

MiScorecard Performance Summary

Business Unit:
Executive/Director Name:
Reporting Period:
Date Approved:

Department of Treasury
R. Kevin Clinton
Dec 2013
1/17/2014

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
Internal Business Process								
P-2	Percent of Tax Exemption Certificates Processed	Green	=	100%	100% 2012	100%	CY Annually	This metric measures the percent of tax exemption certificates that are processed each year.
C-1	Speed of Answering Telephones-Customer Service	Green		9.0	6.5	10.0	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
P-3	Inspections of Tobacco Retailers	Red		470	204	1003	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-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	Red		80%	45%	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%.
Customer/Constituent								
C-2	Written Correspondence Resolution Time	Green		90%	31%	49%	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	5.2	4.6	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.	Green		100.0%	94%	88.9%	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.
Financial								
F-1	Accurate Revenue Estimating.	Red		3.0%	4.4%	4.0%	CY Annually	Estimate revenues within 3% of actual. The accuracy of the metric impacts the state budget process.
F-3	State Credit Rating (Fitch)	Yellow		AAA	AA	AA-	FY Annually	Ensure the state receives the best credit rating possible. A better credit rating allows the state to borrow money at the

									most competitive rates available. Ensures the financial position of the state provides a climate for business investment and citizen confidence.
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-5	School Districts Serviced Under State Aid Note (Semi-Annual August Borrowing)	Green		300	276	289	FY Annually		Provides access to short term loans for school districts. This metric goal is to reduce the number of school districts who need access to short term loans. Measured by the number of borrowings. Some school districts borrow more than once a year.
F-6	Tax Audits Completed	Green		550	677	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.									