

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 electronic communication. Assessment of proposal information is manual.	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.
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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within the intrastate. SMA automates receipt of proposals and	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.

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		portal, e-mail, or Compact Disc (CD)). SMA uses paper, telephone, in person, and facsimile for communications.	communication with respondents. The process still requires some in person communication.		
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.	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 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	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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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 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	Nationally recognized and state-specific standards improve accuracy of	Automation of information collection increases the reliability of SMA's	Automation of information collection increases the reliability of SMA's	SMA adopts MITA Framework and industry standards for information exchange

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	susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making. Manual processes allow gaps in the accuracy and completeness of proposal content.	information but the decision-making process may be erroneous or misleading. Use of standards set by the 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.	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.	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.	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. SMA manually obtains or	SMA stores information in disparate systems, but adopts automation and nationally recognized standards.	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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	validates information.	State procurement office increases standardization and the use of electronic storage of proposal materials and electronic communication mechanisms that simplify information access. Accessibility increases 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, 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.

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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 and the process requires additional oversight to ensure compliance with state and federal procurement business rules. Accuracy is low.	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.

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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 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.