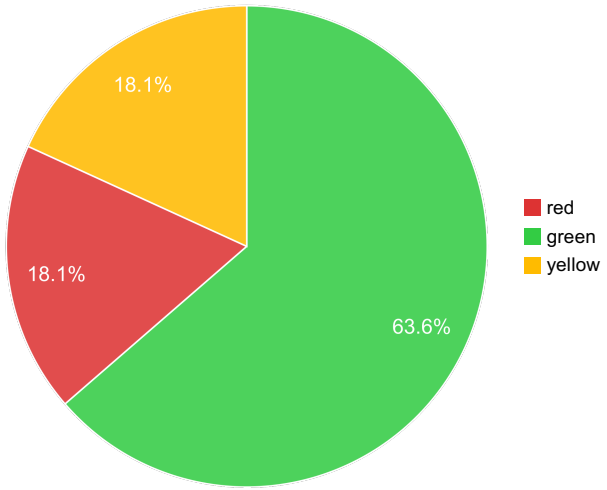
Department of Revenue

Annual Performance Progress Report

Reporting Year 2026

Published: 9/28/2026 10:26:49 AM

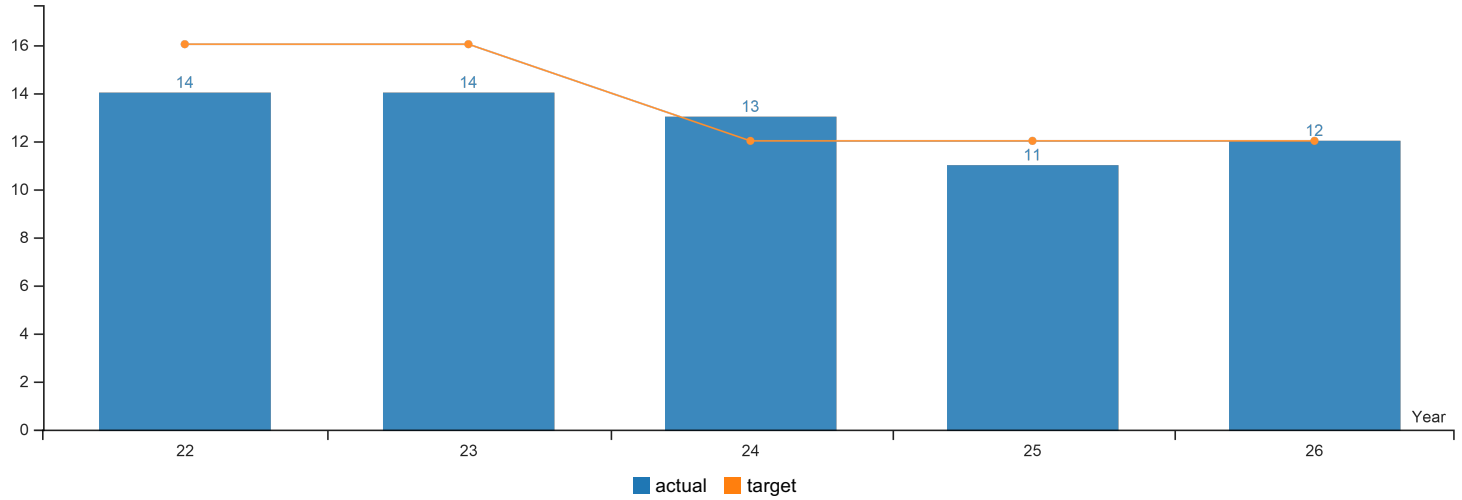
KPM #	Approved Key Performance Measures (KPMs)
1	Average Days to Process Personal Income Tax Refund. -
2	Percent of Personal Income Tax Returns Filed Electronically -
3	Employee Training Per Year (percent receiving 20 hours per year). -
4	Customer Service - Percent of customers rating their satisfaction 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 - We will measure the degree to which county appraisal program equity and uniformity is achieved by determining the percentage of study areas statewide with real market values that are within accepted appraisal standards.
7	Appraisal Value Uniformity - We will demonstrate our ability to deliver high quality business results by measuring appraisal equity and uniformity for DOR industrial accounts.
8	Direct Enforcement Dollars Cost of Funds - We will demonstrate our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every direct enforcement dollar received by our agency.
9	Collection Dollars Cost of Funds - We will demonstrate our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every dollar collected by our agency.
10	Cost of Assessments - We will demonstrate our efficiency and effectiveness of our suspense, audit and filing enforcement functions by measuring the cost of every audit and filing enforcement dollar assessed.
11	Employee Engagement - Percentage of employees considered actively engaged by a standardized survey.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	63.64%	18.18%	18.18%

KPM #1	Average Days to Process Personal Income Tax Refund. -
	Data Collection Period: Jan 01 - Aug 01

** Upward Trend = negative result*



Report Year	2022	2023	2024	2025	2026
Average Days to Process Personal Income Tax Refund					
Actual	14	14	13	11	12
Target	16	16	12	12	12

How Are We Doing

The agency is meeting this target. For the returns that have completed processing, the agency averaged 12 days to refund in 2026, achieving the target of 12 days.

For the 2026 tax season, the department processed approximately 2.1 million 2025 personal income tax returns; about 79 percent (1.7 million) were refund claims. Comparatively, last fiscal year 70 percent of returns were refunds. Even with about 200,000 more refunds issued this year than last, the agency met its target for quickly issuing refunds. This measurement is the average amount of time it takes from when the agency received a return until a refund was issued.

The primary factors that impact return processing and time to refund include:

- **Paper Return Filing.** Preparing a paper return to enter the processing system is mostly a manual process (receiving mail, opening envelopes and removing returns, preparing returns to be scanned, scanning the returns, and keying the information) compared to electronically filed returns that enter the processing system directly without manual intervention. The manual process of entering paper tax return information into the processing system can take hours to weeks depending on the time of year.
- **Manual Review.** Some returns divert from automated processing for manual review and processing because of errors, identity verification, or missing information. Diverted returns require additional time and information to process.

In 2024, the department began offering electronic filing through Revenue Online on a limited basis through our Direct File Oregon program. Direct File Oregon offered taxpayers an alternative method of electronic filing at zero cost. Direct File Oregon is an interview-based software that leads the individual through filing the return. Unfortunately, the IRS discontinued its direct file program in 2026, but Oregon continues to offer this service.

The following table provides information on average processing timelines overall, returns that process through the system without manual intervention, and returns that require manual review and processing.

Average Days to Process Returns

Type of Return	Overall	Automated Processing	Manual Processing	Percentage of Returns Manually Processed	Percentage of all Returns Filed
All	11.89	10.83	57.90	1.16%	100%
E-File	10.79	9.88	57.00	2.03%	95.5%
2D-Barcode	32.57	30.36	63.92	6.61%	2.65%
Paper	46.63	44.02	60.38	16.01%	1.35%

This table illustrates that e-filed returns that don't require manual processing have the shortest average processing time of about 10 days. E-filed returns are the most common filing method. Due to delays at the IRS, the department didn't start processing 2D barcode and paper returns until the end of March. The department publicized this delay to taxpayers and encouraged electronic filing with free resources; however, some taxpayers still chose to file their returns on paper and the increase in processing time for those returns is reflected here.

Direct Deposit. Having refunds directly deposited into bank accounts, without issuing a paper check, also results in faster processing.

The following table provides information on average processing timelines overall, and for direct deposit and paper check refunds.

Average Days to Process Returns by Refund Type

Type of Return	Overall	Direct Deposit	Paper Check	Percentage of Returns with Direct Deposit
All	11.89	10.91	19.27	89.18%
E-File	10.79	10.22	15.69	90.37%
2D Barcode	32.57	30.93	34.91	59.01%
Paper	46.63	43.44	51.09	58.41%

This table illustrates that direct deposit decreases the average refund processing time.

Factors Affecting Results

Aside from suspended returns, other factors within the agency's control that impact return processing include:

- **Business edits/rules on processing returns.** The agency has more than 200 rules that incorporate statutory limits, correct math errors, match against third-party information, and allow the agency to request additional documentation. Some rules are system processed (math errors), while others require manual review and processing. Annually, business rules are improved to close known gaps and keep fewer legitimate refunds from diverting from the automated process.
- **Fraud.** The fraud module in the agency's tax processing system uses analytics to identify potentially fraudulent refunds. The attributes for fraudulent returns have become so similar to legitimate returns that it's difficult to differentiate between the two. Each year, the agency reviews fraud triggers to address known gaps and to make improvements. There will always be a need for manual review to combat fraud, but Revenue is working to identify those that the system can release more quickly.
- **Early season refund hold.** The agency did not issue refunds prior to February 15. This allows the agency time to load income and withholding information submitted by payors (due January 31) and match it to the information reported by the taxpayer on their tax return. This is similar to the IRS holding refunds until mid-February due to the Earned Income Tax Credit and the Additional Child Tax Credit. Over 440,000 refund returns were received prior to February 15 and held until refunds were issued.

Factors outside the agency's control that impact return processing include:

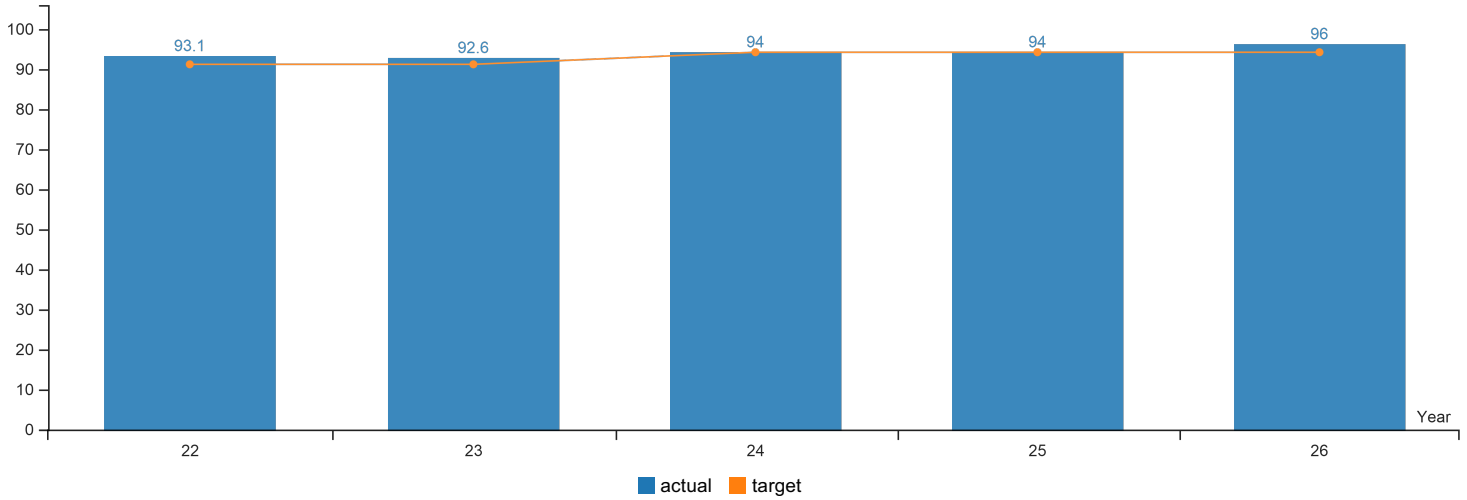
- **Taxpayers choose their filing and payment method.** Electronically filed returns are typically more accurate and take less time to process than other filing methods. E-file is the recommended option for a faster refund, but there is not an individual e-file mandate. For more details on e-filed returns, see KPM #2. Direct deposit is also faster to issue than creating a paper check. It is also a more secure method by eliminating the possibility of check theft or forgery.
- **W-2 information submitted by employers.** Information to verify withholding on a taxpayer's return is due from their employer by January 31. If an employer is late in submitting their

information, it can cause their employee's returns to stop for review because the withholding the employee claimed does not match agency records.

- **Kicker.** The amount of the kicker credit resulted in a larger percentage of returns requesting a refund.

KPM #2	Percent of Personal Income Tax Returns Filed Electronically -
	Data Collection Period: Jan 01 - Aug 01

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Percent of Personal Income Tax Returns Filed Electronically					
Actual	93.10%	92.60%	94%	94%	96%
Target	91%	91%	94%	94%	94%

How Are We Doing

We are exceeding this target. Over this reporting period, the agency had a 95.5 percent rate of returns filed electronically, which is an increase from last fiscal year's rate of 94.3 percent.

Filing Method	Count	Percent
Electronic	2,087,000	95.5%
Paper	94,550	4.5%

E-filing is preferred over other methods of filing. These returns are more accurate because they are software-generated, less costly for the agency to handle, quicker to process, and require less handling and storage than paper returns.

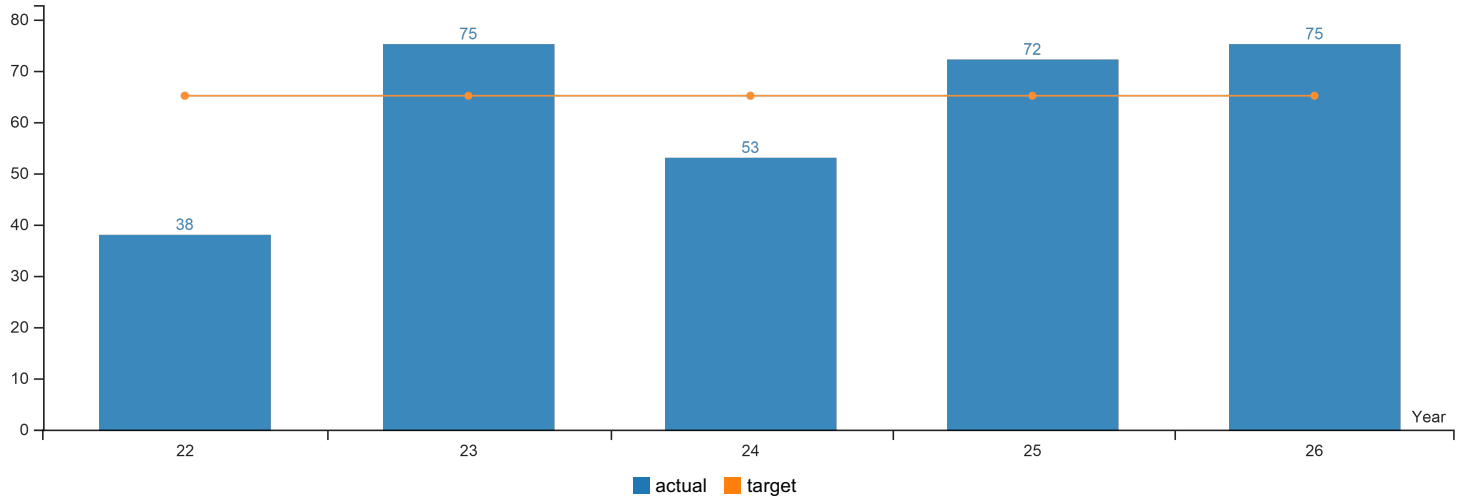
Factors Affecting Results

The agency takes several steps that are designed to encourage e-filing:

- **Promotion.** Like the IRS, the agency discusses e-file in our publications, press releases, and on our website to promote accuracy and typically quicker refunds for e-filing.
- **E-file Mandate.** Like the IRS, the agency has an e-file mandate for tax practitioners. There is no penalty for non-compliance, but the agency sends a reminder letter each year to those practitioners who didn't file their clients' returns electronically.
- **Direct File Oregon.** This year the agency continued access to our Direct File Oregon program for full year residents at zero cost. Nearly 14,000 individuals took advantage of this program to file their returns. The agency also posts a list of software companies offering free services on our website.

KPM #3	Employee Training Per Year (percent receiving 20 hours per year). -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Employee Training Per Year (percent receiving 20 hours per year)					
Actual	38%	75%	53%	72%	75%
Target	65%	65%	65%	65%	65%

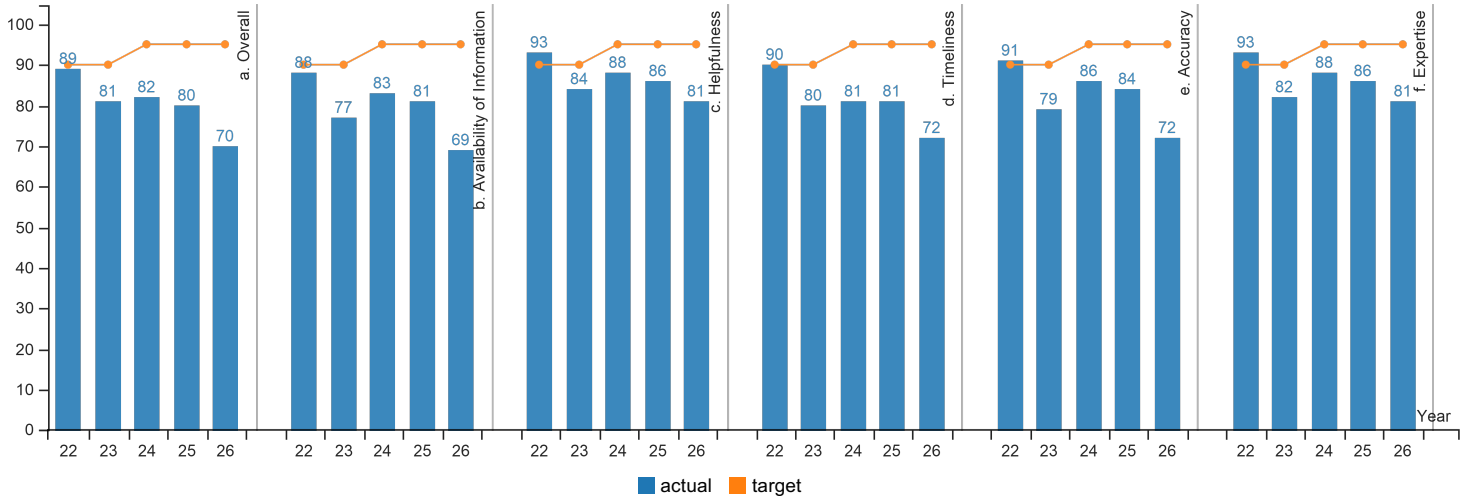
How Are We Doing

The Department of Revenue (DOR) target is for 65 percent of employees to complete 20 or more hours of training each fiscal year (FY). DOR exceeded this target for the second consecutive fiscal year with 75 percent completion for FY 2026 (72 percent in FY 2025), reflecting a 22 percentage point increase from 53 percent in FY 2024. DOR employees continue to complete all required training. These trainings include any combination of new hire training, annual employee training, GenTax system training, and LinkedIn Learning courses. Our use of outside vendors (for example, LinkedIn Learning) to provide additional training opportunities for employees, as well as developing processes and procedures to make it easier for employees to track and report trainings, has assisted our progress. DOR will continue to promote training opportunities and report training data in the monthly Human Resources Dashboard to determine where we can improve to continue meeting this key performance measure.

Factors Affecting Results

After falling short of our 65 percent target in FY 2024, the DOR had concerns that employees were under-reporting training hours. In FY 2025, DOR made it a priority to train managers on how to guide their staff in properly self-reporting training hours not automatically tracked by Workday or LinkedIn. Members of the Human Resources team published articles and presented during the data community of practice group and the Human Engagement Resource Education (H.E.R.E.) human resources management training sessions. The team also worked cross-functionally with managers who created and led their own training courses to ensure hours were being properly reported. DOR believes this focus on communication and educating the workforce about the tools available to them directly contributed to exceeding our 65 percent goal in both FY 2025 and 2026.

KPM #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.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2022	2023	2024	2025	2026
a. Overall					
Actual	89%	81%	82%	80%	70%
Target	90%	90%	95%	95%	95%
b. Availability of Information					
Actual	88%	77%	83%	81%	69%
Target	90%	90%	95%	95%	95%
c. Helpfulness					
Actual	93%	84%	88%	86%	81%
Target	90%	90%	95%	95%	95%
d. Timeliness					
Actual	90%	80%	81%	81%	72%
Target	90%	90%	95%	95%	95%
e. Accuracy					
Actual	91%	79%	86%	84%	72%
Target	90%	90%	95%	95%	95%
f. Expertise					
Actual	93%	82%	88%	86%	81%
Target	90%	90%	95%	95%	95%

How Are We Doing

This measure captures customers' assessments of agency performance across the key drivers of satisfaction. In 2025-2026, reaching our 95 percent target remained a desired goal. Compared to 2024-2025, scores for every customer experience dimension, except Expertise and Helpfulness, declined by an average of 10 points. Helpfulness and Expertise remain our strongest areas, fueled by our frontline agent professionalism and customer service skills, each gaining the highest satisfaction rating in the reporting period.

Customer satisfaction data is sourced from our standard survey, which taxpayers complete through various channels, primarily:

- Telephone interactions (63% of responses)
- Where's My Refund (17%)
- Revenue Online portal (10%)
- Email (3.5%)
- Website (1.6%)
- Letters (1.3%)

Factors Affecting Results

Our customer service scores for this measure are lower in part because our feedback efforts intentionally expanded to include customers who had concerns or less positive experiences. By seeking input from a broader and more representative range of customers – not just those who were satisfied – we are capturing more candid feedback about challenges and opportunities for improvement. While this may result in a lower overall scores, the feedback provides insight into where we can focus our efforts to improve the customer experience.

Changes in methodology:

Over the last couple of years, this measure has been expanded to include additional data sources.

In 2023 and prior, this measure was only taking into account our phone customer service data.

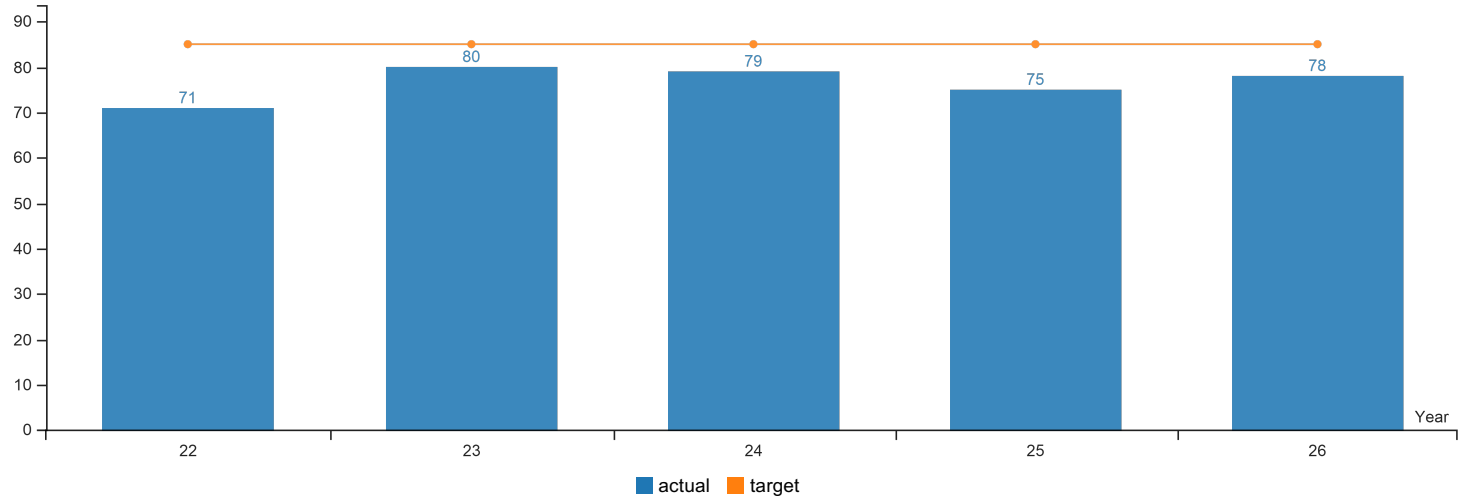
In January 2024, we added a new online customer survey and feedback tool, expanding availability of the survey to more customers such as through the DOR website, Revenue Online, field offices, social media, emails, and more. Increasing the availability of the survey greatly increased our online responses from the previous year.

In February 2025, we integrated the Customer Satisfaction Survey directly within our "Where's My Refund?" (WMR) self-service tool. As a result, many of this year's ratings came from WMR self-service users, mainly taxpayers who had not yet received their tax refunds, which negatively influenced the overall satisfaction score.

Because of these changes in how this measure is computed, you cannot directly compare data for the past several reporting periods. This is the first reporting period where the WMR scores are included for the full reporting period. If we were to have used the same method for computing this measure for this reporting period as was used for FY 23 and earlier, a different trend emerges. That would have resulted in an overall score of 88 percent (Availability of Information – 89 percent, Helpfulness – 91 percent, Timeliness of Services – 90 percent, Accuracy – 91 percent, and Knowledge/Expertise - 92 percent), showing that our focus on frontline employees providing good customer service has shown real results, with overall customer satisfaction up significantly compared to the past three years. We will continue to explore the best way to track trends in customer service over time.

KPM #5	Effective Taxpayer Assistance - Provide effective taxpayer assistance through a combination of direct assistance and electronic self-help services.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Effective Taxpayer Assistance					
Actual	71	80	79	75	78
Target	85	85	85	85	85

How Are We Doing

The department did not meet its target for KPM 5. However, performance improved by three percentage points compared to the prior fiscal year. This improvement is largely driven by significantly higher Service Levels, which reached 80 percent for our Tax Services Unit, which is the first point of contact with most of our customers, during this reporting period. This represents a substantial increase from the previous year's rate of 65 percent.

Factors Affecting Results

KPM 5 is a composite measure consisting of three components, each weighted differently.

Service Level (40 percent weight)

Several factors contributed to the strong Service Level performance. These include enhancements to the Interactive Voice Response system, faster access to refund status information for agents, improved management of the front-line contact centers, and notable upgrades to online self-service tools such as Where's My Refund.

Where's My Refund Successful Inquiries online and in IVR (50 percent weight)

The percentage of successful inquiries made through phone or web applications was 79 percent, a decrease of five percentage points from 2025. Successful inquiries include any response other than "not found," which indicates that the return is not yet in the system. Taxpayers are advised to wait two weeks after filing before requesting a status update.

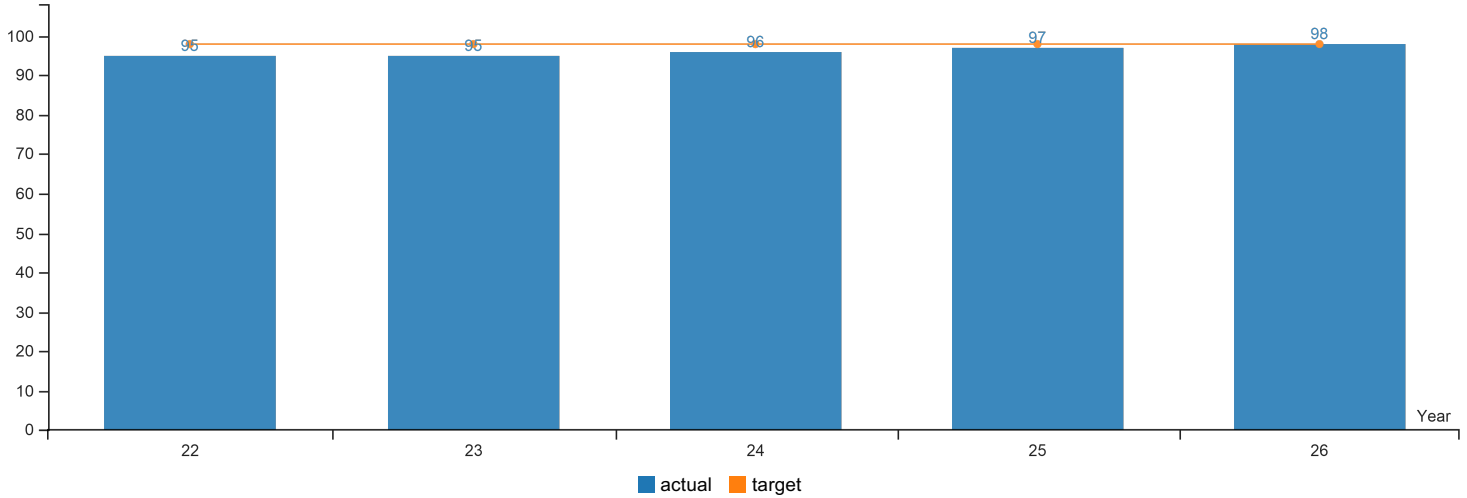
The department upgraded the online Where’s My Refund tool to provide more detailed refund information. As a result, taxpayers used the tool less repeatedly and began logging at a higher rate in to their Revenue Online accounts to check refund status and complete other self-service tasks. This shift helped reduce refund-related calls to our front-line centers.

Customer Service Rating (10 percent weight)

As discussed in KPM 4, the way that measure is computed has changed. Had we used the same computational approach as in 2023 and before, the percentage rating Revenue's service as "good" or "excellent" would have been 88 percent for this reporting period. For FY 2026, the percentage of customers rating Revenue’s service as “good” or “excellent” was 70 percent, down from 80 percent in 2025. Additional detail can be found in KPM 4.

KPM #6	Appraisal Program Equity and Uniformity - We will measure the degree to which county appraisal program equity and uniformity is achieved by determining the percentage of study areas statewide with real market values that are within accepted appraisal standards.
	Data Collection Period: Jul 01 - Aug 31

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Appraisal Uniformity					
Actual	95%	95%	96%	97%	98%
Target	98%	98%	98%	98%	98%

How Are We Doing

We are meeting the target for statewide appraisal uniformity. In 2018, the legislature increased the target to 98 percent and performance held steady at 96 percent. Since 2023, this performance metric has demonstrated an upward trend.

Factors Affecting Results

Oregon Revised Statutes require that county assessors and the department value all real and personal property at 100 percent real market value (RMV). The department annually examines the county assessor's sales ratio study to ensure this standard is met, or within the statutory accepted tolerance of 95 percent for all taxable property or 90 percent of all taxable property within any one classification of property. The sales ratio study measures the percentage relationship between the RMV for the prior assessment year and the selling price for a particular property, in each property class. The study is designed to produce an indication, or estimate, of the RMV ratio for each property class within an appraisal or market area.

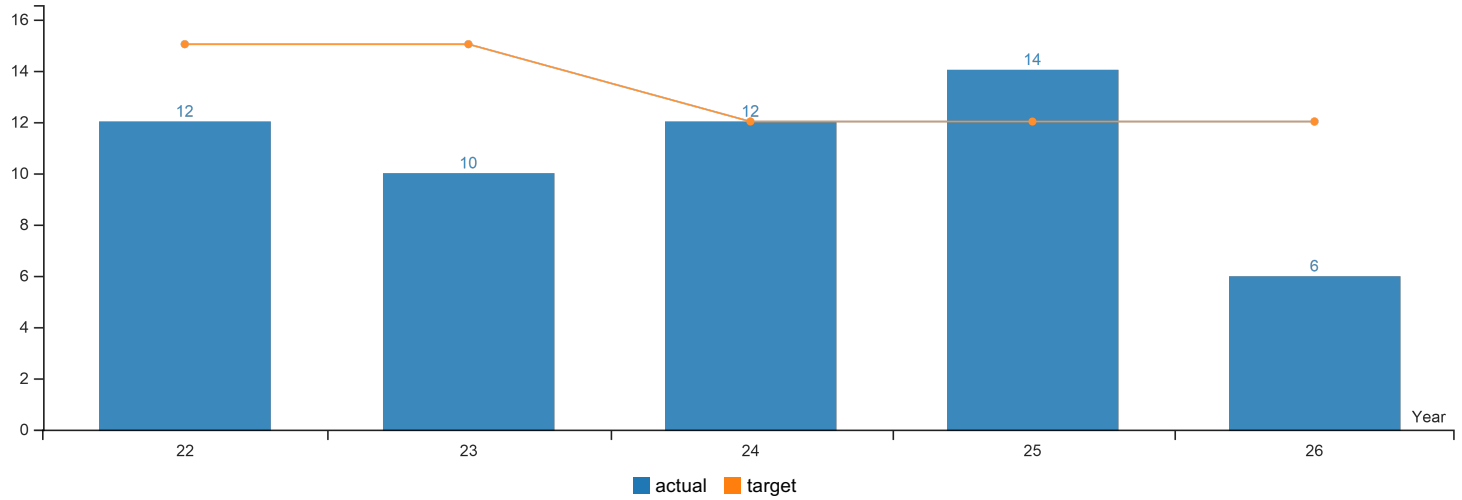
The department relies on counties to report accurate data and analysis of their appraisal systems and practices in their ratio study. The counties are expected to utilize statistical analysis to verify mass appraisal accuracy and conduct trending studies to apply adjustments where necessary to ensure values are at 100 percent, or within tolerance on the upcoming assessment roll. The department examines the study to validate the county's analysis is accurate but is limited in verification of data integrity. The department makes recommendations and can order adjustments to county results if warranted to ensure values are within statutorily accepted tolerances.

DOR considers this an effective outcome measure because the primary goal of the Support, Assistance, and Oversight (SAO) section of the Property Tax Division is to monitor the performance of

assessment and taxation at the local government level. This is currently accomplished by annually reviewing the county reports, training appraisal methods and best practices, providing statutory guidance, and reviewing and auditing processes of county appraisal programs statewide.

KPM #7	Appraisal Value Uniformity - We will demonstrate our ability to deliver high quality business results by measuring appraisal equity and uniformity for DOR industrial accounts.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2022	2023	2024	2025	2026
Appraisal Value Uniformity					
Actual	12%	10%	12%	14%	6%
Target	15%	15%	12%	12%	12%

How Are We Doing

The department is exceeding this target. Performance for 2026 was 6 percent, well under our goal of 12 percent or below. We met our target with 6 percent to spare, indicating a high degree of equity and uniformity in our appraisals. For this measure, a lower number is better. In 2024, the target was adjusted from 15 percent to 12 percent. The reported metric is the measure of variance between the values from site-specific appraisals and the values from the annual mass-appraisal program of processing taxpayer-filed industrial property returns.

Measuring the coefficient of dispersion (COD) is an appraisal industry-standard metric for uniformity. The metric is reliant on market sale transactions. The COD is essentially the average difference a group of numbers has from the median. In the last five years, the agency hasn't had a large enough sampling of usable sales transactions, so, the agency used site-specific appraisals to calculate results.

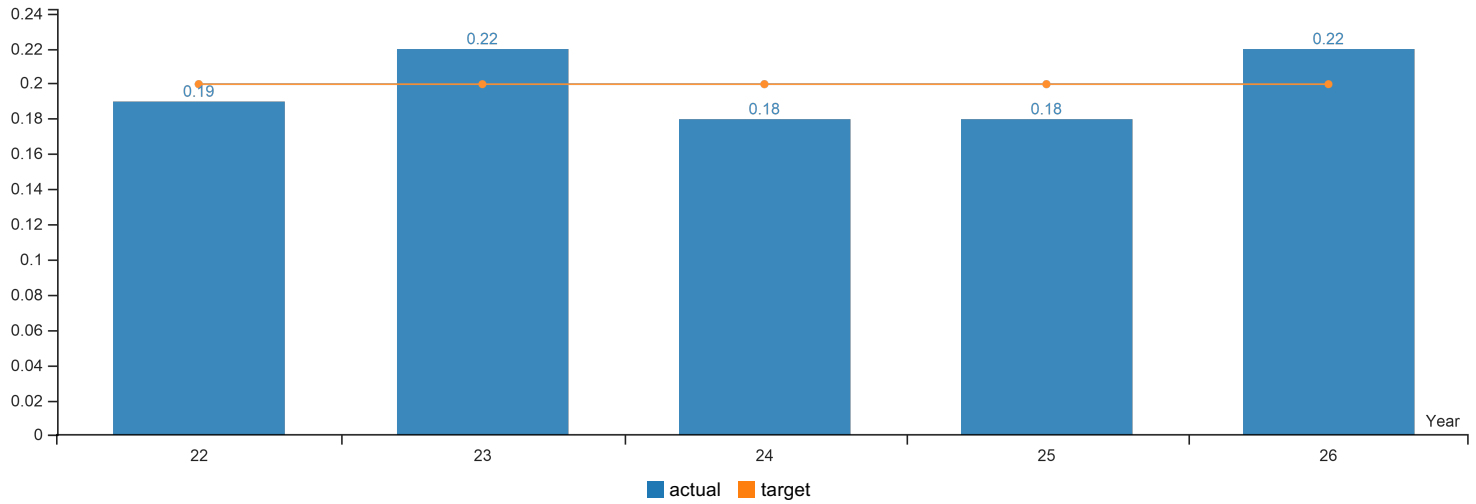
Factors Affecting Results

DOR is required to appraise Oregon's highly complex industrial properties that are engaged in processing and manufacturing activities. These properties don't sell often. When they do, many factors make it difficult to compare the sales price to assessment roll values. Therefore, the limited number of sales transactions has decreased the reliability of this indicator.

Some properties have valuation issues, including omitted property, taxpayer reporting errors (duplicates, age of assets, failure to report), and reclassification of assets. These issues can create a greater separation between the value determined via Revenue's mass appraisal process and the value determined via the site-specific appraisal process, resulting in a higher coefficient of dispersion (COD) and greater deviation between real market value (RMV) and the roll value.

KPM #8	Direct Enforcement Dollars Cost of Funds - We will demonstrate our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every direct enforcement dollar received by our agency.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2022	2023	2024	2025	2026
Cost of Direct Enforcement Funds					
Actual	$0.19	$0.22	$0.18	$0.18	$0.22
Target	$0.20	$0.20	$0.20	$0.20	$0.20

How Are We Doing

The department is not meeting this target. The agency's cost of funds for direct enforcement for fiscal year 2026 was $0.22. For this measure, a lower value is better. This represents an increase from the 2025 cost of $0.18. Dollars received decreased from $337.3 million in 2025 to $325.7 million in 2026. Funding for enforcement functions in the Legislatively Approved Budget (LAB) increased from $59.4 million in 2025 to $73 million in 2026.

Factors Affecting Results

Many factors impact the cost of funds. Some of the external factors affecting enforcement revenue include the health of the overall economy and the labor market participation rate. However, the agency doesn't have a way to measure the impact of those factors in its activities.

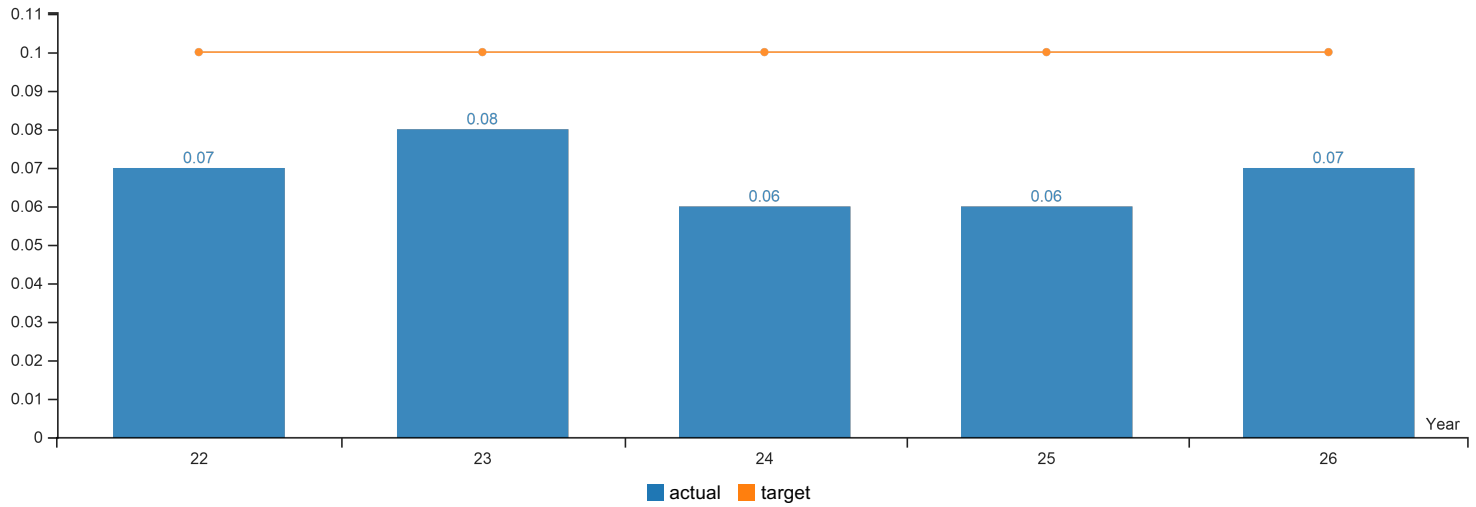
The Corporation section can have lot of volatility in its enforcement revenue received. In many years, a single audit payment can make a large difference in enforcement revenue which can be unpredictable.

Not all programs administered by the agency are included in this measurement, in the future we will evaluate which programs should be included based on current operations.

Note that the LAB figure used in computing this measure is not adjusted when, for example, DOR made budget reductions of approximately $1.65 million during the 2026 legislative session in response to the state's financial situation.

KPM #9	Collection Dollars Cost of Funds - We will demonstrate our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every dollar collected by our agency.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2022	2023	2024	2025	2026
Cost of Collections Funds					
Actual	$0.07	$0.08	$0.06	$0.06	$0.07
Target	$0.10	$0.10	$0.10	$0.10	$0.10

How Are We Doing

The department is exceeding this target. Agency cost of funds for collections for fiscal year 2026 was $0.07. For this measure, a lower value is better. This represents a slight increase from the fiscal year 2025 cost of $0.06. Dollars received decreased from $337.3 million in 2025 to $325.7 million in 2026. Funding for the collection function in the Legislative Approved Budget (LAB) increased from $20.9 million in 2025 to $23.8 million in 2026.

Factors Affecting Results

Many factors impact the cost of funds. Some of the external factors affecting enforcement revenue include the health of the overall economy and the labor market participation rate. However, the agency doesn't have a way to measure the impact of those factors in its activities.

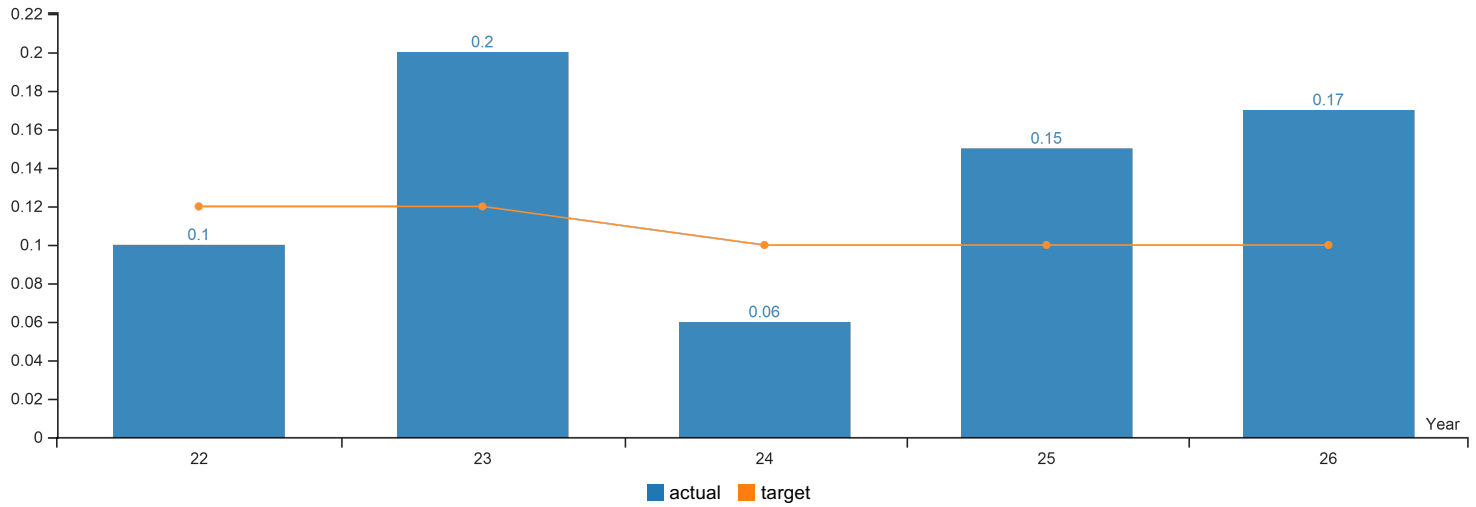
The Corporation section can have a lot of volatility in its enforcement revenue received. In many years, a single audit payment can make a large difference in enforcement revenue which can be unpredictable.

Not all programs administered by the agency are included in this measurement, in the future we will evaluate which programs should be included based on current operations.

Note that the LAB figure used in computing this measure is not adjusted when, for example, DOR made budget reductions of approximately $1.65 million during the 2026 legislative session in response to the state's financial situation.

KPM #10	Cost of Assessments - We will demonstrate our efficiency and effectiveness of our suspense, audit and filing enforcement functions by measuring the cost of every audit and filing enforcement dollar assessed.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2022	2023	2024	2025	2026
Cost of Assessments					
Actual	$0.10	$0.20	$0.06	$0.15	$0.17
Target	$0.12	$0.12	$0.10	$0.10	$0.10

How Are We Doing

The department is not meeting this target. In 2026, the cost of assessments increased to $0.17. For this measure, a lower value is better. This represents an increase from fiscal year 2025 costs of $0.15. Assessed dollars increased from $249.4 million in 2025 to $284 million in 2026. Funding for audit and filing enforcement functions in our Legislatively Approved Budget (LAB) increased from $38.5 million in 2025 to $49.3 million in 2026.

This measure is calculated using both audit and filing enforcement data. The filing enforcement portion includes failure to file data, which is a department estimate of owed revenues. This estimate is typically quite different than actual monies owed, which is determined when the taxpayer files.

Factors Affecting Results

Many factors impact the cost of assessments. Dollars billed can fluctuate year to year especially with filing enforcement billings. In fiscal year 2023, the Withholding Section stopped issuing filing enforcement letters while the Oregon Employment Department upgraded its computer system with the Modernization Program. Filing enforcement continued again in July 2023, which is reflected in fiscal year 2024. This caused 2024 assessment revenue to be much higher than normal.

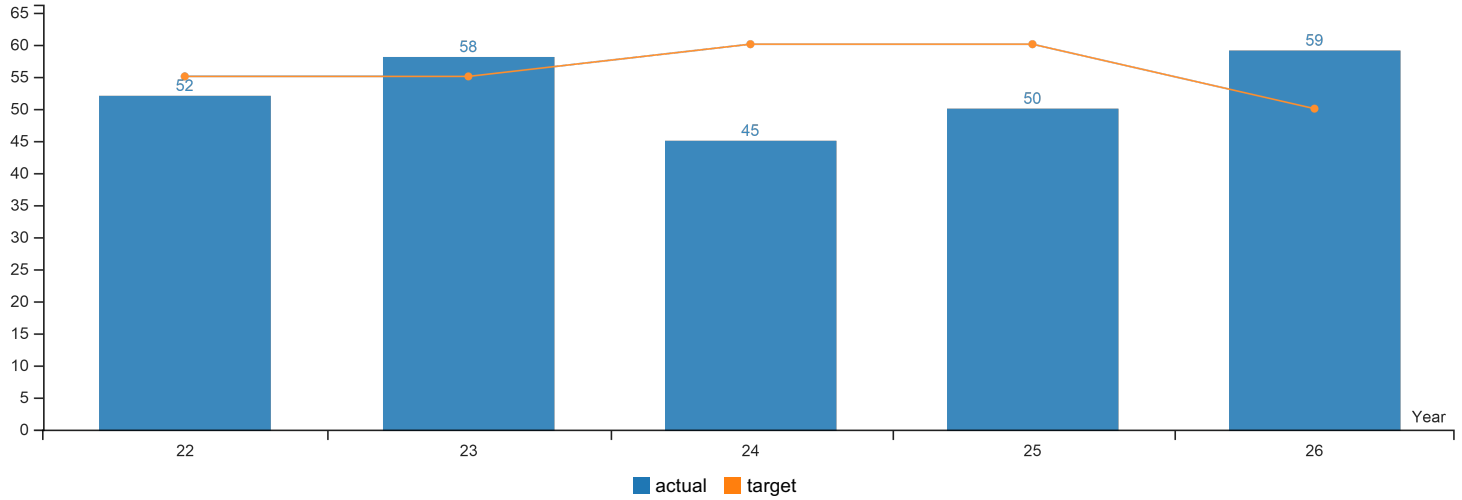
The Corporation section can have a lot of volatility in its assessment revenue. In many years a single audit payment can make a large difference in assessments, which can be unpredictable.

Not all programs administered by the agency are included in this measurement, in the future we will evaluate which programs should be included based on current operations.

Note that the LAB figure used in computing this measure is not adjusted when, for example, DOR made budget reductions of approximately $1.65 million during the 2026 legislative session in response to the state's financial situation.

KPM #11	Employee Engagement - Percentage of employees considered actively engaged by a standardized survey.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Employee Engagement					
Actual	52	58	45	50	59
Target	55	55	60	60	50

How Are We Doing

The department is exceeding this target.

In the 2021-22 methodology, the department defined employees that scored an average of four points or more as “actively engaged.” With the recent switch to a new vendor, Gallup, administering the survey, employees that scored an average of 4.5 or higher are defined as “actively engaged.” This means that 45 percent of DOR employees had an average score of 4.5 or higher in 2024. Using the new methodology for fiscal year 2023, 34 percent of agency employees had an average score of 4.5 or higher, showing growth for the department’s engagement score. In fiscal year 2025 and 2026, Revenue continued its upward trend.

Factors Affecting Results

There are many potential impacts on employee engagement. The agency promotes engagement by actively engaging staff through agencywide Town Hall meetings, honoring success and achievements, quarterly check-ins, improving cross-divisional communications, First Thursday coffees, in-person conferences, and involving staff in process improvement projects.