

MiScorecard Performance Summary

Business Unit: Department of Treasury
Executive/Director Name: R. Kevin Clinton
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Green >90% of target
Yellow >= 75% - 90% of target
Red <75% of target
 Scorecard Status **Final**

Metric ID	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
Customer/Constituent								
C-1	Speed of Answering Telephones-Customer Service	Yellow		9.0	10.0	6.0	Monthly	Improve overall customer satisfaction by providing timely response to customer phone calls, measured in average time in minutes spent on hold before speaking with a Treasury Customer Service Representative
C-2	Written Correspondence Resolution Time	Green		90%	49%	36%	Monthly	Tracks the progress in providing timely and efficient customer communication. This measures the percentage of Individual Income Tax correspondence for which Treasury generates a resolution within 90 days.
C-3	Days to process error free E-filed individual income tax return.	Green		7.0	4.6	4.5	Monthly	Maintain customer satisfaction by ensuring timely processing of tax returns
C-4	Percentage of Self Service Contacts	Green	=	85%	85%	85%	FY Annually	To ensure taxpayers are utilizing web based services. This measure is an indicator of how many taxpayers use the web services provided by Treasury.
C-5	Telephone Call Quality Assurance Measures- Office of Collections.	Yellow		100.0%	88.9%	91.6%	Monthly	To provide quality information and customer service on telephone calls. Staff are measured on several key criteria which helps determine where overall training may be needed to ensure a high quality of service.
C-6	Number of Material Security Breaches	Green	=	0	0	0	Monthly	Maintain and protect confidential information obtained through departmental programs.
C-7	Timely Assistance to Local Units of Government	Green	=	100%	100%	100%	Quarterly	Percent of times that contact is made within 48 hours of receiving a request for assistance (excluding weekends and holidays)
Internal Business Process								
P-1.1	Percent of Tax Exemption Certificates Processed	Green	=	100%	100% January 2013	100%	CY Annually	This metric measures the percent of tax exemption certificates that are processed each year.
P-3	Inspections of Tobacco Retailers	Green		470	1003	1070	Quarterly	This measures the number of administrative inspections of tobacco retailers and licensees by Michigan State Police and Department of Treasury enforcement personnel each quarter.
P-1	Tax Exemption Certificates Processed			N/A	631	945	CY Annually	The State Tax Commission reviews and processes applications for exemption certificates primarily for businesses to promote economic development. This metric measures the number of certificates processed.
P-2	Deficit Elimination Plan Timely Review	Green		100%	100% 06/30/2013	98%	Quarterly	Timely turnaround of deficit elimination plans (DEP) is a necessary step to ensure that local units of government address financial problems. Percentage of plans reviewed

									within 30 days.
P-4	IT Projets on Time and Within Budget	Green		85%	89%	81%	Quarterly		Track IT projects with respect to budget and completion time to ensure the Department meets legal/statutory requirements.
P-5	Percentage of Discovery project letters sent YTD compared to letters sent LYTD ¹	Green		80%	117%	139%	Quarterly		Number of inquiry letters sent affects Discovery project results. Green is 80% or higher, yellow is 75% to 80%, and red is anything less than 75%.
Financial									
F-4	Quarterly rolling 1 year average return on MPSERS pension investments	Green		8.0%	12.5%	12.2%	Quarterly		Actual investment rate of return on pension fund assets for the Michigan Public School Employee Retirement System.
F-4.1	Quarterly rolling 5 year average return on MPSERS pension investments	Yellow		8.0%	6.8%	4.6%	Quarterly		Actual investment rate of return on pension fund assets for the Michigan Public School Employee Retirement System
F-1	Accurate Revenue Estimating.	Red	=	3.0%	4.0%	4.0%	CY Annually		Estimate revenues within 3% of actual. The accuracy of the metric impacts the state budget process.
F-2	Principal Residence Exemption Audit Revenue Assessed	Green		\$15 M	\$27 M December 2012	\$23.9 M	CY Annually		Ensure only eligible properties are given the exemption, revenues to the School Aid Fund can be maximized and fairness across taxpayers ensured. This metric measures the annual dollars recovered.
F-6	Tax Audits Completed	Green		550	569	563	Quarterly		Tax audits ensure that tax revenues due and owing to the state are collected.
Learning and Growth									
L-1	Improve Internal Communication Through Web	Green	=	100%	100%	100%	Monthly		Regularly update the Treasury Intranet home page to ensure staff have access to current information. This measures the percentage of time the web is updated at least monthly.
L-2	Employee Landscape, Percent of Champions	Yellow		53%	49% Sept. 2013 Survey	43%	CY Annually		This is a measure of the percent of champions in the department as determined by the employee engagement survey. Champions are defined as highly engaged employees who intend to stay working for the state of Michigan for at least another 12 months.

¹ The status color for this metric reflects breaking points at 75% to 80% of the established target value.