

# Day 1



Presentation to  
Joint Committee on Ways and Means, Subcommittee on General Government



March 25, 2019

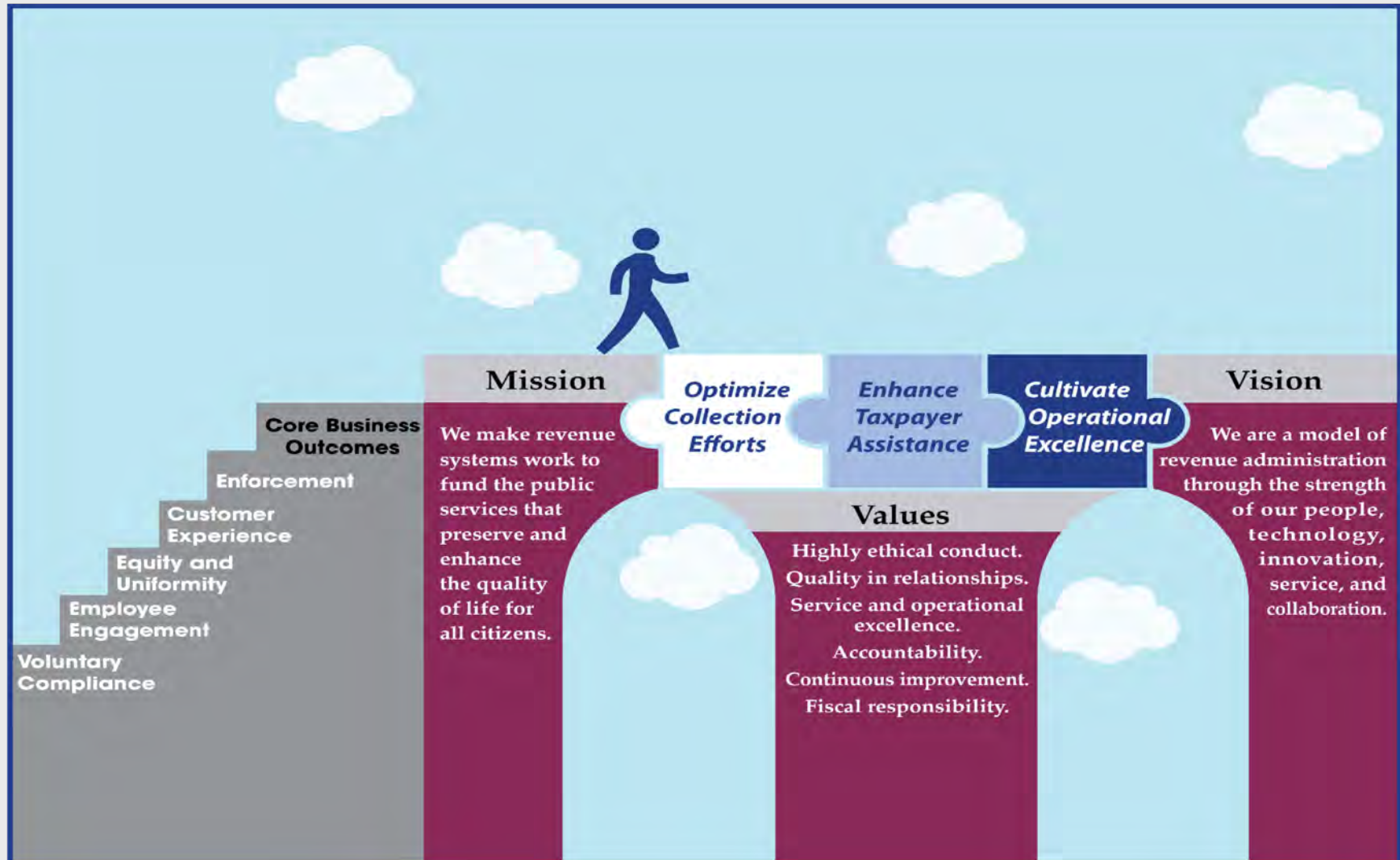
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# Agenda

- Day 1—Strategic priorities, performance management, overview of budget notes and audits, and human resources management.
- Day 2—Financial management and collections reports.
- Day 3—IT management, Research, and project governance and management.

# Strategic plan and performance management

# 2017-21 Strategic framework



# Strategic priorities and goals

## Optimize Collection Efforts

- Enhance collection processes and tools to improve timeliness, accuracy, and results.
- Effectively frame and communicate the agency's debt collection potential and results.
- Develop understandable, useful, and focused metrics to support effective collections management.

## Enhance Taxpayer Assistance

- Ensure taxpayer assistance tools are easily accessible, customer focused, and work as intended.
- Establish service standards, align processes, and educate staff to achieve more timely service.
- Leverage information from customer feedback channels to better meet customer needs.

## Cultivate Operational Excellence

- Balance maximizing productivity with engaging employees.
- Develop metrics and other tools to enhance agency performance management, guide decision-making, and support continuous improvement.
- Establish an agency-wide governance framework that clarifies roles, responsibilities, and communication expectations.

# OBM assessment budget note

“The Department of Revenue, under the direction of the Department of Administrative Services-Office of the Director, is directed to contract for an outcome-based management (OBM) assessment of the agency by a private firm. The Department of Revenue, and the director of the Department of Administrative Services, are to jointly report on the status of the assessment to the Legislature in 2018 and the Emergency Board in May 2018. The assessment, upon completion, is to be submitted to either the Emergency Board during the interim or Interim Joint Committee on Ways and Means by no later than December of 2019.”

# Definitions

- Outcome-based management (OBM)—strategic priorities that cascade down and across the agency and communicate intended agency performance results.
- Performance management—process whereby metrics or other evaluation tools are used to evaluate progress against defined results.

# Deloitte's assessment findings

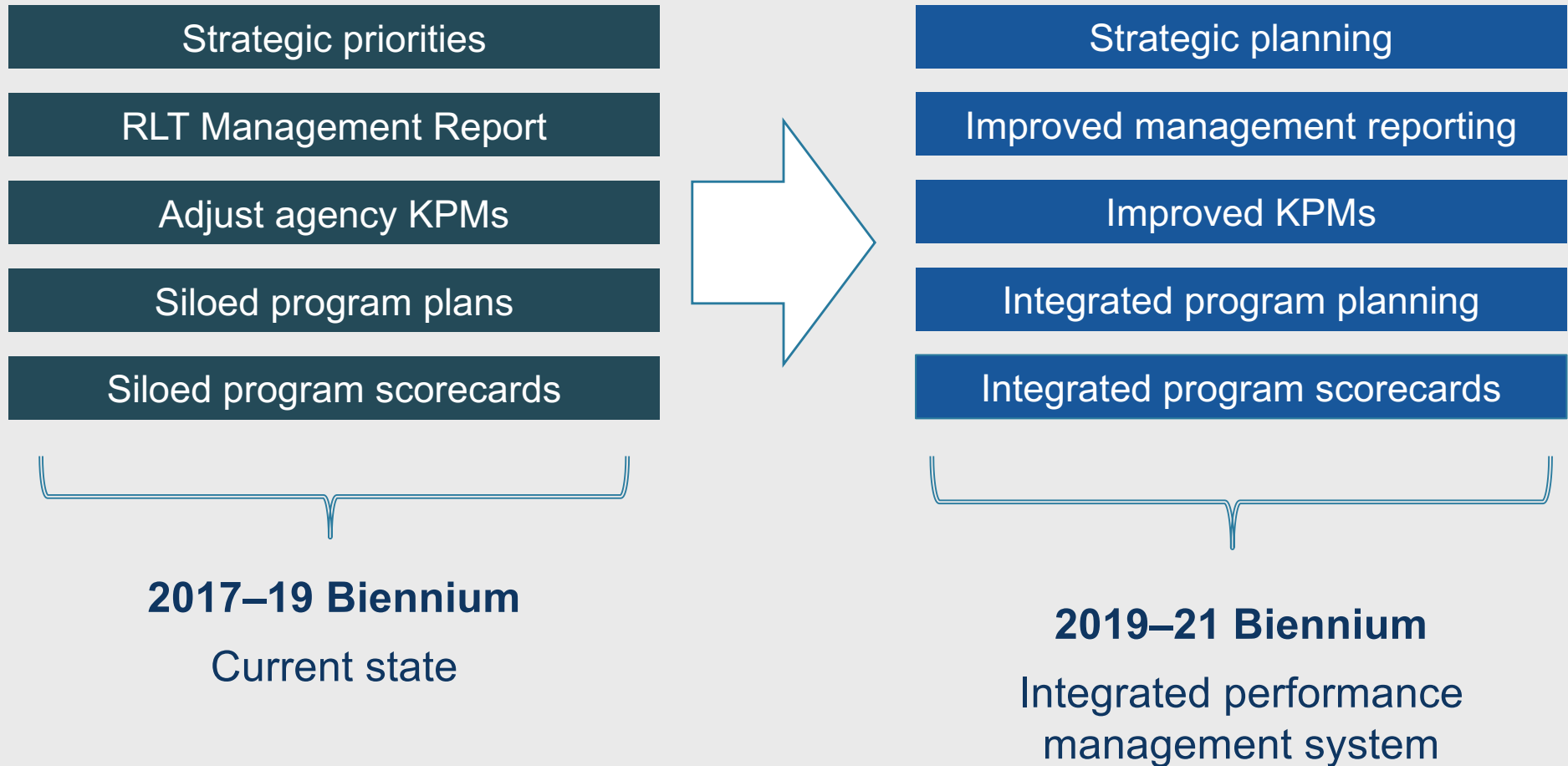
- Strategic planning process is not well defined.
- Metric alignment with outcomes isn't consistent throughout the agency.
- Key performance measures are only partially aligned to business outcomes.
- Operational metrics do not tell an effective business story.
- Organizational maturity is low (“limited” to “developing”).
- Post-CSR organizational issues need to be addressed to enable increased maturity.



# Deloitte's OBM roadmap

- Finalize executive metrics.
- Establish strategic planning process to support an iterative strategic planning cycle.
- Establish OBM governance.
- Develop enterprise data management.
- Analyze technology and tool needs.
- Conduct business process alignment and provide additional technology change management support.

# Performance management



# Overview of budget notes and audits

# Focus of audits and budget notes

Customer Service—audit and budget note

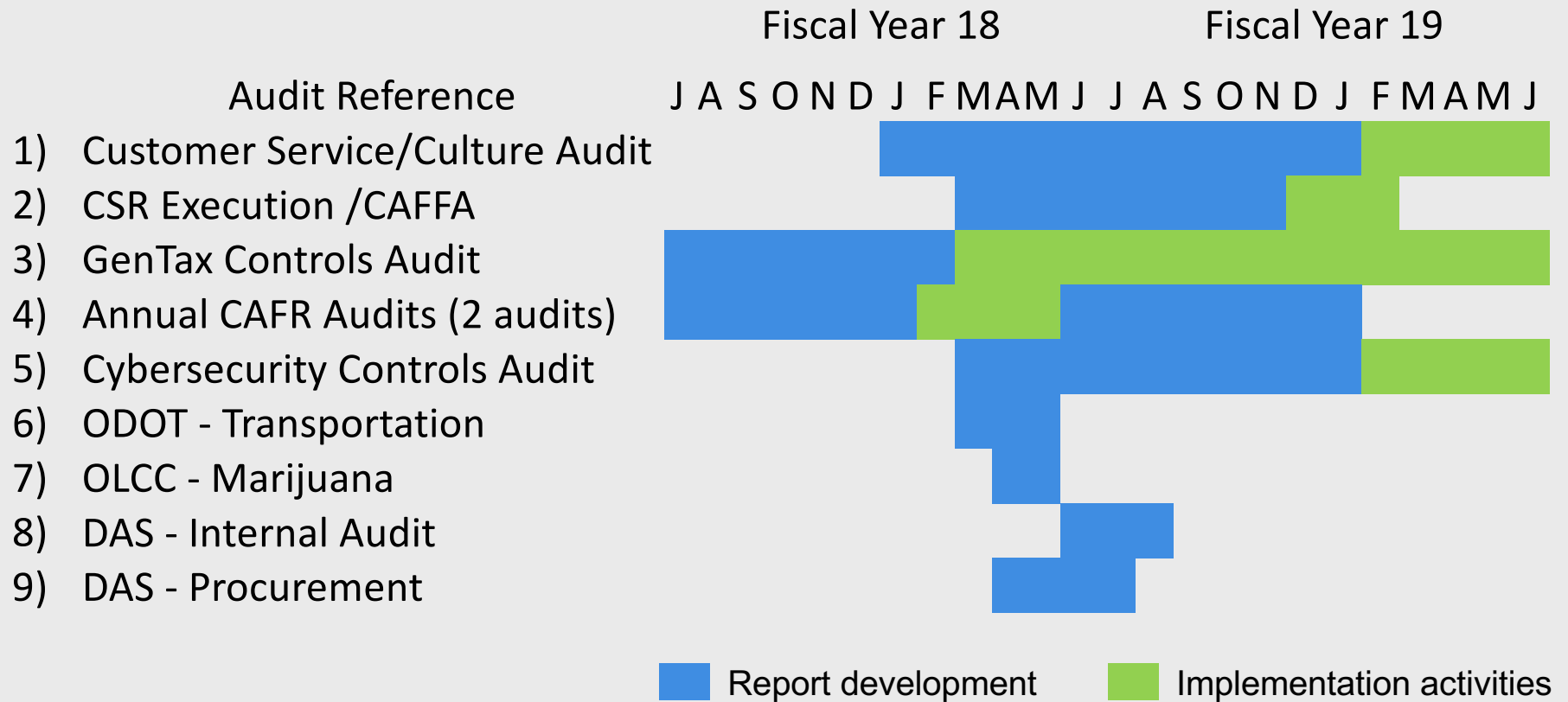
Operational Improvements

- Finance services—audits and CFO led review
- IT management—budget notes and audits
- Human resources—budget note and audit
- Outcome-based management—budget note

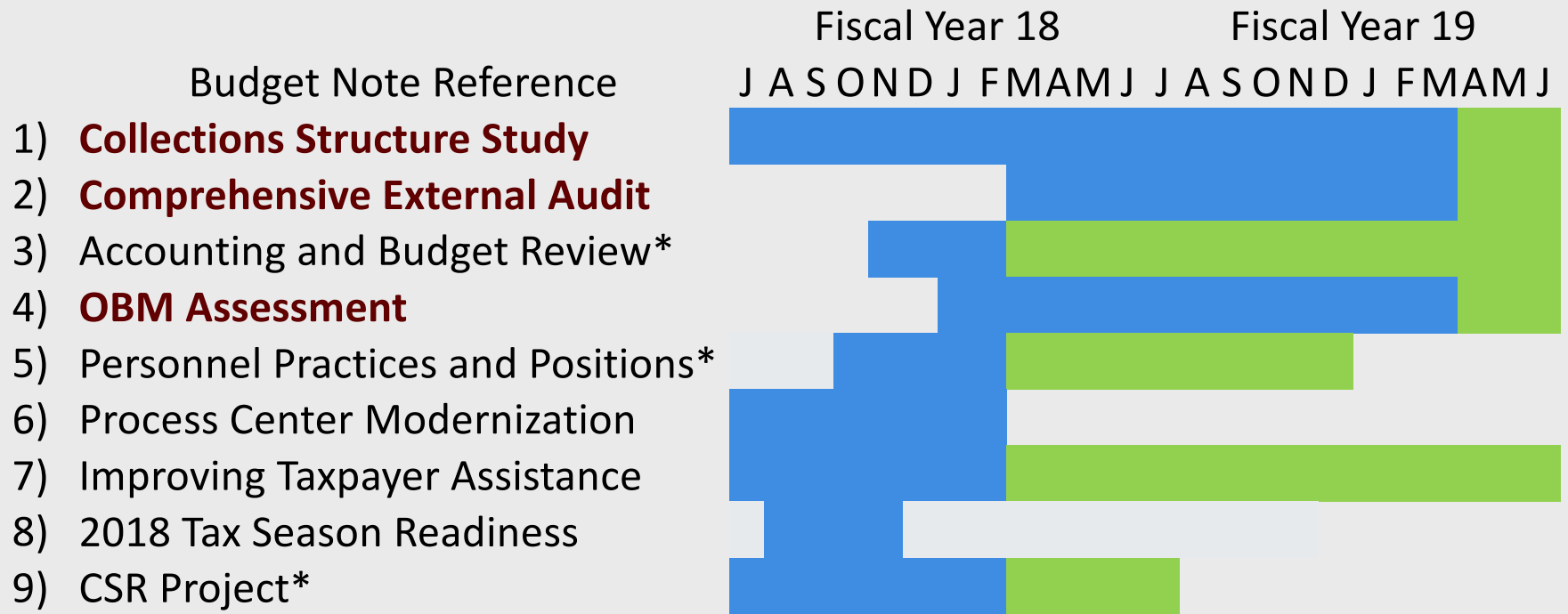
Core service delivery

- Tax season readiness—budget note
- Collections structure—budget note

# 2017-19 audit activity



# 2017-19 budget note activity



■ Report development      ■ Implementation activities

\* Providing update

# 2019-21 budget note carryover

- Leveraging benefits that can come from centralization of collections.
- Completing key financial services improvements.
- Building performance management tools, processes and philosophies within the agency.
- Continuing activities to enhance taxpayer assistance.
- Navigating agency operationalization and stabilization post CSR.

# Questions?

If you have additional questions after today,  
please contact:

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