

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency: Department of Revenue	Date Submitted: September 30, 2004	Version No.:
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Agency Name: Department of Revenue		Agency No.: 15000
The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.		
1	How were staff and stakeholders involved in the development of the agency's performance measures?	Staff and stakeholders are involved in reviewing our agency long-term goals, which are supported by the performance measures. Agency staff provided input for the development of the performance measures at the time they were established. They also review the measures and recommend modifications as appropriate.
2	How are performance measures used for management of the agency?	Performance measures are used as key indicators of the agency's progress toward achievement of its long-term goals. They are also used as indicators of progress made in projected efficiency gains as a result of automation.
3	What training has staff had in the use performance measurement?	Management Team members and managers involved in preparing and updating the department's performance measures are attending training and informational sessions sponsored by the Progress Board. Other agency managers have also attended training classes on performance measurement and have brought the knowledge gained at those classes back to the agency. In addition, managers have reviewed training and information posted on the Progress Board's Web site.
4	How does the agency communicate performance results and for what purpose?	Agency managers review the updated performance measures annually. Based upon their review, processes may be changed or problems/trends identified which are then addressed. Performance measures are also incorporated into the agency budget process. Recently the agency posted its performance measures on the agency Web site and on the agency intranet.
5	What important performance management changes have occurred in the past year?	During February 2003, the agency went through a layoff process impacting over 100 positions. Although the positions were quickly reinstated, the impact of the layoff is evident in the progress toward achievement of our goals and in the results of the performance measure for the 2003-04 fiscal year. Subsequently, the 2003 Legislature added a number of positions to the agency. Now that these new employees are on board and trained, they are beginning to result in increased revenue to the state, as well as progress toward achievement of our goals. The results of this added staff should be reflected in the performance measures data for fiscal year 2004-05.

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2003-04

Agency: Department of Revenue	Date Submitted: September 30, 2004	Version No.:
Contact: Susan Browning	Phone: 503-945-8117	
Alternate: Dave Zerbe	Phone: 503-945-8393	
Agency Name: Department of Revenue	Agency No.: 15000	

◆ **Summarize Performance Target Achievement using the table below.**

Performance Target Achievement	#
Total Number of Key Performance Measures (KPMs)	12
# of KPMs at target for most current reporting period	7
# of KPMs not at target for most current reporting period	5

Note: The department has proposed modifying slightly several performance measures beginning in 2005. With further experience using the measures, department staff have identified several areas where the measures should be modified to provide more useful data.

◆ **Degree and type of agency influence on agency's chosen benchmarks and high-level outcomes**

The Department of Revenue is a key partner in providing healthy tax systems and long-term stability of revenues for the State of Oregon now and in the future. Governor Kulongoski has outlined his three priorities for the state: Putting Children First, Rebuilding Oregon's Economy, and Government Performance and Efficiency. The department's mission, values, and long-term goals support and complement these top three priorities. Our performance is guided by the agency's three long-term goals that emphasize the importance of tax administration, customer service and work environment. They are designed to move and motivate the department for many years. To make them a reality, we will continue to innovate, streamline and use appropriate tools and technology.

In pursuing its goals, Department of Revenue programs contribute to the Oregon Benchmark No. 33 – Percentage of Oregonians who understand the Oregon tax system and where tax money is spent. The following are examples of things we have done to assist the State in making progress on this benchmark:

- The agency contributes funding to the Oregon Progress Board for the survey they use to determine progress on the benchmark.
- The agency issues messages on tax refund check stubs explaining how tax dollars are spent.
- The agency distributes written information to the public and to other government bodies displaying how each tax dollar is split between various public services.
- Department of Revenue employees, in their outreach efforts, strive to educate Oregonians on the Oregon tax system and how tax money is being spent. This is done through telephone and in-person conversations with Oregonians.

◆ **Summarize the year's successes and barriers to achieving performance measure targets**

The department has identified 12 key measures of performance linked to its mission and goals and to the Oregon benchmark identified above. Significant successes during the past year include:

- A significant increase in taxpayer contacts as a result of information we have provided on our agency Web-site and through our Interactive Voice Response system. This directly impacts our effectiveness in making progress towards the Oregon Benchmark. (PM #4)
- A significant increase in the number of personal income tax returns being filed as a result of filing enforcement activities. More taxpayers than we anticipated are coming into compliance through the filing of returns in response to our filing enforcement efforts. (PM #7)
- A significant growth in the number of percent income tax returns filed electronically. More and more taxpayers are filing electronic returns or 2-D bar code returns, improving the speed and efficiency of processing. (PM #10)

The state's budget shortfall affected the department's performance. During February 2003 the agency went through a layoff process impacting over 100 positions. Although the positions were quickly reinstated, the impact of the layoff is evident in the results of some performance measures for the 2003 fiscal year, such as tax dollars collected per revenue agent, and tax cases closed (PMs #1 and 6). The department also cut back significantly on staff training during 2002-03 due to the budget shortfall. During 2003-04, we began to reinstate an active training program, pursuing creative and low-cost ways to deliver training. The performance measure, employee training per year, reflects these changes (PM12).

◆ **Future challenges**

As we look to the future, the department will continue to operate in a time of tight budget resources and growing demands. We will be challenged to find new and innovative ways of delivering services, collecting tax revenues, and maintaining the infrastructure needed to efficiently process and manage information. The agency is proud of the accomplishments it has made and continues to strive for excellence each and every day.

In summary, the department has made good progress on its key measures over the last year. We are looking forward to finding additional ways to use performance measurement as a management tool within the agency.

Dollars Collected Per Revenue Agent Per Month (Personal Income Tax)

FYE	1999	2000	2001	2002	2003	2004	2005	2006
Actual	\$60,190	\$63,197	\$64,805	\$65,129	\$68,021	—	—	—
Target	—	—	—	—	\$68,612	\$71,422	\$74,995	\$77,242

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration: The Department of Revenue will help strengthen the health of Oregon’s tax systems and the long-term stability of revenues through education, assistance, and enforcement.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department’s mission.

How does the performance measure demonstrate progress toward the goal?

The measure evaluates the effectiveness of collection staff in collecting delinquent tax debt. It measures the total dollars collected per FTE including payment plans, system offset, and direct taxpayer contact. Staff work with taxpayers in writing, on the phone, or in person through field visits.

Compare actual performance to target and explain any variance.

The target for the 2003 fiscal year was not quite met. The agency feels this is directly related to the layoffs that occurred in February 2003, and the ripple effect of those layoffs. Production was slowed for a period of about 30-60 days.

Summarize how actual performance compares to any relevant public or private industry standards.

With the assistance of the Federation of Tax Administrators (FTA), the department queried twelve other state revenue agencies that are using performance measures. Those who responded provided data for this measurement ranging from \$19,000 per employee per month to \$104,000. Oregon’s total for the revised measure is \$68,000. This wide range points out the difficulty of factoring in the states’ different tax laws and systems when trying to find comparable measures.

What is an example of a department activity related to the measure?

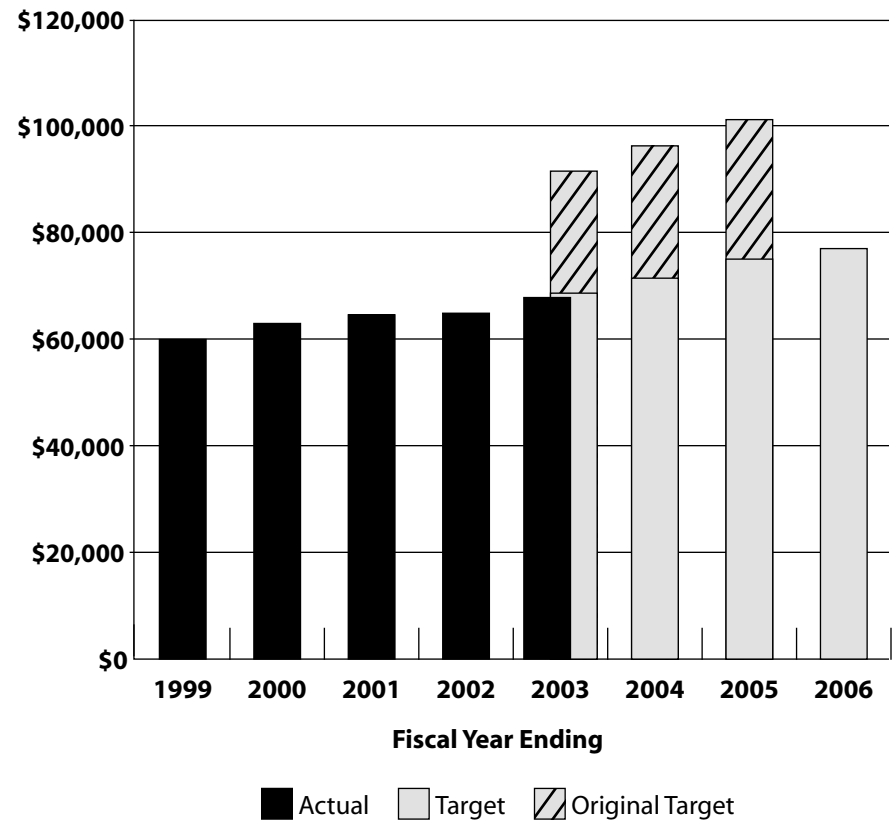
We have analyzed the type and age of delinquent debts and worked to ensure that agents are focusing their efforts effectively. We have shifted emphasis recently to focus on more easily collectable debt to enhance short-term revenue collections.

What needs to be done as a result of your analysis?

With ongoing turnover of staff due to promotion and retirement, training new staff is a constant challenge.

We need to continue to evaluate how to streamline our technical training.

Dollars Collected Per Revenue Agent Per Month



What is the data source?

Agent Production Reports ACTF007, PTAC Performance Measures, Cost Allocation System (CAS).

Percent of Property Taxes Collected in the Year of Initial Billing

FYE	1999	2000	2001	2002	2003	2004	2005	2006	2007
Actual	93.2%	93.3%	93.2%	93.3%	93.7%	—	—	—	—
Target	—	—	—	—	—	93.4%	93.4%	93.7%	93.8%

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration: The Department of Revenue will help strengthen the health of Oregon’s tax systems and the long-term stability of revenues through education, assistance, and enforcement.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department’s mission.

How does the performance measure demonstrate progress toward the goal?

The degree to which counties are able to timely collect identified property taxes.

Compare actual performance to target and explain any variance.

The data reveals a stable tax payment trend to the counties during the first

year that the tax is due. Additional research has shown that by the third year, the county has received about 99.7 percent of the taxes due. The statistics show a high degree of effectiveness in maintaining timely collection activities for the property tax year.

Summarize how actual performance compares to any relevant public or private industry standards.

Comparable data is not available.

What is an example of a department activity related to the measure?

Training of county collection staffs, development and maintenance of support materials and manuals.

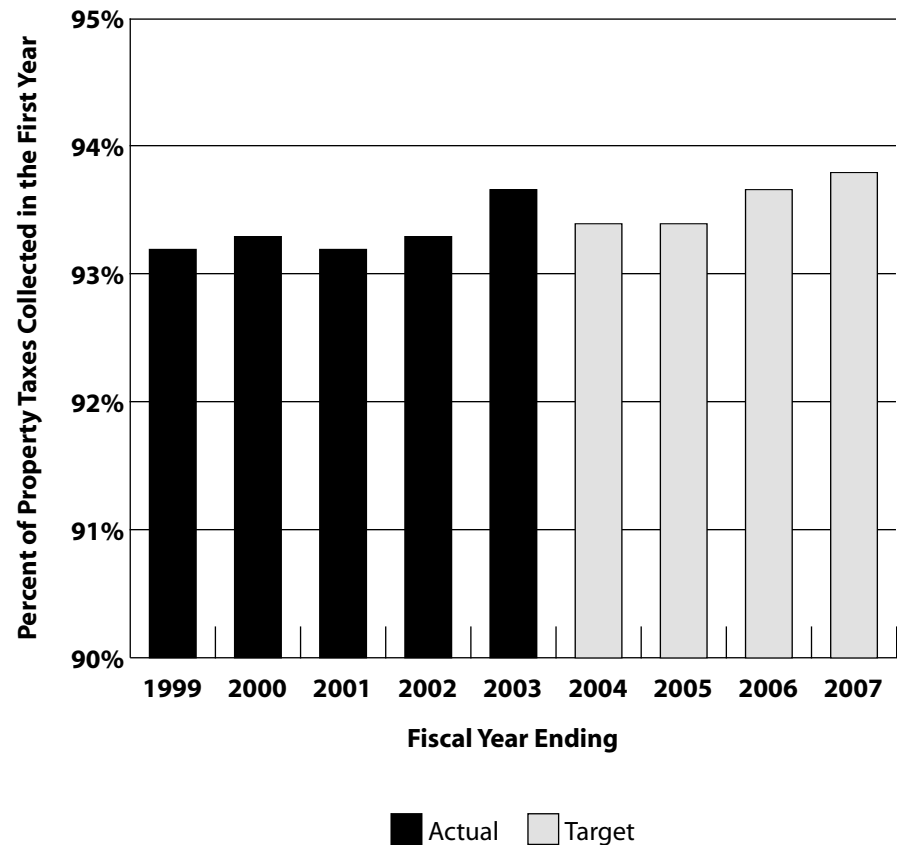
What needs to be done as a result of your analysis?

Continue partnerships with county collection offices.

What is the data source?

Oregon Property Tax Statistics (various years); Property Tax certified, Property Tax Collection, and Total Uncollected report.

Percent of Property Taxes Collected in the Year of Initial Billing



Percent of Assessor's Maps Digitized

FYE	2002	2003	2004	2005	2006	2007	2008	2009	2010
Actual	57%	62%	32% (est.)	—	—	—	—	—	—
Target	—	—	—	40%	50%	75%	90%	95%	100%

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration. The Department of Revenue will help strengthen the health of Oregon's tax systems and the long-term stability of revenues through education, assistance, and enforcement.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department's mission.

How does the performance measure demonstrate progress toward the goal?

Having digitized maps statewide allows stakeholders, employees, and external partners to have easy access to accurate property tax map information. Specifically, counties can use this data when valuing property accounts to achieve equity in the ad valorem property tax system.

Compare actual performance to target and explain any variance.

The data reveals the growth in achieving a digital statewide property tax map.

Summarize how actual performance compares to any relevant public or private industry standards.

This measure is very difficult to evaluate across jurisdictions because of differing technology and terminology. We understand that North Carolina and Montana are working hard to digitize maps, and Arizona reported that "about 25 percent of their assessors have easy access to digitized maps." Oregon's revised measure is 32% of assessors' maps are digitized.

What is an example of a department activity related to the measure?

The Department administers the Statewide Oregon Map (ORMAP) Project (ORS 306.132) that is working to develop a statewide property tax parcel base map that is digital, publicly accessible, and continually maintained.

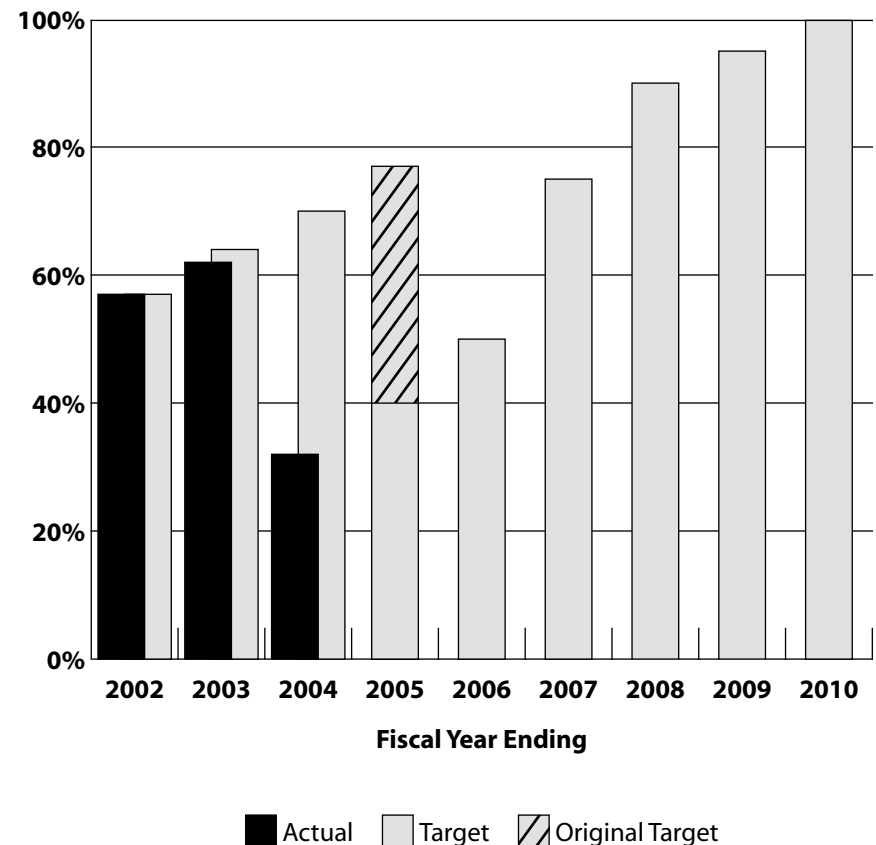
What needs to be done as a result of your analysis?

Continue to partner with counties to manage and fund remapping efforts aimed at improving access to assessor map information.

What is the data source?

Data based on county estimates for DOR Property Tax Division County Survey. Future data will be drawn from the Statewide ORMAP project when it is completed this fall.

Percent of Assessor's Maps Digitized



Taxpayer Assistance Contacts

FYE	1999	2000	2001	2002	2003	2004	2005	2006
Actual	630,400	624,200	571,380	625,963	805,226	—	—	—
Target	—	—	—	—	761,358	799,426	839,397	881,367

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration: The Department of Revenue will help strengthen the health of Oregon’s tax systems and the long-term stability of revenues through education, assistance, and enforcement.

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal links to the department’s mission and Oregon benchmark 33: Percentage of Oregonians who understand the Oregon Tax System and where tax money is spent.

How does the performance measure demonstrate progress toward the goal?

This measure demonstrates the importance of taxpayer assistance in providing efficient customer service and promoting long-term tax compliance.

Compare actual performance to target and explain any variance.

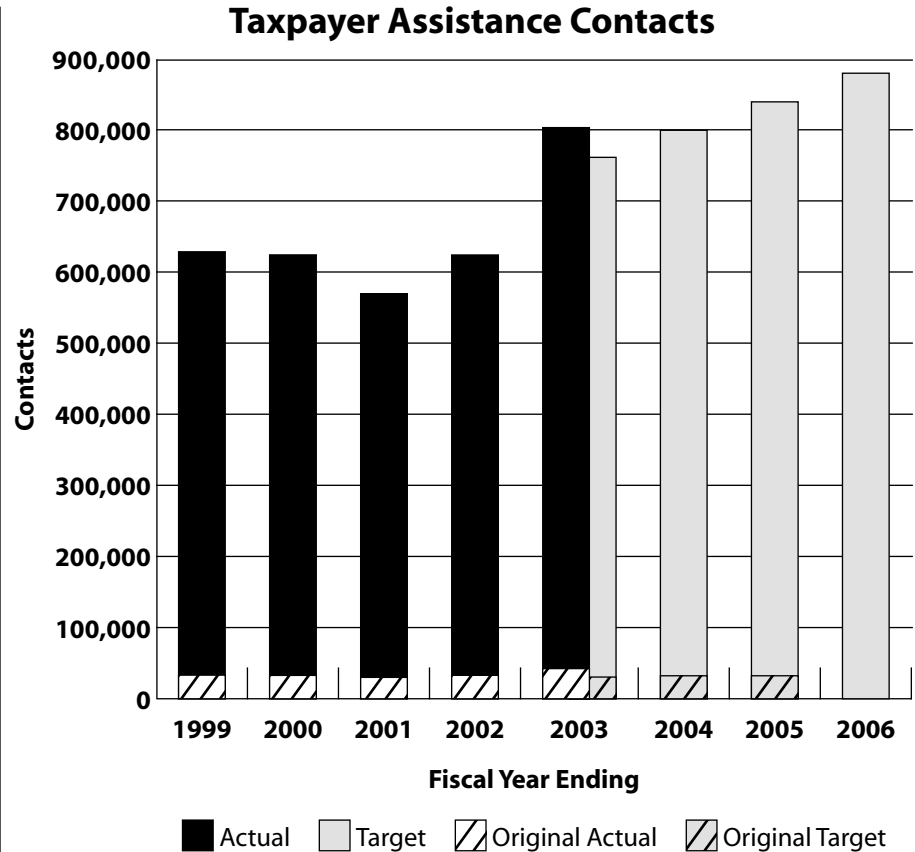
Taxpayers are becoming more comfortable using the Internet as a way of getting tax information and downloading tax forms. We have made significant progress in answering the needs of taxpayers through a variety of methods.

Summarize how actual performance compares to any relevant public or private industry standards.

Three states reported total numbers of taxpayer assistance, based on Web site hits and phone calls to their tax services call centers. Iowa reported 386,000 contacts; Missouri reported 599,000; and Arizona reported 891,000 (including their Interactive Voice Response calls). This compares to Oregon’s revised 2003 actual of 805,000.

What is an example of a department activity related to the measure?

We continue to post update information on our Web site frequently. Tax Services representatives are continually being trained regarding changes, enhancements to the tax system, and all programs. The Interactive Voice Response System is continually updated with current information.



What needs to be done as a result of your analysis?

We need to continue educating the public about Oregon’s tax system and

assisting taxpayers in meeting their filing responsibilities.

What is the data source?

Web site hits and Tax Services calls.

Personal Income Tax Nonfiler Assessments Issued Per Employee Per Month

FYE	2000	2001	2002	2003	2004	2005	2006
Actual	20	32	37	46	—	—	—
Target	—	—	—	40	37	36	35

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration: The Department of Revenue will help strengthen the health of Oregon’s tax systems and the long-term stability of revenues through education, assistance, and enforcement.

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal links to the department’s mission and Oregon benchmark 33: Percentage of Oregonians who understand the Oregon Tax System and where tax money is spent.

How does the performance measure demonstrate progress toward the goal?

It measures the effectiveness of the filing enforcement program in identifying nonfiling taxpayers and achieving greater compliance.

Compare actual performance to target and explain any variance.

Due to a shift in resources from the filing enforcement process to the collection

process, the data for this measure was abnormally high for this fiscal year.

Summarize how actual performance compares to any relevant public or private industry standards.

Arizona reports that 29 such assessments are issued per employee per month vs. Oregon’s current 46.

What is an example of a department activity related to the measure?

As the new biennium starts the department is shifting our filing enforcement resources back to their normal work. As a result we expect to see a small decline in this measure as time is taken to rebuild caseloads after which we should see an increase in productivity.

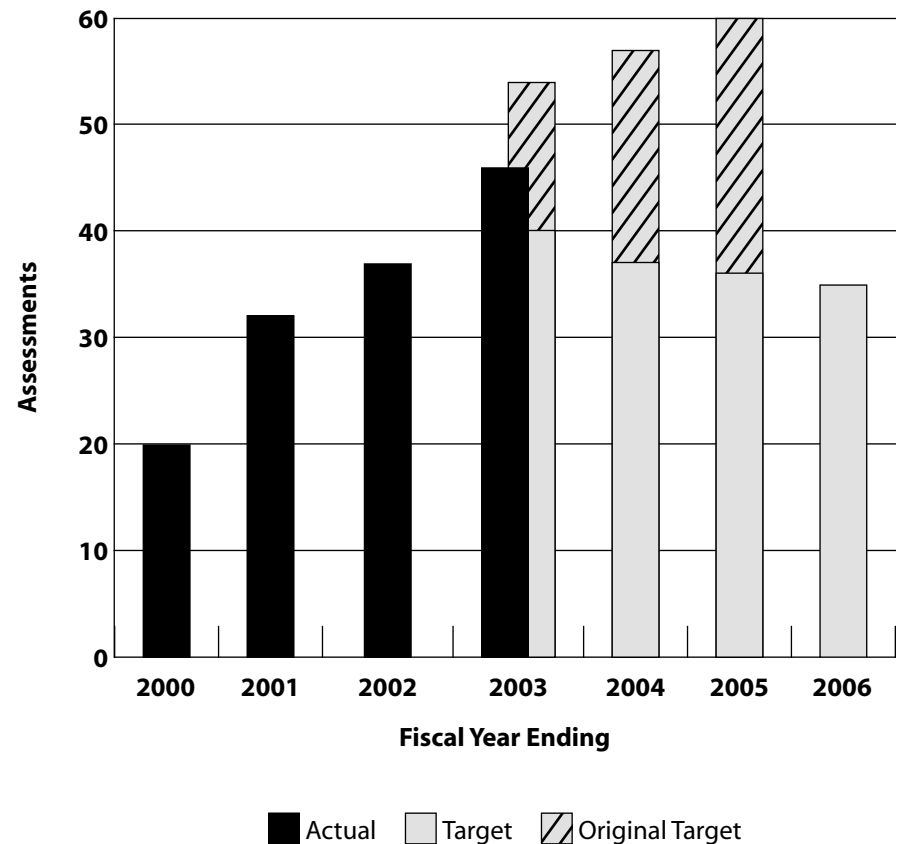
What needs to be done as a result of your analysis?

To continue to develop and improve filing enforcement applications and use newly available federal information to improve accuracy of the information we have. This will help us encourage and assist taxpayers to file their returns.

What is the data source?

CAS and Filing Enforcement Monthly Reports.

Personal Income Tax Nonfiler Assessments Issued Per Employee Per Month



Personal Income Tax and Corporation Tax Cases Closed Per Revenue Agent Per Month

FYE	1999	2000	2001	2002	2003	2004	2005	2006
Actual	109	122	126	132	121	—	—	—
Target	—	—	—	—	138	145	153	158

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration: The Department of Revenue will help strengthen the health of Oregon’s tax systems and the long-term stability of revenues through education, assistance, and enforcement.

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department’s mission.

How does the performance measure demonstrate progress toward the goal?

The measure evaluates the effectiveness of collection staff in closing collection cases. Collection staff work with taxpayers in writing, on the phone, or in person through field visits, to reach successful results in satisfying liabilities and closing cases.

Compare actual performance to target and explain any variance.

Cases closed for the fiscal year ending in 2003 were below target due to the layoffs and associated ripple effect in the agency.

Summarize how actual performance compares to any relevant public or private industry standards.

Comparable data is not available.

What is an example of a department activity related to the measure?

We have analyzed the type and age of delinquent debts and worked to ensure that agents are focusing their efforts effectively. We have shifted emphasis recently to focus on more easily collectable debt to enhance short-term revenue collections.

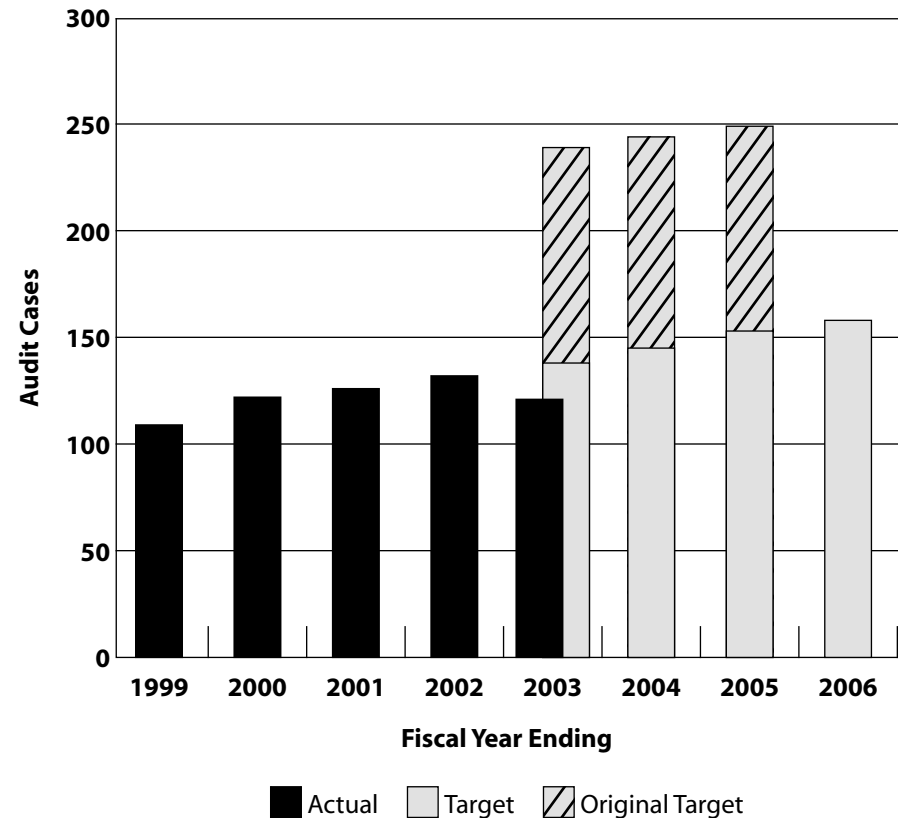
What needs to be done as a result of your analysis?

With ongoing turnover of staff due to promotion and retirement, training new staff is a constant challenge. We need to continue to evaluate how to streamline our technical training.

What is the data source?

Actual data from our Agent Production Reports ACTF007 and FTE from Cost Allocation System (CAS).

Personal Income Tax and Corporation Tax Cases Closed Per Revenue Agent Per Month



Delinquent Returns Filed After Compliance Contact Per Filing Enforcement Employee Per Month

FYE	2000	2001	2002	2003	2004	2005	2006
Actual	14	13	14	19	—	—	—
Target	—	—	—	16	22	26	29

To what goal or goals is this performance measure linked?

ALTG #1—Balanced Approach to Tax Administration: The Department of Revenue will help strengthen the health of Oregon’s tax systems and the long-term stability of revenues through education, assistance, and enforcement.

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal links to the department’s mission and Oregon benchmark 33: Percentage of Oregonians who understand the Oregon Tax System and where tax money is spent.

How does the performance measure demonstrate progress toward the goal?

It measures the effectiveness of the Filing Enforcement Program in identifying nonfiling taxpayers and achieving greater compliance.

Compare actual performance to target and explain any variance.

Returns filed during the most recent period exceeded the target. We will

need to re-evaluate our targets on this measure to be sure that they are realistic. It appears that our efforts in working with taxpayers in this area are paying off. More taxpayers than we anticipated are coming into compliance through the filing of returns in response to our filing enforcement efforts.

Summarize how actual performance compares to any relevant public or private industry standards.

Arizona reports 6 returns per enforcement employee per month vs. Oregon’s current 19.

What is an example of a department activity related to the measure?

As the new biennium starts the department is shifting our filing enforcement resources back to their normal work. As a result we expect to see a small decline in this measure as time is taken to rebuild caseloads after which we should see an increase in productivity.

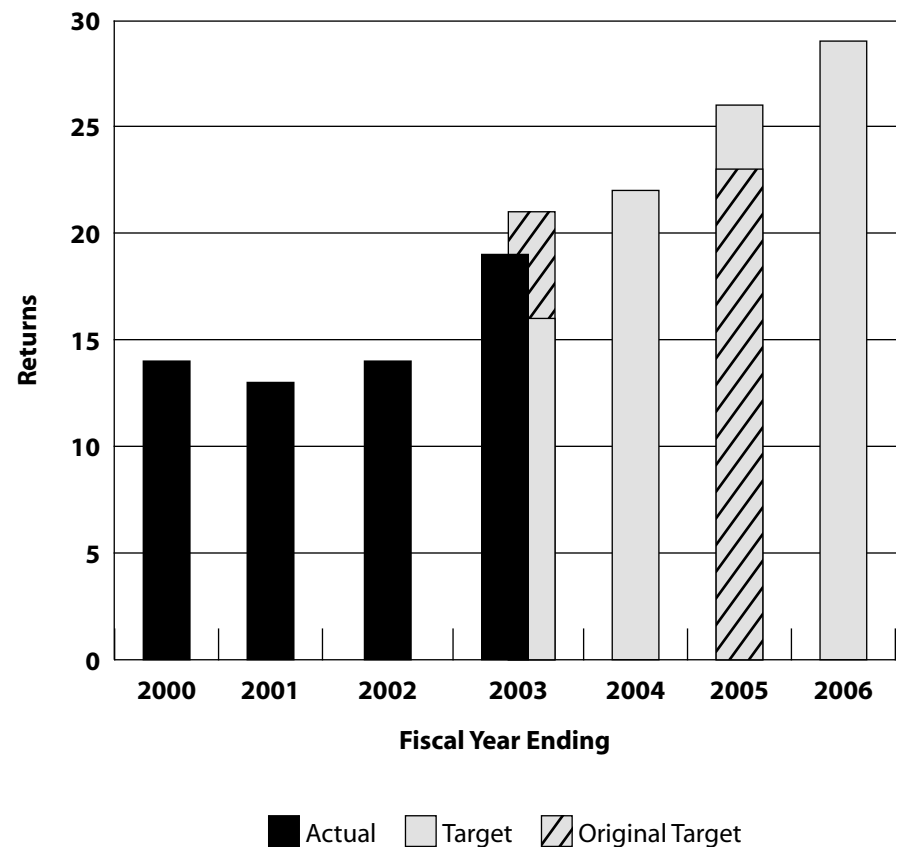
What needs to be done as a result of your analysis?

We need to continue to develop and improve filing enforcement applications and use of the available federal information to improve the accuracy of the information.

What is the data source?

CAS and Filing Enforcement Monthly Reports.

Delinquent Returns Filed After Compliance Contact Per Filing Enforcement Employee Per Month



Assessor Satisfaction with DOR Service Level

FYE	2002	2003	2004	2005	2006
Actual	95%	—	96%	—	—
Target	—	—	96%	—	96%

To what goal or goals is this performance measure linked?

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department’s mission.

How does the performance measure demonstrate progress toward the goal?

The performance measure demonstrates the counties’ level of satisfaction with the services the department provides.

Compare actual performance to target and explain any variance.

The data reveals how we are doing in providing services to the county.

Summarize how actual performance compares to any relevant public or private industry standards.

Comparable data is not available.

What is an example of a department activity related to the measure?

We conduct Joint Tax Assessors Group meetings on a regular basis. The purpose of these meetings is to maintain open communication and identify areas that may need the department’s attention.

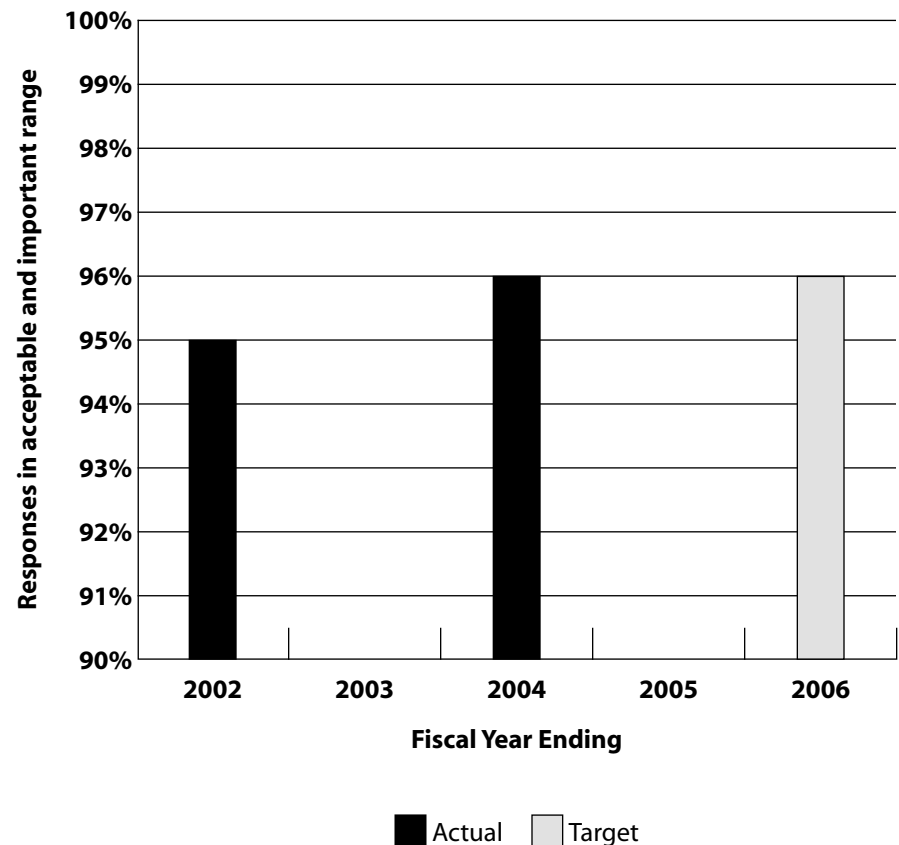
What needs to be done as a result of your analysis?

The department has shared the survey results with assessors and has developed action plans to address those areas that need improvement. We will conduct another survey in June 2006 to assess our progress and to determine if there are additional opportunities for improvement.

What is the data source?

County Assessor Survey, 2002 and 2004; DOR Property Tax Division. The survey is conducted every other year.

Assessor Satisfaction with DOR Service Level



Average Days to Issue Personal Income Tax Refund

FYE	1999	2000	2001	2002	2003	2004	2005	2006
Actual	20	20	20	19	16	—	—	—
Target	—	—	—	19	18	17	17	15

To what goal or goals is this performance measure linked?

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department’s mission.

How does the performance measure demonstrate progress toward the goal?

Whether we meet or exceed taxpayer expectations of a timely refund.

Compare actual performance to target and explain any variance.

Current expectations are being met.

Summarize how actual performance compares to any relevant public or private industry standards.

Iowa issues refunds within 10 days average; Missouri reported 13 days; and Arizona reported 13 days. Oregon’s average for fiscal year 2003 was 16.

What is an example of a department activity related to the measure?

The department actively promotes the “rapid refund” associated with electronic filing.

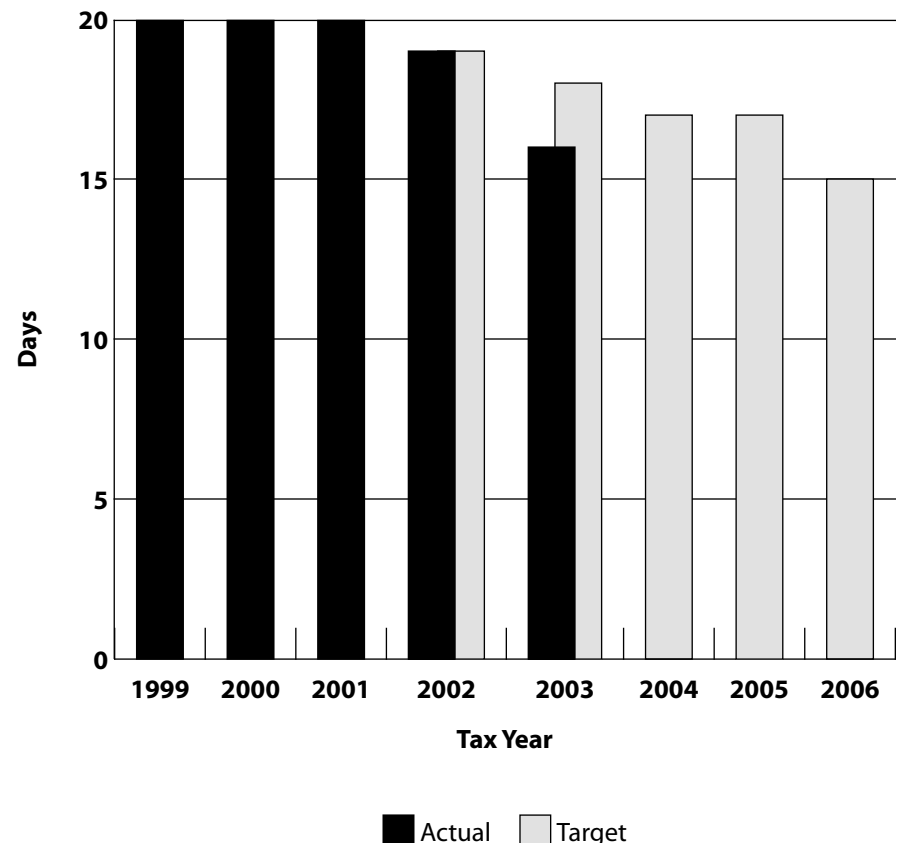
What needs to be done as a result of your analysis?

We need to continue to encourage taxpayers to use alternative filing methods.

What is the data source?

Personal income tax return processing system.

Average Days to Issue Personal Income Tax Refund



Percent of Personal Income Tax Returns Filed Electronically

FYE	1999	2000	2001	2002	2003	2004	2005	2006
Actual	17.1%	20.3%	26.2%	39.0%	51.4%*	—	—	—
Target	—	—	—	29.0%	35.0%	35.0%	35.0%	51.0%

* Returns processed through June 30, 2004.

To what goal or goals is this performance measure linked?

ALTG #2—Customer Service: The Department of Revenue will deliver Grade “A” customer service to stakeholders, employees, and external partners.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department’s mission.

How does the performance measure demonstrate progress toward the goal?

Taxpayer acceptance and use of electronic filing. Through partnerships with the private sector, individuals choosing this option have access to taxpayer assistance information from computer software and the Internet.

Compare actual performance to target and explain any variance.

Significant growth in electronic filing has been achieved. However, the majority of taxpayers continue to file paper returns. The 2-D barcode return, although still a paper return, allows the department to capture the data more quickly. Unfortunately, the 2-D barcode returns still have to go through the mail

opening and sorting process, so they are not as efficient to process as the electronically filed returns.

Summarize how actual performance compares to any relevant public or private industry standards.

Iowa: 62% of Personal Income Tax returns filed electronically; Missouri: 40%; and Arizona: 41%. Arizona’s rate increases to 58% when 2-D barcode returns are included. Oregon’s rate is 35% for electronic returns, increasing to 51% with the inclusion of 2-D barcode returns.

What is an example of a department activity related to the measure?

The department advertises the benefits (e.g. rapid refund) of electronic filing. Additionally, we are utilizing 2-D barcode technology to improve our processing efficiency of computer prepared paper returns.

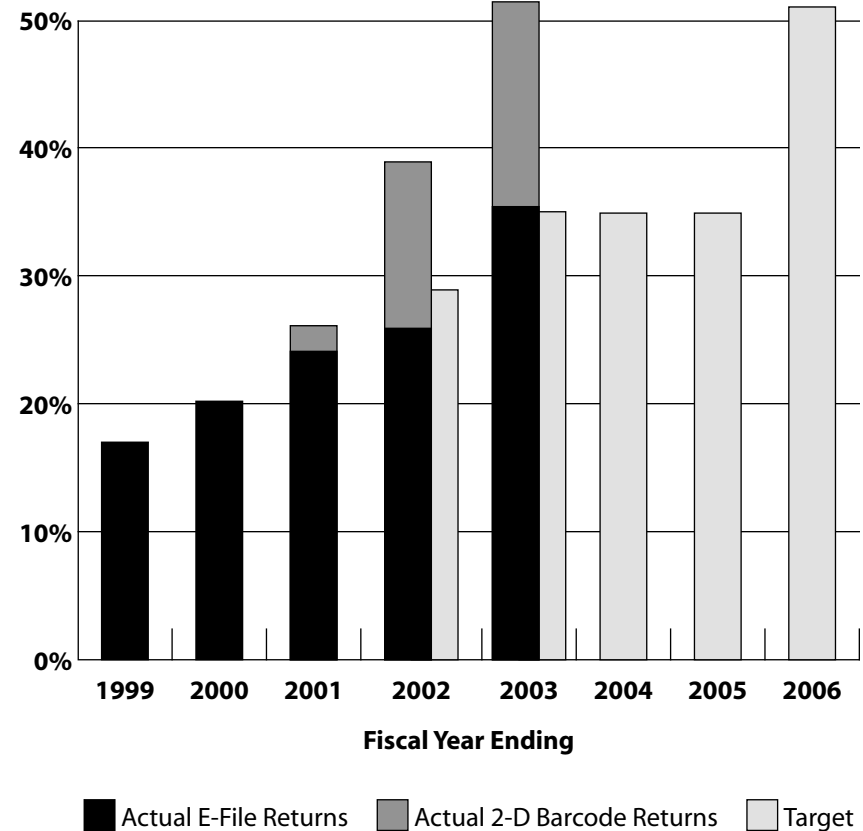
What needs to be done as a result of your analysis?

Continue to enhance and market the benefits of electronic filing.

What is the data source?

Personal income tax return processing system statistics for electronically filed returns and paper returns that contain a 2-D barcode.

Percent of Personal Income Tax Returns Filed Electronically



Employee Work Environment

FYE	2002	2003	2004	2005	2006	2007	2008
Actual	4.54	N/A	4.48	—	—	—	—
Target	—	4.75	5.00	5.25	5.25	5.25	5.25

To what goal or goals is this performance measure linked?

ALTG #3—Work Environment: The Department of Revenue will provide employees with the physical environment, agency support for work/life balance, and adequate resources needed to do their jobs well.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal has no direct link to an Oregon benchmark; it links directly to the department's mission.

How does the performance measure demonstrate progress toward the goal?

Based upon data from an employee survey, we are making progress toward our goal of employee satisfaction.

Compare actual performance to target and explain any variance.

Employees rated their work environment on a scale of 1-6, with 1=very dissatisfied, 2=dissatisfied, 3=somewhat dissatisfied, 4=somewhat satisfied, 5=satisfied, and 6=very satisfied. The

results showed that people are generally satisfied with their work environment. However, we need to continue to make improvements to reach our goal.

Summarize how actual performance compares to any relevant public or private industry standards.

Arizona reported that they have a similar measure. Their rating would be a 4.42 on a scale of 1-6; Wisconsin reported that "64% of their employees are satisfied with their work environment." For fiscal year 2004, the department's rating was 4.48 on a scale of 1-6.

What is an example of a department activity related to the measure?

We provide training and developmental opportunities, job rotation programs, flexible work schedules, and telework.

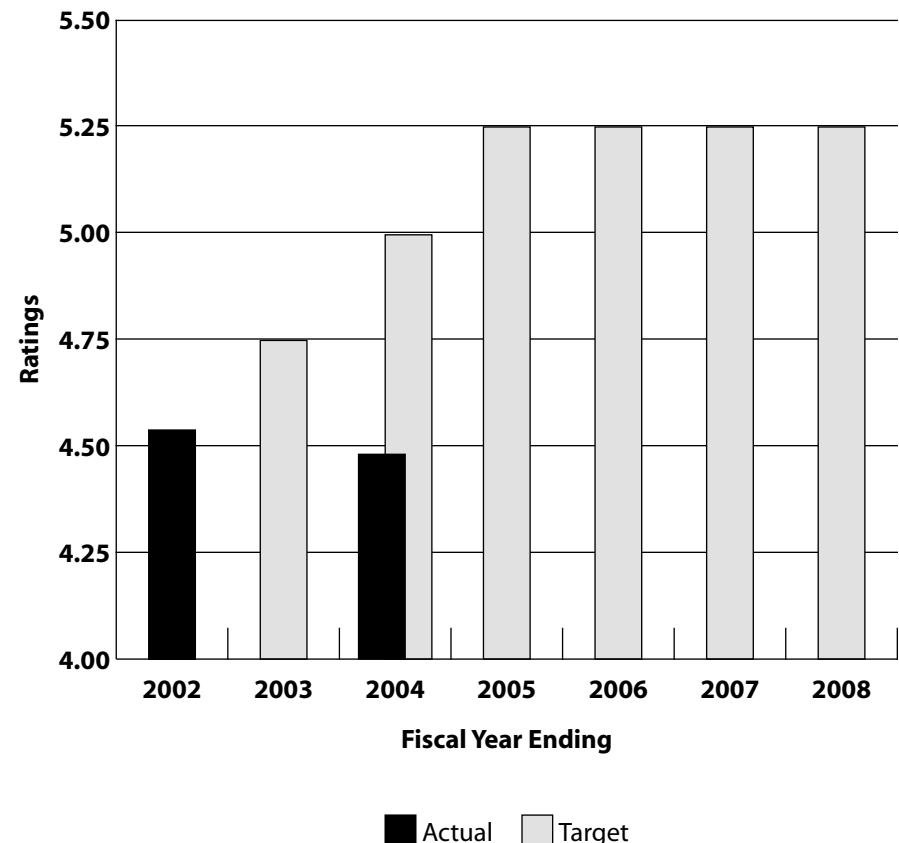
What needs to be done as a result of your analysis?

We need to address agency space and ergonomic furniture needs.

What is the data source?

Employee survey conducted by the agency's Workforce Environment Council.

Employee Work Environment



Employee Training Per Year

FYE	1999	2000	2001	2002	2003	2004	2005	2006
Actual	65%	66%	54%	53%	22%	46%	—	—
Target	—	—	55%	57%	59%	61%	63%	63%

To what goal or goals is this performance measure linked?

This measure ties us to the Oregon Benchmark that measures the percentage of employees in the labor force who receive at least 20 hours of skills training per year.

What does benchmark (or other high-level outcome) data say about Oregon relative to the goal? What is the impact of your agency?

This goal links to the department's mission and Oregon benchmark 29: Labor Force Skills Training—Percentage of Oregonians in the labor force who received at least 20 hours of skills training in the past year.

How does the performance measure demonstrate progress toward the goal?

This measure demonstrates the importance placed on employee development and the commitment of resources towards training.

Compare actual performance to target and explain any variance.

We need to continue to place a high priority on employee training, seeking low-cost ways to do so.

Summarize how actual performance compares to any relevant public or private industry standards.

The 2003 Oregon Benchmark Report notes that there has been little progress on OBM #29, Labor Force Skills Training. "Workers receiving at 20 hours training per year ranged from 31% to 38% since 1994." The department's actual results are 22% for fiscal year 2003 and 46% for fiscal year 2004.

What is an example of a department activity related to the measure?

To provide key technical skills assessments for new revenue agents and auditors. A core curriculum for managers is being delivered within the agency. Staff have also taken advantage of low-cost training opportunities offered through the DAS STEPS program.

What needs to be done as a result of your analysis?

Due to a statewide shortfall in revenues, we cut back significantly in training for our staff during fiscal year 2002-03. During fiscal year 2003-04, we have begun to reinstate an active training program, looking for creative, low-cost ways to deliver the training.

What is the data source?

Agency Cost Allocation System (CAS).

Employee Training Per Year

