

Contractor Information Management

Manage Contractor Information

CO – Contractor Information Management					
Manage Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process manual or automatic?	The process consists primarily of manual activity to accomplish tasks. Staff receives instructions to update the contractor master file from many sources via paper and facsimile.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate. SMA produces audit trail of decisions 100% of the time.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How is the information regarding the Contractor information validated?	Validation is manual and subjective.	Validation is consistent and based on business rules definitions.	SMA adopts MITA Framework, industry standards, and national standards within the intrastate that use standardized business rules definitions for	SMA adopts MITA Framework, industry standards, and national standards across the interstate that use regional standardized business rules definitions for	SMA adopts MITA Framework, industry standards, and national standards across the nation that uses national standardized business rules definitions for

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			consistent validation.	consistent validation.	consistent validation.
Does the 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 interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.
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.	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	Process timeliness improves through use of automation. SMA scans and stores contracts, amendments, and	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. SMA has interstate interoperability, which further improves	Information is available in real time. Processes improve further through connectivity with other States and with

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	results within the time specified by law or regulation). Maintenance of contract files, contract amendment, and related documents is a manual process.	relevant documents. Timeliness exceeds legal requirements.	exchange hubs. Timeliness exceeds Level 2.	timeliness over Level 3.	federal agencies. Most processes execute at the point of service. 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's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy is 98% or higher.

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			is 98% or higher.	business rules definitions. Accuracy is 98% 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 of 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.

Inquire Contractor Information

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Inquire Contractor Information					
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. The inquirer contacts SMA by telephone, facsimile, or mail and receives responses via the same modes.	SMA uses a mix of manual and automatic processes to accomplish tasks. Agencies provide web portals for inquiries and responses. Inquirers have access under the state mandatory requirements for access to public information regarding the contractor and contract.	SMA automates process to the full extent possible within the intrastate. SMA integrates web portals to improve access to Contractor information.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of

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	standards.		of information.	exchange.	information.
What information does the inquiry and response convey?	Inquiries include the following: Does this entity have a current contract? What services does the contract cover? What is the end date of the contract?	Requestor may make inquiry via web on contractor name, address, start and end date, major services provided, and contact information.	SMA adopts MITA Framework messages and other nationally recognized standards for the exchange of information.	SMA adopts MITA Framework messages and other nationally recognized standards for interstate information exchange.	SMA adopts MITA Framework messages and other nationally recognized standards for national exchange of information.
How formalized is the process?	The process is informal and inconsistent.	The process is formal across state agencies with proper reviews to ensure correctness and legality. SMA keeps accurate logs of all inquiries.	SMA adopts automatic workflow within the intrastate to ensure accuracy and proper reviews. SMA stores and transfers relevant inquiry documents electronically.	SMA adopts automatic workflow across the interstate to ensure accuracy and proper reviews.	SMA adopts automatic workflow across the nation to ensure accuracy and proper reviews.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the	Very little collaboration occurs with other agencies to standardize information exchange	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI)	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share	SMA collaborates with agencies and entities for national (and international) interoperability improvements that

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process?	or business tasks.	transactions.	reusable business services.	reusable processes including clinical information.	maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the 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). SMA answers inquiries within three (3) to seven (7) business days.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness over Level 3.	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					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to	HIPAA standard transactions improve accuracy of information but the decision-making	Automation of information collection increases the reliability of SMA's internal information.	Automation of information collection increases the reliability of SMA's internal and external	SMA adopts MITA Framework for national information exchange. Decision-making is automatic

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	inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	process may be erroneous or misleading. Accuracy is higher than at Level 1.	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.	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.	using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information?	SMA stores information in disparate systems including paper storage and obtains information manually. Access to information is available only during business hours.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. The web portal is accessible according to a schedule. Web portal is functional beyond the normal	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is almost 24 hours per day, excepting during maintenance windows.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is almost 24 hours per day, excepting during maintenance windows.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is almost 24 hours per day, excepting during maintenance windows.

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		hours of the business day.			
Business Capability Quality: Cost-Effectiveness					
What is the cost to support the process to the value of its 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					
What is accuracy of 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.	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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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			higher. SMA uses survey or questionnaire for information collection.	higher.	higher.

Contractor Support

Manage Contractor Communication

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Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks. SMA conducts	SMA uses a mix of manual and automatic processes to accomplish tasks.	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.

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	process via paper, facsimile, and telephone.	The process increases the use of electronic methods. SMA accepts inquiries that contractor responds to online or by telephone.	including communication delivery by email, paper, mobile devices, Automatic Voice Response System (AVRS), telephone, facsimile, web portal or Electronic Data Interchange (EDI) transaction. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.		
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate communications are	Communication is functionally, linguistically, culturally, and competency appropriate, but at	SMA automates process to the full extent possible across the intrastate. Use of electronic communications	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.

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Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
	lacking because they are difficult and costly to produce.	great expense. SMA limits outreach material by state defined parameters (e.g., only two (2) languages used).	makes provision of functionally, linguistically, culturally, and competency appropriate communications more cost-effective.		
Does the 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 establishes a formal Communications Management Plan.	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.
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 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.

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Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
Business Capability Quality: Timeliness of Process					
How timely is the 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). SMA responds to requests in three (3) to seven (7) business days.	Process timeliness improves through use of automation. Contractors have access to self-services via a web portal resolving their inquiries themselves. Multiple web portals may exist as contractors may work with multiple agencies. Timeliness exceeds legal requirements. SMA answers most requests in 24 hours or less.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA integrates web portals so contractors have consistent way of communicating. SMA responds to most common inquiries in real-time. Exceptions may require 24 hours or less.	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness over Level 3.	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					
How accurate is the information in the process?	Use of direct data entry for information collection is manually	HIPAA standard transactions improve accuracy of	Automation of information collection increases the	Automation of information collection increases the	SMA adopts MITA Framework for national information

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	intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	reliability of SMA's 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.	reliability of SMA's 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.	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 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.

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Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
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.	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 and SMA	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.

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Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
	performance standards. Efficiency is low.				
Business Capability Quality: Accuracy of Process Results					
How accurate are the process results?	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					
How satisfied are the stakeholders with the process?	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 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.

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Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
			SMA uses survey or questionnaire for information collection.	higher.	higher.

Perform Contractor Outreach

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Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process manual or automatic?	The process consists primarily of manual activity to accomplish tasks. SMA conducts the process via mail, in person, and telephone for individual communications; and flyers, radio, TV,	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA conducts process via a web portal for existing contractors. SMA targets populations to receive	SMA automates process to the full extent possible within the intrastate. The process is electronic. Audience downloads, saves or prints publications. SMA also uses publications the law	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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Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	newspapers, and publications for public media. SMA is not targeting contractor populations.	communications via mail, in person and telephone for individual communications; and flyers, radio, TV, newspapers, and publications public media.	requires to post solicitations. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.		
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate outreach and education materials are lacking because they are difficult and costly to produce.	Outreach material is functionally, linguistically, culturally, and competency appropriate, but at great expense. SMA limits outreach material by 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 outreach material more cost-effective.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
Does the State	SMA focuses on	SMA applies a mix of	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

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Medicaid Agency use standards in the process?	meeting compliance thresholds for state and federal regulations using state-specific standards.	HIPAA and state-specific standards.	Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	Framework, industry standards, and other nationally recognized standards for national exchange of information.
How formalized is the process?	The process is informal and inconsistent.	The process is formal across SMA with proper reviews to ensure correctness and legality. SMA keeps accurate logs of all outreach initiatives.	SMA adopts automatic workflow within intrastate to ensure accuracy and proper reviews. SMA stores and transfers relevant inquiry documents electronically.	SMA adopts automatic workflow within interstate to ensure accuracy and proper reviews.	SMA adopts automatic workflow within nation to ensure accuracy and proper reviews.
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	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.

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				information.	
Business Capability Quality: Timeliness of Process					
How timely is the process End-to-End?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). Timeliness depends on the type of outreach. It is ad hoc in nature. Outreach activity duration is relatively lengthy.	Process timeliness improves through use of automation and web portal distribution of information. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA releases alerts and information immediately. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to	HIPAA standard transactions improve accuracy of information but the decision-making	Automation of information collection increases the reliability of SMA's internal information.	Automation of information collection increases the reliability of SMA's internal and external	SMA adopts MITA Framework and industry standards for information exchange with national

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	inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	process may be erroneous or misleading. Accuracy is higher than at Level 1.	External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 95% or higher.	sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy is 95% or higher.	agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy is 95% 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 nationally recognized 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					

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What is the cost of the process compared to the benefits of its 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 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.

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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. SMA launches outreach to a general audience but is unable to align content with targeted audience negatively affecting accuracy.	Automation and standardized business rules definitions reduce errors. Capability to match outreach with target audience improves the accuracy of the process. SMA improves accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. SMA uses methods to target outreach to contractors that met specific needs. Accuracy is 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					
How satisfied are the stakeholders with the process?	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	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

CO – Contractor Support					
Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			higher. SMA uses survey or questionnaire for information collection.	higher.	higher.

Manage Contractor Grievance and Appeal

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
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. The process is entirely paper based, which results in cumbersome document management and process inefficiencies.	SMA uses a mix of manual and automatic processes to accomplish tasks. The process conducts some of its activities electronically, except where federal and state regulations require paper documents. SMA is able to scan documents for capturing electronic information.	SMA automates process to the full extent possible within the intrastate. The process conducts the majority of its activities electronically, except where federal and state regulations require paper documents. SMA is able to scan documents for capturing electronic information.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How central is the grievance and appeals process?	Disparate programs file, manage, and resolve grievances and appeals from	Agencies begin to centralize or standardize the administration of the process to achieve	SMA adopts MITA Framework, industry standards, and other nationally recognized	SMA adopts MITA Framework, industry standards, and other nationally recognized	SMA adopts MITA Framework, industry standards, and other nationally recognized

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	contractors. This contributes to inconsistent application of relevant laws and administrative policies inhibiting performance monitoring.	economies of scale, thereby increasing coordination and improving consistency of application of business rules and appeals disposed.	standards within intrastate further increases coordination and reuse of standardized grievance & appeal business services.	standards within interstate further increases coordination and reuse of standardized Grievance & Appeal business services.	standards within national further increases coordination and reuse of standardized Grievance & Appeal business services.
Do contractors know how to access the grievance and appeals process?	Contractors have difficulty finding the right door for filing grievances and appeals.	SMA clearly identifies the policy and procedures for filing grievances and appeals. SMA establishes a Review Board to review cases.	SMA standardizes the process across the intrastate.	SMA standardizes the process across the interstate.	SMA standardizes the process across the nation.
How does the State Medicaid Agency manage the process?	SMA follows guidelines for opening, documenting, and resolving the case.	SMA establishes a formal Management Plan.	SMA administers the process as part of SMA and manages it using a comprehensive Management Plan.	SMA administers the process as part of SMA and manages it using a comprehensive Management Plan across the interstate.	SMA administers the process as part of SMA and manages it using a comprehensive Management Plan across the nation.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Does the 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 nationally recognized 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 interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.
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	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Duration of process is 100	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. Processes that use clinical information result in immediate action,	Information is available in real time. Processes improve further through connectivity with other States and with

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation). Cases typically require months to complete. Duration of process is 180 business days or longer.	business days or less.	exchange hubs. Duration of process is 45 business days or less.	response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	federal agencies. Most processes execute at the point of service. 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.	Nationally recognized standards 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's internal information. External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy	Automation of information collection increases the reliability of SMA's 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 and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			rating is at 99% or higher.	standardized business rules definitions. Accuracy rating is at 99% or higher.	
How accessible is the information required for the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Contractors have difficulty accessing program business rules to discern the merit of their grievance or appeal.	SMA stores information in disparate systems. Contractors have limited access to program business rules to discern whether their grievances or appeals have merit. 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. Contractors can electronically access program business rules to discern whether their grievances or appeals have merit. 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.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Cost-Effectiveness					
What is the cost to perform the process compared to the benefits of its 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 and SMA	Automation and state standards increase productivity allowing for more time on improving process and working on exceptions. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. The process is consistent, orderly,	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.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	performance standards. Efficiency is low. Cases may require months to complete.		and allows staff to spend even more time on quality outcomes and process improvement. Efficiency improves to 95% 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 support business activity monitoring of performance measures, which in turn provide information needed for process improvements. SMA improves accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. The process collects information about the types of grievance and appeal it handles. SMA uses this information to discern program improvement opportunities that	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.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			may reduce the issues that give rise to grievances and appeals. Accuracy improves to 90% 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 that resolves cases in a shorter period. 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.

Contract Management

Produce Solicitation

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	The process is re-invented each time a solicitation is necessary. SMA stores the procurement information for manual reuse, and it is not possible to share information.	Contract information is in a central location and is electronic. There is coordination between agencies. Requirements tracking and maintenance are central.	SMA centralizes and automates contract information. Coordination between agencies eliminates duplication of contracted services.	SMA adopts MITA Framework, industry standards, and other national standards by interstate agencies and entities allow for shared business services.	SMA adopts MITA Framework, industry standards, and other national standards by national agencies and entities allow for shared business services.
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks. Production of a solicitation consists primarily of manual, paper-based steps. This requires manual	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA coordinates between agencies electronic contract information from	SMA automates process to the full extent possible within the intrastate. SMA automates contract information from central location.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	compilation of information.	central location. Manual compilation of information remains a requirement in some cases. Publication of the solicitation uses electronic media (e.g., Web portal).			
What is the primary mechanism for publication of the solicitation and communication with potential respondents?	Publication of the solicitation and communication with potential respondents is primarily via paper, in person, mail and facsimile. Publication of the solicitation may be via electronic media. Potential respondents can use telephone, facsimile, in person, e-mail, or paper as a way to keep current on any updates during the produce solicitation process.	SMA centralizes contract information, and there is coordination between agencies. SMA automates the publication of the solicitation and communication concerning updates and solicitation status with potential respondents.	SMA automates the process. Some in person communication remains a part of the process.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Does the 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 nationally recognized 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.
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 nationally recognized 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 the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the	Process timeliness improves through use of automation. SMA uses web portals, email distribution and	Timeliness improves via state and federal collaboration, use of information sharing, standards, and	Information is available in near real time. SMA has interstate interoperability. The	Information is available in real time. Processes improve further through connectivity with

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process achieves results within the time specified by law or regulation). The process may require six (6) or more months to issue the solicitation	tracking, for respondent communications. Timeliness exceeds legal requirements. The process completes, on average, in six (6) months or less.	regional information exchange hubs. The process supports outcome oriented program management, ensures MITA compliance, and supports the shift to shared business services in both the production of solicitations and their content. The process on average requires less than three (3) months for completion.	process on average requires fewer than 60 business days to complete.	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					
How accurate is the information available to the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or	Nationally recognized and state-specific standards improve accuracy of information but the decision-making	Automation of information collection increases the reliability of SMA's internal information. External sources of	Automation of information collection increases the reliability of SMA's internal and external sources of	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	incorrect information. Stakeholders are unable to rely on information for decision-making.	process may be erroneous or misleading. Accuracy is higher than at Level 1.	information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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. There is limited access to information by constraints of the manual process and updates to information.	SMA stores information in disparate systems, but automation and nationally recognized and state-specific standards increase accessibility over Level 1. Accessing information to research and compile solicitation content,	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. SMA has enhanced the process support outcome-oriented program	SMA obtains information easily and exchanges with interstate agencies and entities. Accessing information to research and compile solicitation content takes less than three (3) weeks.	SMA obtains information easily and exchanges with national agencies and entities. Accessing information to research/compile solicitation content takes less than three (3) weeks.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	Accessing information to research and compile solicitation content can take more than six (6) months.	on average, takes less than three (3) months.	management and support the shift to shared business services in both the production of solicitations and their content. SMA can research exceptions through real-time access to information via industry messages. Access to information to research and compile solicitation content takes less than one (1) month.		
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution. Adoption of solicitation tools to manage	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. SMA enhances process to	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international)

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		requirements. Increases cost effectiveness ratio over Level 1.	support improvements in program management, and support the shift to shared business services in both the production of solicitations and their content. The primarily automatic, standardized process allows staff to focus on managing the production of solicitations and effectively communicating with potential respondents. Increases cost effectiveness ratio over Level 2.	exchange. SMA increases cost effectiveness ratio over Level 3.	information exchange. SMA increases cost effectiveness ratio over level 4.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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. Inconsistencies and ambiguities increase the number of respondent questions and can lead to post	SMA centralizes automation and standardized business rules definitions reduce error. SMA centralizes and coordinates contract information between	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. SMA enhances the process to support improved program	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.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	award protests. Accuracy is low.	agencies. The development of Medicaid specific policies and procedures for the process reduces confusion and provides accurate information within the solicitation. Accuracy improves above Level 1.	management, and support the shift to shared business services in both the production of solicitations and their content. Accuracy is improved to 90% 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	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.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			information collection.		

Award Contract

CO – Contract Management					
Award Contract					
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. Respondent mails the paper proposal(s) to SMA. Manual validation, verification, and assessment of proposal information are required.	SMA uses a mix of manual and automatic processes to accomplish tasks. Submission of proposals is via electronic media (e.g., Web portal). SMA implements a centrally accessible electronic storage of proposal materials and internal	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.

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		electronic communication. Assessment of proposal information is manual.			
What is the primary mechanism for receipt of proposals and communication with respondents?	Receipt of proposals and communication with respondents is via paper, telephone, in person, and facsimile.	Receipt of proposals and communication with respondents utilizes electronic means of communication (e.g., submission of proposals via a Web portal, e-mail, or Compact Disc (CD)). SMA uses paper, telephone, in person, and facsimile for communications.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within the intrastate. SMA automates receipt of proposals and communication with respondents. The process still requires some in person communication.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards across the interstate.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific	SMA applies a mix of nationally recognized and state-specific.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	standards.		of information.	information exchange.	information.
How does the State Medicaid Agency verify proposal information?	Staff contacts external and internal document verification sources via mail, telephone, or facsimile.	Some automatic verifications of Contractor information are available such as Employer Identification Number (EIN), status of tax payment.	MITA Framework, industry standards, and other nationally recognized standards enable more automatic information verification within the intrastate.	MITA Framework, industry standards, and other nationally recognized standards enable more automatic information verification across the interstate.	MITA Framework, industry standards, and other nationally recognized standards enable more automatic information verification across the nation.
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 nationally recognized 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					

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How timely is the 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 may require three (3) to seven (7) months.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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					
How accurate is the information available to 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	Nationally recognized and state-specific standards improve accuracy of information but the decision-making process may be erroneous or misleading. Use of standards set by the	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	decision-making. Manual processes allow gaps in the accuracy and completeness of proposal content.	state procurement office, implementation of internal information standards, implementation of centrally accessible electronic storage of proposal materials, and electronic communication mechanisms all contribute to increasing accuracy of information. Accuracy is higher than at Level 1.	exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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. SMA manually obtains or validates information.	SMA stores information in disparate systems, but adopts automation and nationally recognized standards. State procurement office increases standardization and the use of electronic	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.

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		storage of proposal materials and electronic communication mechanisms that simplify information access. Accessibility increases over Level 1.			
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its 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 is labor	Automation and state	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	standards increase productivity. Efficiency is higher than Level 1.	Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	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 and the process requires additional oversight to ensure compliance with state and federal procurement business rules.	Automation and standardized business rules definitions reduce error, level of oversight required, 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.

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	Accuracy is low.				
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. Staff is dissatisfied with the level of manual effort to validate, verify, and assess the proposal data, duplication of efforts across SMA, and the frequency that stakeholders appeal decisions. Respondents are dissatisfied with the burden of the process and the length of time.	Automation and standardization provides clear and useful information. Adoptions of state standards improve staff ability to validate, verify, and assess the proposal data, thus increasing staff satisfaction with the process. Respondent satisfaction improves with the ability to submit electronic proposals, increasing consistency in decisions and the reduction in turnaround time. Stakeholder satisfaction is greater	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.

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		than Level 1.			

Manage Contract

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	SMA does not centralize contract management. Each SMA may interface with a state's procurement office but oversight of the management of a contract lies with SMA who requested the contract. There is little or no coordination among SMA programs for procurement or management of contracts.	SMA introduces central racking of contracts. The coordination between agencies increases the exchange of information and increases efficiency in contract management. Coordination among SMA programs for procurement or management of contracts is improved.	SMA adopts MITA Framework and industry standards and other national standards. There is full coordination among agencies in relation to the management of contracts. SMA automates central contract tracking, thus reducing duplication and increasing quality in managing contracts.	SMA adopts MITA Framework, industry standards, and other national standards by interstate agencies and entities allow for shared business services.	SMA adopts MITA Framework, industry standards, and other national standards by national agencies and entities allow for shared business services.
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to	SMA uses a mix of manual and automatic processes to accomplish tasks. Contract SMA stores	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible across the	SMA automates process to the full extent possible across the nation.

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Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	accomplish tasks.	information electronically. SMA uses automatic contract management reports.		interstate.	
What is the primary mechanism for exchange of contract information?	Exchange of contract information is primarily a manual process via mail, telephone, in person, and facsimile.	Exchange of contract information utilizes some electronic means (e.g., e-mail, web portals to push information) but mail, telephone, in person, and facsimile communication remains a significant part of the process.	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 the 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 nationally recognized 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 interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

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Manage Contract					
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 nationally recognized 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 the 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). Obtaining information to monitor or review contract and	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness over Level 3.	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.

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	interactions with contractors may require three (3) to seven (7) business days.				
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.	Nationally recognized and state-specific standards 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’s internal information. External sources of information use MITA Framework and industry standards 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’s 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 standardized business rules definitions.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				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. Accessing information may take three to seven (7) business days.	SMA stores information in disparate systems, but automation of nationally recognized and state-specific 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 of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution. Staff focuses on cost management and implementation of a higher quality improvement process within the contract management process. Cost effectiveness ratio	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. SMA automates the central tracking of contracts and supports complete coordination between SMA programs,	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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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		increases over Level 1.	eliminating duplication of effort. Staff focuses on improving the management of contracts. Cost effectiveness ratio increases over Level 2.	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.

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Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 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?	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	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95%	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98%

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Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			questionnaire for information collection.	or higher.	or higher.

Close Out Contract

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Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	There is no central oversight of the contract close out within SMA. There is no coordination among SMA programs or between SMA and other state agencies in relation to closing out contracts.	SMA introduces central tracking of contracts and policies to oversee the close out process, and coordinate efforts between SMA programs.	SMA automates central tracking of contracts to the full extent possible. SMA coordinates the contract close out process with other SMA or other state agencies' programs.	SMA adopts MITA Framework, industry standards, and other national standards by interstate agencies and entities allow for shared business services.	SMA adopts MITA Framework, industry standards, and other national standards by national agencies and entities allow for shared business services.
Is the process primarily manual or automatic?	The process consists primarily of manual, paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. The close out contract process uses electronic storage of contract information and internal electronic	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.

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Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	communications.				
What is the primary mechanism for exchange of contract information?	Exchange of contract information is primarily via mail, telephone, in person, and facsimile.	Exchange of contract information utilizes some electronic means (e.g., e-mail, web portals to push information) but mail, telephone, in person, and facsimile communication remains a significant part of the process.	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 the 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 nationally recognized 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.
How does the State Medicaid Agency collaborate with other agencies or	Very little collaboration occurs with other agencies to standardize	SMA collaborates with other agencies and entities to adopt nationally recognized	SMA collaborates with other intrastate agencies and entities to adopt national	SMA collaborates with other interstate agencies and entities to adopt national	SMA collaborates with agencies and entities for national (and international)

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Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
entities in performing the process?	information exchange or business tasks.	standards and Electronic Data Interchange (EDI) transactions.	standards, and to develop and share reusable business services.	standards, and to develop and share reusable processes including clinical information.	interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the 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 manual contract close out process can exceed three (3) months or more.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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.	Nationally recognized and state-specific standards 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's internal information. External sources of information use MITA Framework and industry standards 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's 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 standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. 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 nationally recognized and state-specific	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and	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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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	The manual nature of the process causes delays in information retrieval, e.g., information in off-site storage may take up to two (2) weeks to retrieve.	standards increase accessibility over Level 1.	industry standards. Accessibility is greater than Level 2.	greater than Level 3.	greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution. Staff focuses on cost management and ongoing quality improvement. Cost effectiveness ratio increases over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. Staff focuses on an outcome-oriented approach to closing out contracts. Increases 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					

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process The primarily manual contract close out process is often inefficient and results in disputes and delays in resolution. Efficiency is low.	Automation and state standards increase productivity. Staff is able to follow consistent steps in the close out process. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. Reusable services facilitate full coordination between SMA and other state SMA programs. The automation of the central tracking of contracts eliminates duplication of effort 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. The central tracking of the	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities	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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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		contracts simplify data access increasing the quality and consistency of the contract close out process. SMA improves accuracy above Level 1.	improving accuracy to 90% or 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. Delays and disputes over close out issues are common.	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.