

Department of Revenue

Day 7: KPMs, customer service, and employee engagement

Joint Committee on Ways and Means
Subcommittee on General Government

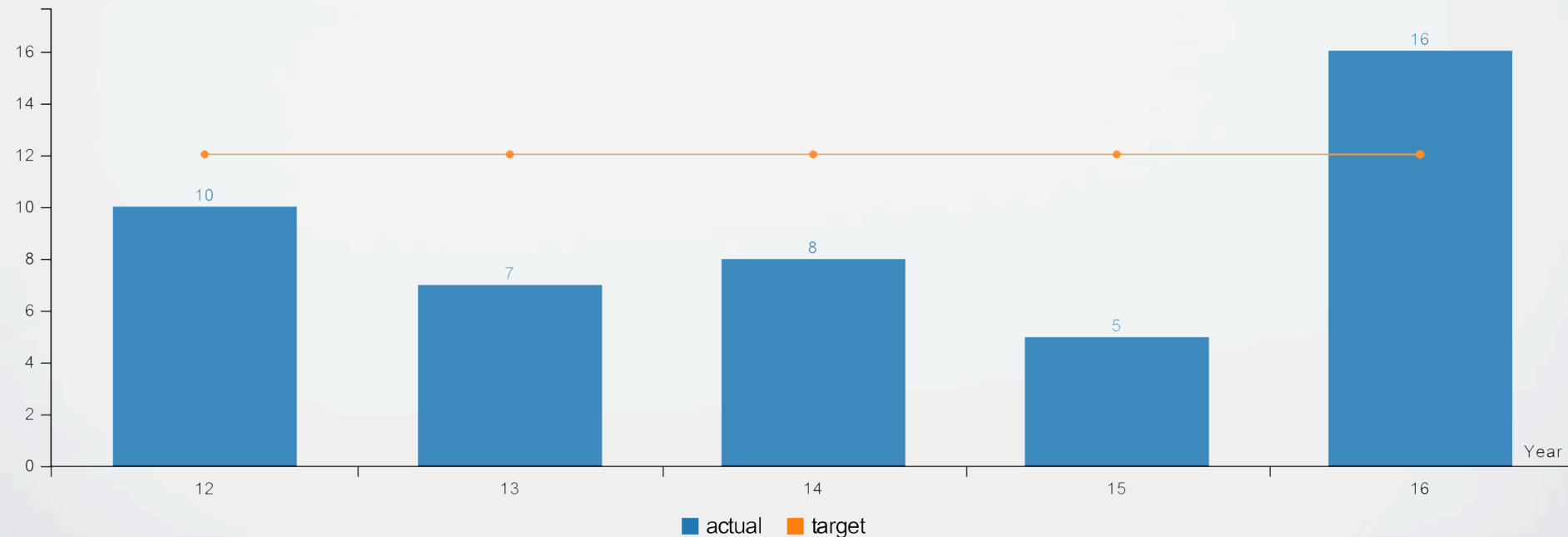
May 10, 2017



Agency KPMS

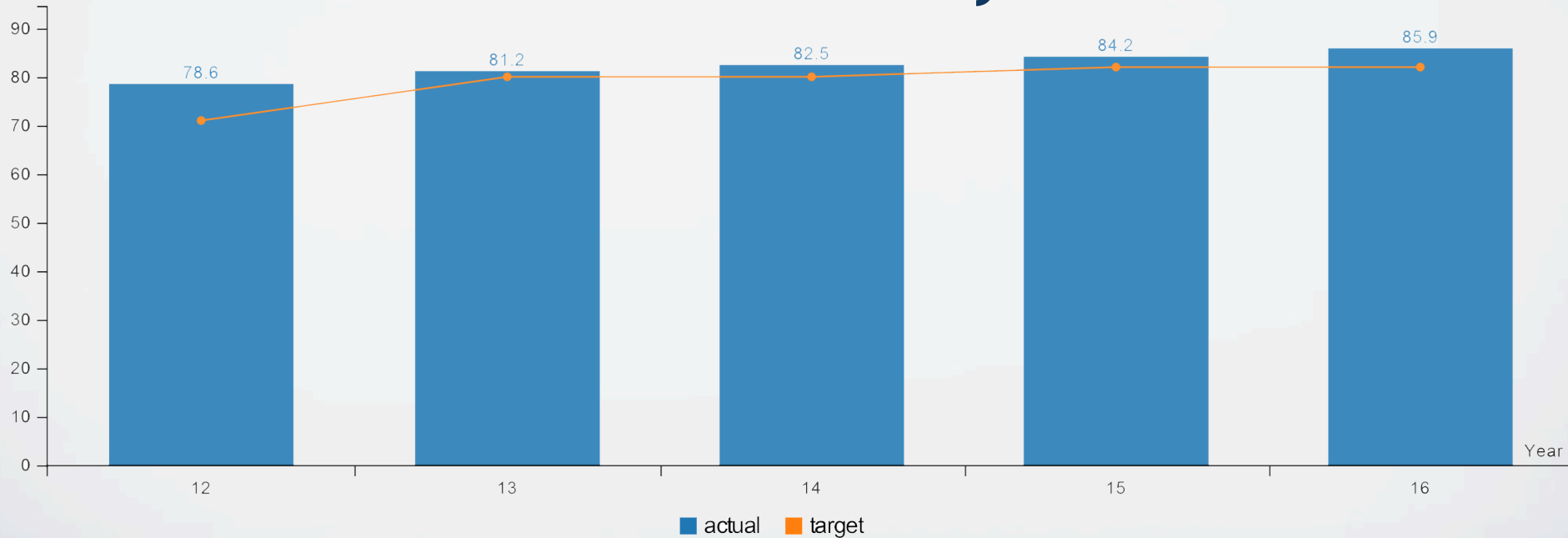
KPM #	2015-17 Approved KPMS
1	Average days to process personal income tax refund.
2	Percent of personal income tax returns filed electronically.
3	Employee training per year (percent receiving 20 hours per year).
4	Customer service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" based on overall experience, timeliness, accuracy, helpfulness, expertise, and availability of information.
5	Effective taxpayer assistance: Provide effective taxpayer assistance through a combination of direct assistance and electronic self-help services.
6	Appraisal program equity and uniformity: The degree to which county appraisal program equity and uniformity is achieved; measured by determining the percentage of study areas statewide with real market values that are within accepted appraisal standards.
7	Appraisal value uniformity: Our ability to deliver high-quality business resulted; measured by appraisal equity and uniformity of DOR industrial accounts.
8	Direct enforcement dollars cost of funds: Our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens; measured by the cost of funds for every direct enforcement dollar received by DOR.
9	Collection dollars cost of funds: Our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens; measured by the cost of funds for every dollar collected by DOR.
10	Cost of assessments: Our efficiency and effectiveness of our suspense, audit, and filing enforcement functions; measured by the cost of every audit and filing enforcement dollar assessed.
11	Employee engagement: Index of employees considered actively engaged by a standardized survey.

KPM #1: Average days to process a refund



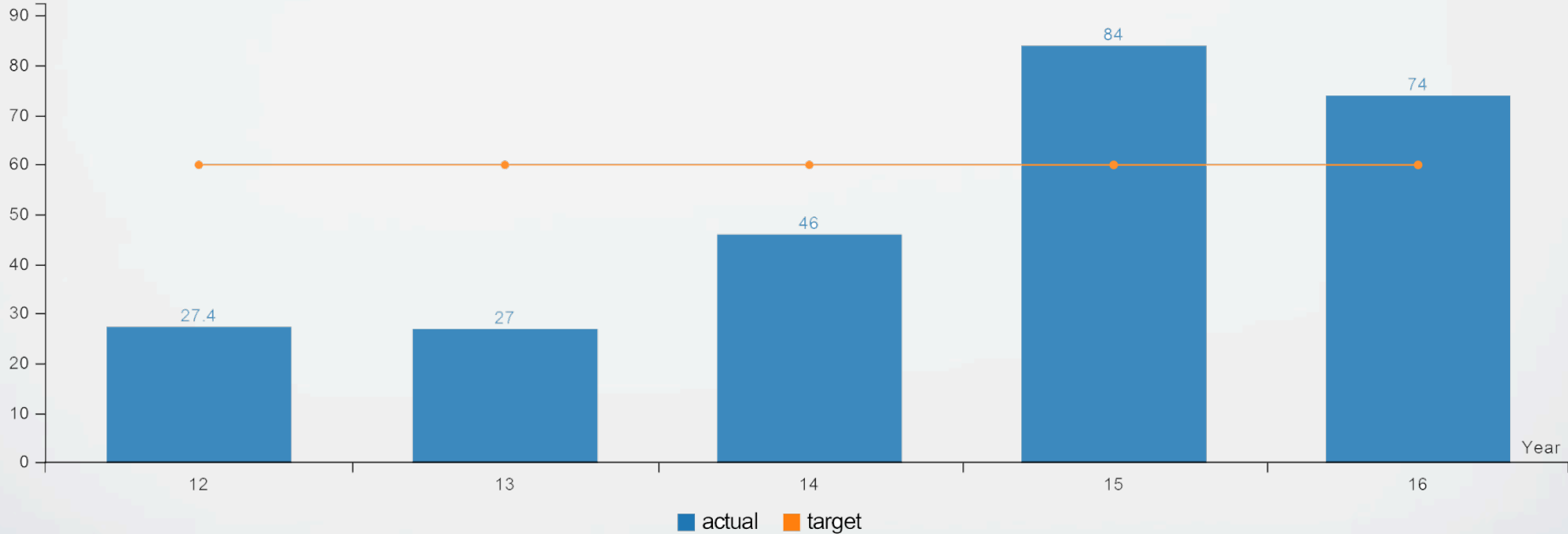
Year	2012	2013	2014	2015	2016
Actual	10	7	8	5	16
Target	12	12	12	12	12

KPM #2: Percent of PIT returns filed electronically



Year	2012	2013	2014	2015	2016
Actual	78.60%	81.20%	82.50%	84.20%	85.90%
Target	71%	80%	80%	82%	82%

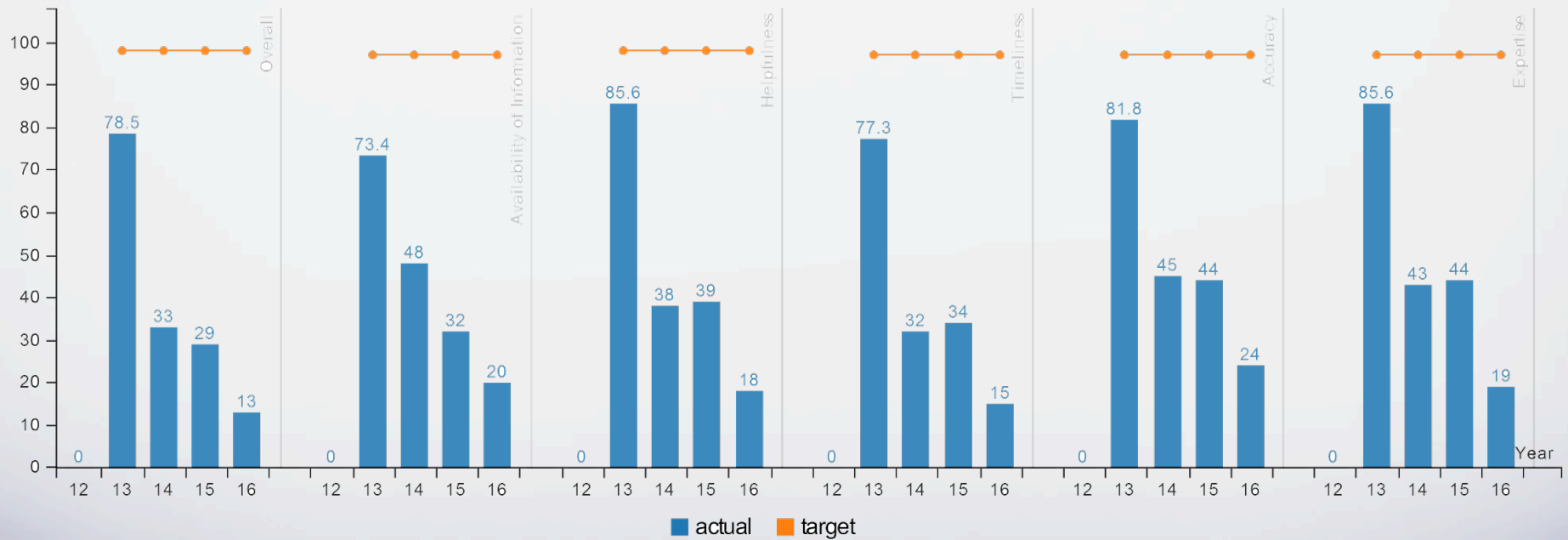
KPM #3: Employee training per year (20 hours)



Year	2012	2013	2014	2015	2016
Actual	27.40%	27%	46%	84%	74%
Target	60%	60%	60%	60%	60%

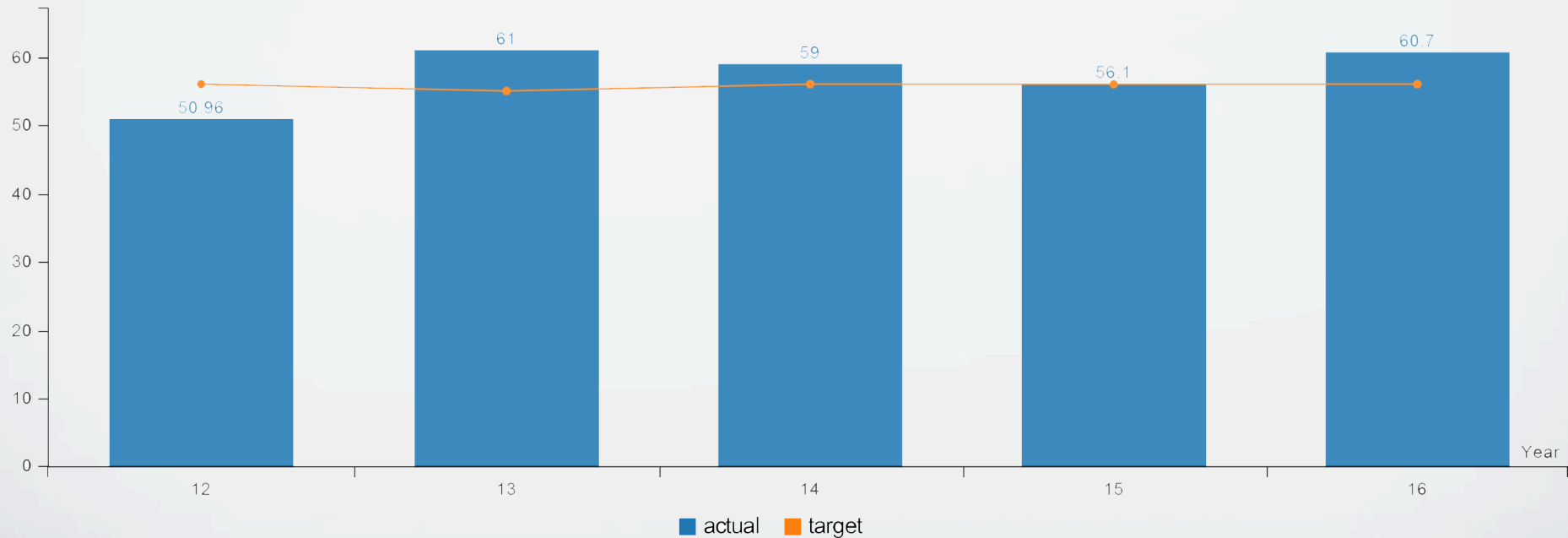


KPM #4: Customer service (customer satisfaction)



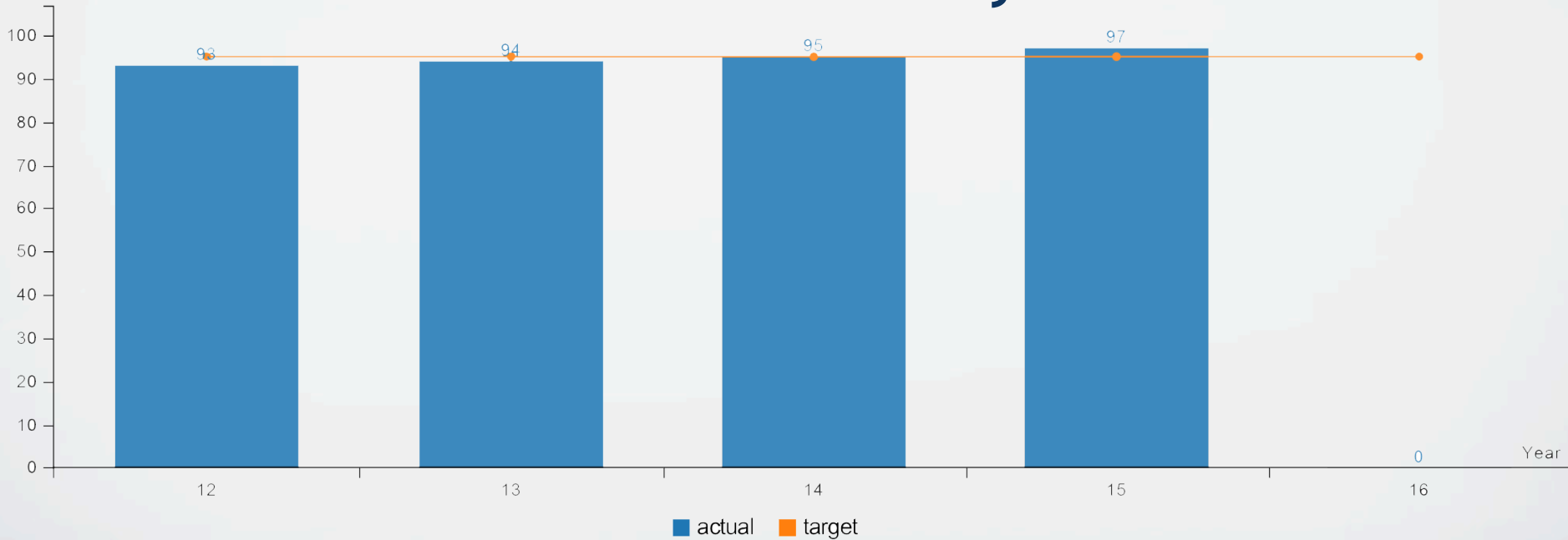
Year	2012	2013	2014	2015	2016
Overall					
Actual	No data	78.50%	33%	29%	13%
Target	N/A	98%	98%	98%	98%
Availability of information					
Actual	No data	73.40%	48%	32%	20%
Target	N/A	97%	97%	97%	97%
Helpfulness					
Actual	No data	85.60%	38%	39%	18%
Target	N/A	98%	98%	98%	98%
Timeliness					
Actual	No data	77.30%	32%	34%	15%
Target	N/A	97%	97%	97%	97%
Accuracy					
Actual	No data	81.80%	45%	44%	24%
Target	N/A	97%	97%	97%	97%
Expertise					
Actual	No data	85.60%	43%	44%	19%
Target	N/A	97%	97%	97%	97%

KPM #5: Effective taxpayer assistance (direct assistance and self-service)



Year	2012	2013	2014	2015	2016
Actual	50.96	61	59	56.10	60.70
Target	56	55	56	56	56

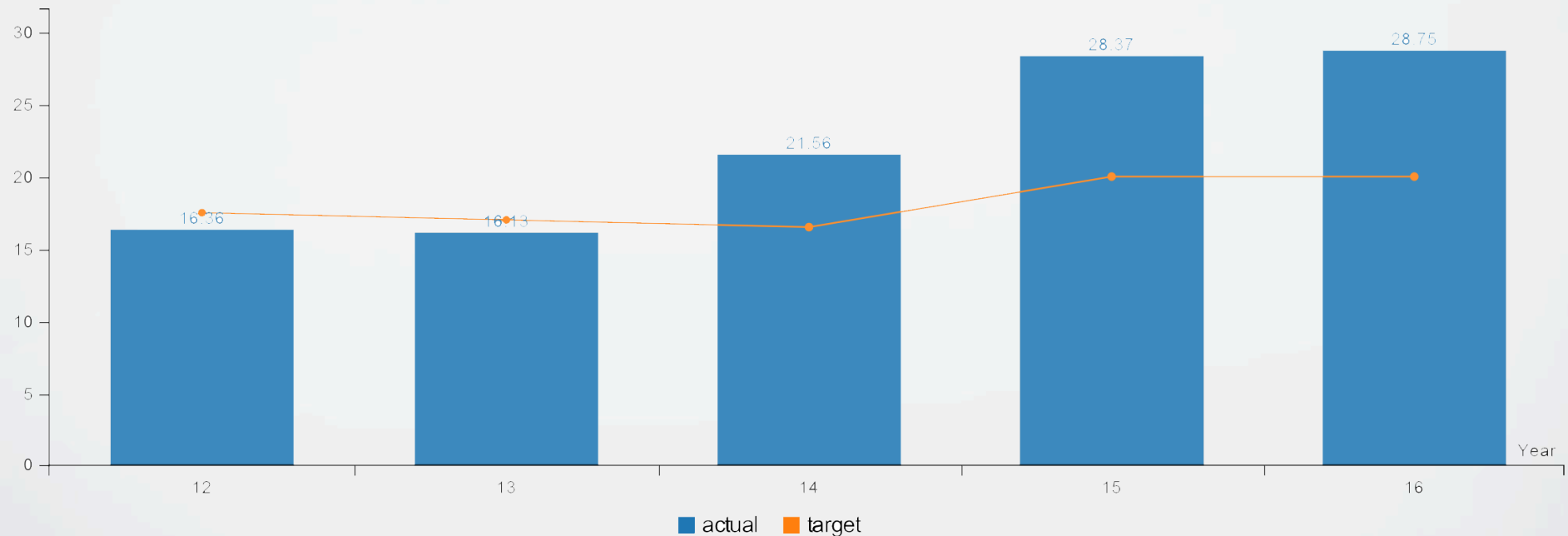
KPM #6: Appraisal program equity and uniformity



Year	2012	2013	2014	2015	2016
Actual	93%	94%	95%	97%	95%
Target	95%	95%	95%	95%	95%

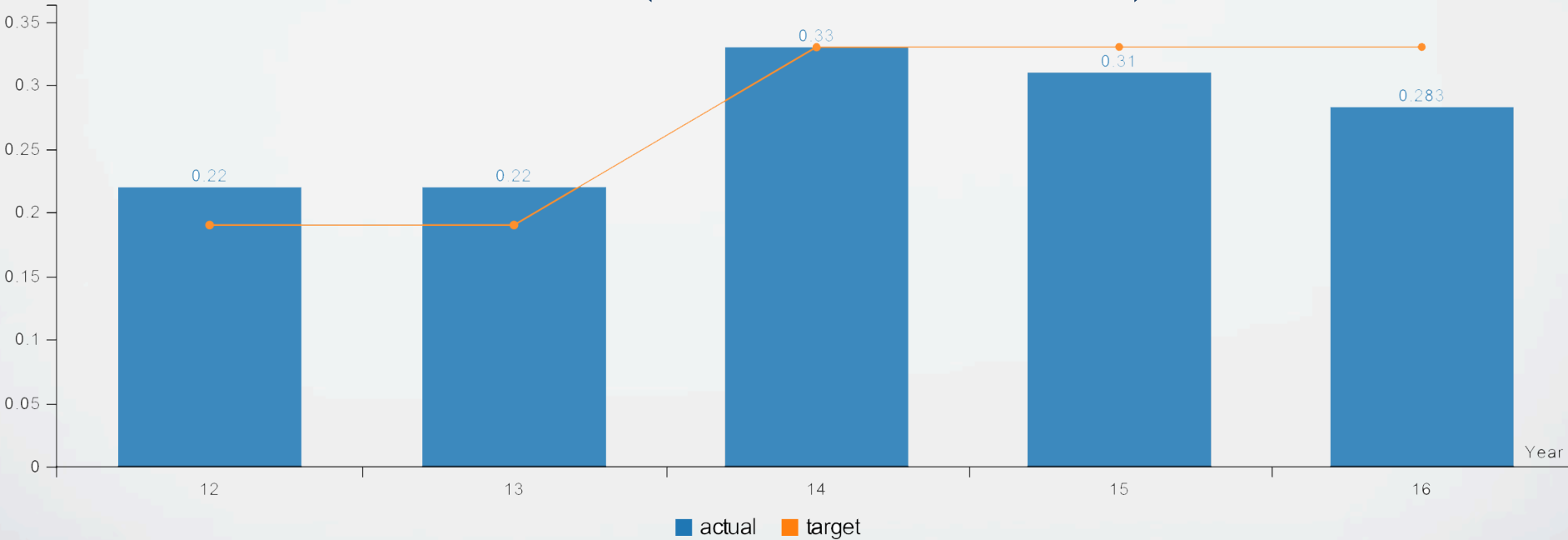


KPM #7: Appraisal value uniformity



Year	2012	2013	2014	2015	2016
Actual	16.36%	16.13%	21.56%	28.37%	28.75%
Target	17.50%	17%	16.50%	20%	20%

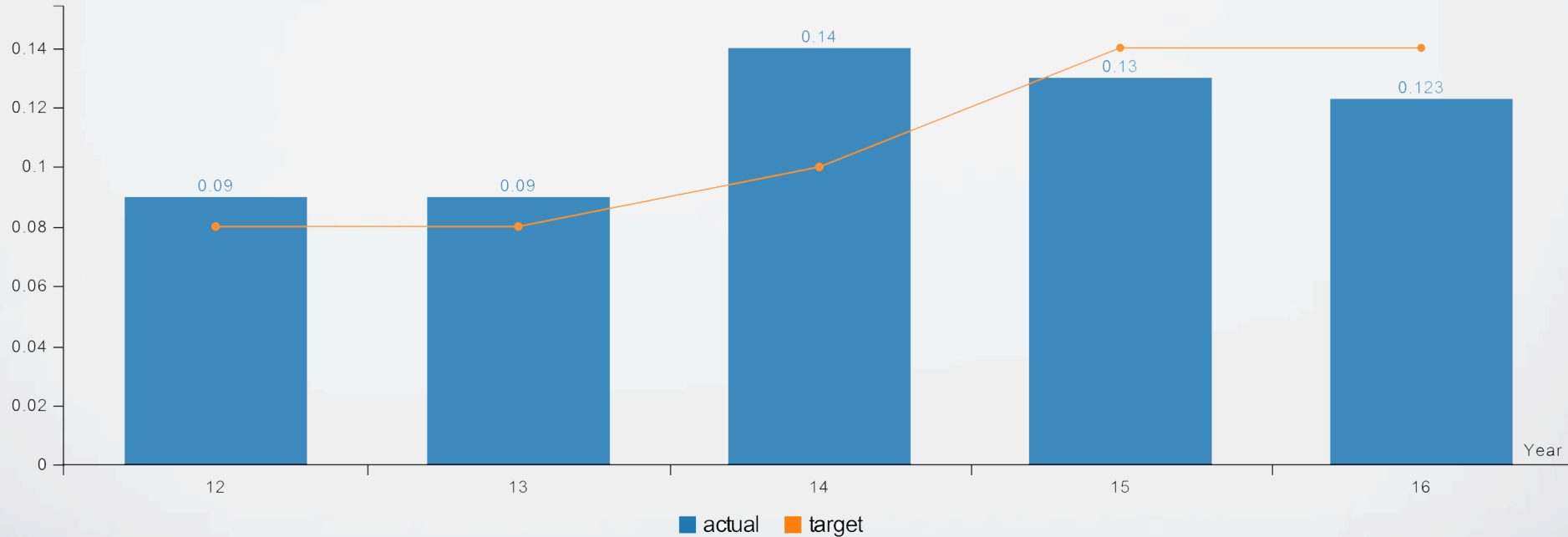
KPM #8: Direct enforcement dollars cost of funds (lower is better)



Year	2012	2013	2014	2015	2016
Actual	\$0.22	\$0.22	\$0.33	\$0.31	\$0.28
Target	\$0.19	\$0.19	\$0.33	\$0.33	\$0.33

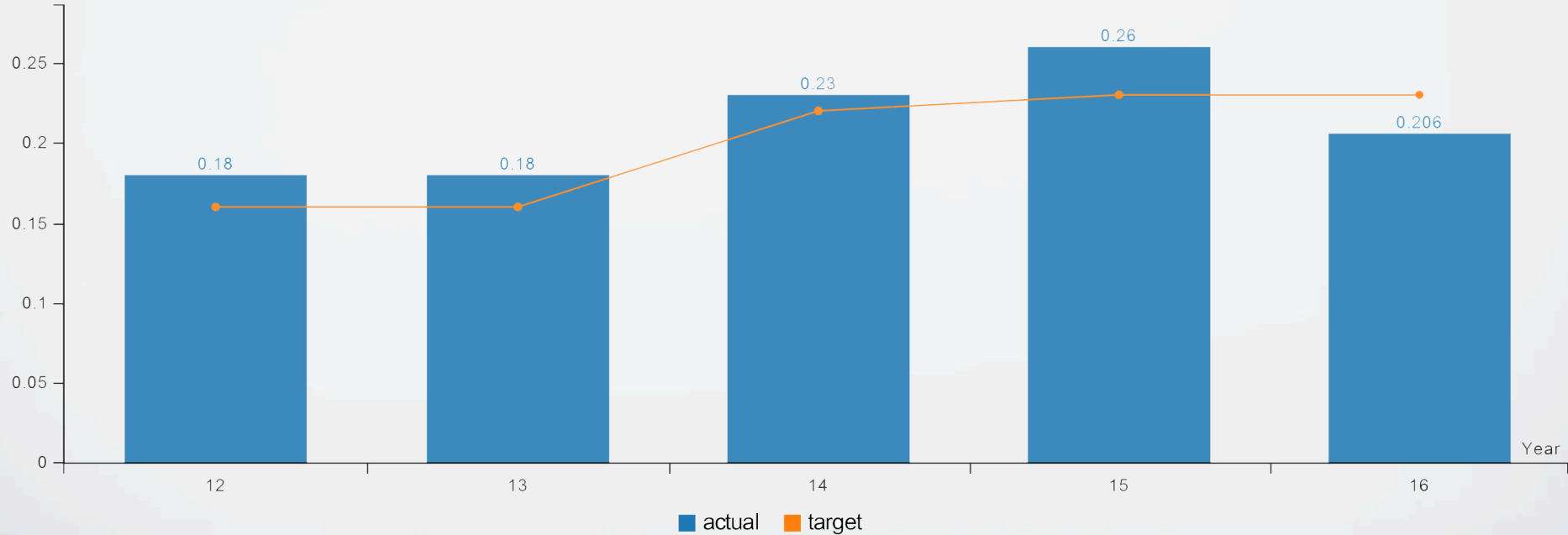


KPM #9: Collection dollars cost of funds (lower is better)



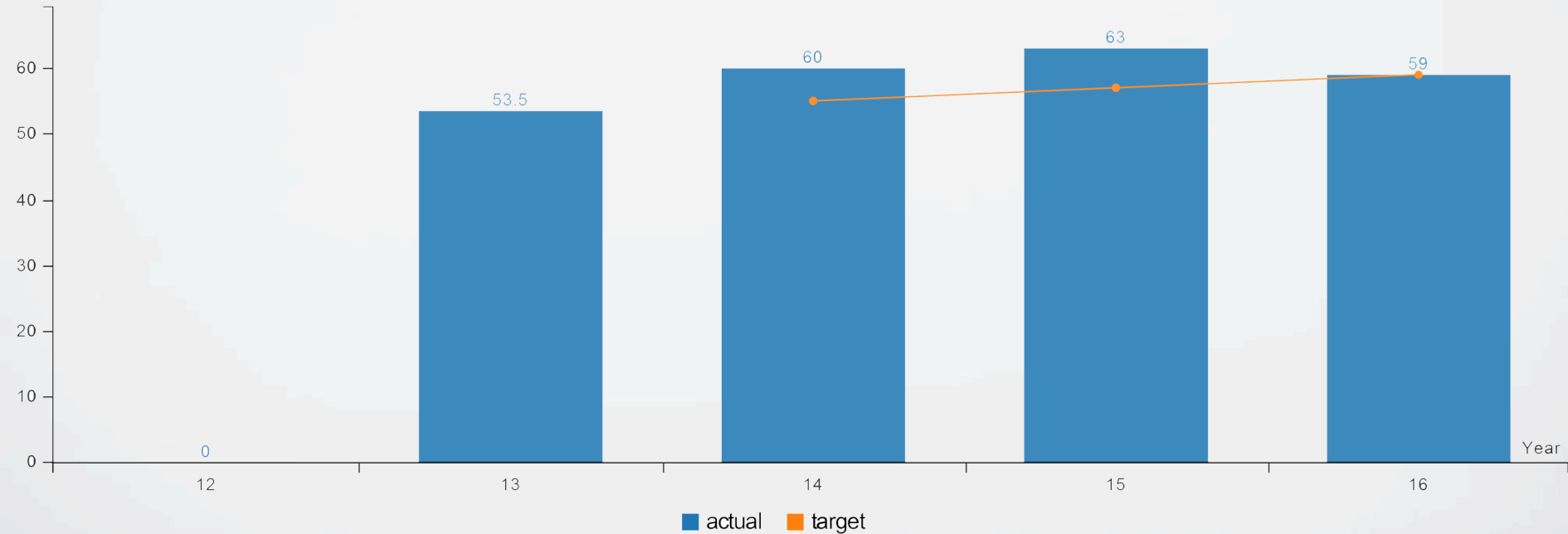
Year	2012	2013	2014	2015	2016
Actual	\$0.09	\$0.09	\$0.14	\$0.13	\$0.12
Target	\$0.08	\$0.08	\$0.10	\$0.14	\$0.14

KPM #10: Cost of assessments (lower is better)



Year	2012	2013	2014	2015	2016
Actual	0.18%	0.18%	0.23%	0.26%	0.21%
Target	0.16%	0.16%	0.22%	0.23%	0.23%

KPM #11: Employee engagement



Year	2012	2013	2014	2015	2016
Actual	No data	53.50	60	63	59
Target	N/A	N/A	55	57	59

Questions?

If you have additional questions after today please contact:

Nia Ray, Director
Kris Kautz, Deputy Director
directors.office@oregon.gov
(503) 945-8214