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services for business partner communications.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes for business partner communications.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law	Process timeliness improves through use of automation. Timeliness reduces the timeframes of Level 1.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Process completes in less than	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Results are almost

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	or regulation). The process is dependent on normal timeframes found in using United States Postal Service, facsimile, or telephone.		one (1) business day.	over Level 3.	immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using intrastate standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

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				standardized business rules definitions. Accuracy rating is at 99% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1. SMA reduces the cost per unit of	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost

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	communication.			over Level 3.	effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities

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		Level 1.	higher.	improving accuracy to 98% or higher.	improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Manage Business Relationship Information

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Manage Business Relationship Information					
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Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses mix of manual and automatic processes to gather, record, communicate, and distribute information to SMA leadership, other state agencies, and participating providers regarding updating the business relationship.	SMA automates process to the full extent possible within the intrastate. SMA and its trading partners (other agencies, entities, and providers) agree to automatic updates to the Service Level Agreement (SLA) governing the exchange of health care information.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
Does State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards to modify and amend business relationships and their relevant manual	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

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		and electronic documentation.			
Does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks. SMA has informal agreements with other business partners.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. SMA has business partner agreements with other entities including terms for amending and modifying business partner agreements.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services for amending and modifying business partner agreements.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes for amending and modifying business partner agreements.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations for amending and modifying business partner agreements.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time	Process timeliness improves through use of automation. Timeliness reduces the timeframes of Level 1.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs.	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness over Level	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies.

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	specified by law or regulation). The process can require many weeks due to the need to customize each agreement.		Process completes in five (5) business days or less.	3. Process completes in three (3) business days or less.	Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

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				rating is at 99% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Process is dependent on postal or other hard copy delivery services.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities. Accessibility is no more than 60 seconds.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is no more than 30 seconds.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is no more than 15 seconds.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio

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					over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

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			to 90% or higher.	98% or higher.	to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Terminate Business Relationship

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to gather, record, communicate, and distribute information to SMA leadership, other state agencies, and participating providers regarding termination of the business relationship.	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
Does State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). Process completes within 30 business days.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes, on the average, in no more than ten (10) business days.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Process completes, on the average, in one (1) business day or less.	Information is available in near real time. SMA has interstate interoperability. Process completes, on the average, in twelve (12) hours or less.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					

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How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	State standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is

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		over Level 1.	Accessibility is greater than Level 2.	greater than Level 3.	greater than Level 4.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency

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	and SMA performance standards. Efficiency is low.		to 95% or higher.	to 98% or higher.	to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process. Delays and disputes over termination issues	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or

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	are common.		higher. SMA uses survey or questionnaire for information collection.	higher.	higher.