



Performance Measurements for Collectors

Minnesota Department of Revenue
Collection Division

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Performance Metrics

- In 2005 we decided to begin a project working on developing consistent performance metrics for all Collection Division employees.
- We established a direction that would help employees understand how they fit and contribute within the organization.
- The metrics tie directly to the Division:
 - Mission Statement.
 - Business Plan.
 - Scorecard.
- They also tie back to the Department's mission statement and strategic goals.



Performance Metrics

- We developed a team of supervisors who were instructed to look at many aspects of division and individual performance.
- The goals of the team included:
 - Deciding which measurements accurately determine employee performance.
 - Making sure we consistently measure employee performance across the division.
- We solicited collection employees to help us develop portions of the performance metrics.



Performance Metrics

- We developed a comprehensive performance process that includes competencies and quantitative measurements.
- Competencies make up 60% of the performance review.
- Quantitative measurements make up 40% of the performance review.
- I will show you a further breakdown of each metric in a later slide.



Competencies

- A group of employees developed the competencies and the description behind the competency.
- The Collection Division Management team reviewed the competencies and further defined the different performance levels.
- We now have a clear description of what it takes to be:
 - Meeting expectations
 - Outstanding
 - Does not meet expectations



Competencies

- Competencies include:
 - Initiative = 6%
 - Communications = 6%
 - Time Management = 6%
 - Innovation = 3%
 - Self-Awareness = 3%
 - Accountability = 12%
 - Teamwork = 12%
- Please see handout for additional information on the competencies.



Quantitative Measurements

- Quantitative Measurements include:
 - Quality Assurance.
 - Cases Closed.
 - Dollars Collected.
 - Adherence.
 - Customer Availability.



Quality Assurance Quantitative Measurements

- We developed a case review quality assurance program.
- We introduced it in a “pilot” format for one year. This allowed employees to become familiar with the evaluation process.
- While in the pilot phase we benchmarked statistics and developed a range.

Quality Assurance Quantitative Measurement

- We decided to differentiate expectations for RCO2 and RCO3 Collector.
- We did not differentiate expectations for full verses part-time employees or employees with < 1 year of tenure.

RCO2	Quality
Outstanding	90% -100%
Meets Expectations	80% - 89%
Does Not Meet Expectations	0% -79%

RCO3	Quality
Outstanding	94% - 100%
Meets Expectations	83% - 93%
Does Not Meet Expectations	0% - 82%

Dollars Collected & Cases Closed

Quantitative Measurement

- We gathered a group of collectors who helped us develop a criteria for getting credit for collecting dollars and closing cases.
- We are allowing one year as an educational period. This means Collectors will see their actual results, but automatically receive a “meets expectations” on their performance review for these two quantitative measurement.

Dollars Collected & Cases Closed

Quantitative Measurements

- We decided to differentiate expectations for RCO2 and RCO3 employees.
- We decided to differentiate expectations for full verses part-time employees.
- We decided to differentiate expectations of employees here less than one year.

Dollars Collected & Cases Closed Performance Measurements

Employees Here Less than One year	Dollars Collected Monthly Average	Cases Closed Monthly Ave
Outstanding	\$50,000 or above	20 or more
Meets Expectations	\$30,000 - \$49,999	10 - 19
Does Not Meet Expectations	\$29,999 – or less	9 or less

RCO2 Greater Than One Year	Dollars Collected Monthly Average	Cases Closed Monthly Ave
Outstanding	\$60,000 or above	25 or more
Meets Expectations	\$40,000 - \$59,999	15 – 24
Does Not Meet Expectations	\$39,999 – or less	14 or less

RCO2 Greater Than One Year	Dollars Collected Monthly Average	Cases Closed Monthly Ave
Outstanding	\$60,000 or above	25 or more
Meets Expectations	\$40,000 - \$59,999	15 – 24
Does Not Meet Expectations	\$39,999 – or less	14 or less

Dollars Collected & Cases Closed Performance Measurement

Full-time and Part-time:

- Part-time employees are pro-rated based on hours worked. It is based on 75% because they all work at least 30 hours.

Part-time RCO2	Dollars Collected Monthly Average	Cases Closed Monthly Ave
Outstanding	\$45,000 or more	19 or more
Meets Expectations	\$30,000 - \$44,999	11 – 18
Does Not Meet Expectations	\$29,999 or less	10 or less

Customer Availability Quantitative Measurement

- Customer Availability is the time spent talking with a customer or is available to assist a customer.
- We established a range and did not differentiate for different levels or tenure.

All RCO2 and RCO3 Employees	Customer Availability Percentage
Outstanding	98% - 100%
Meets Expectations	94% - 97.99%
Does Not Meet Expectations	0% - 93.99%



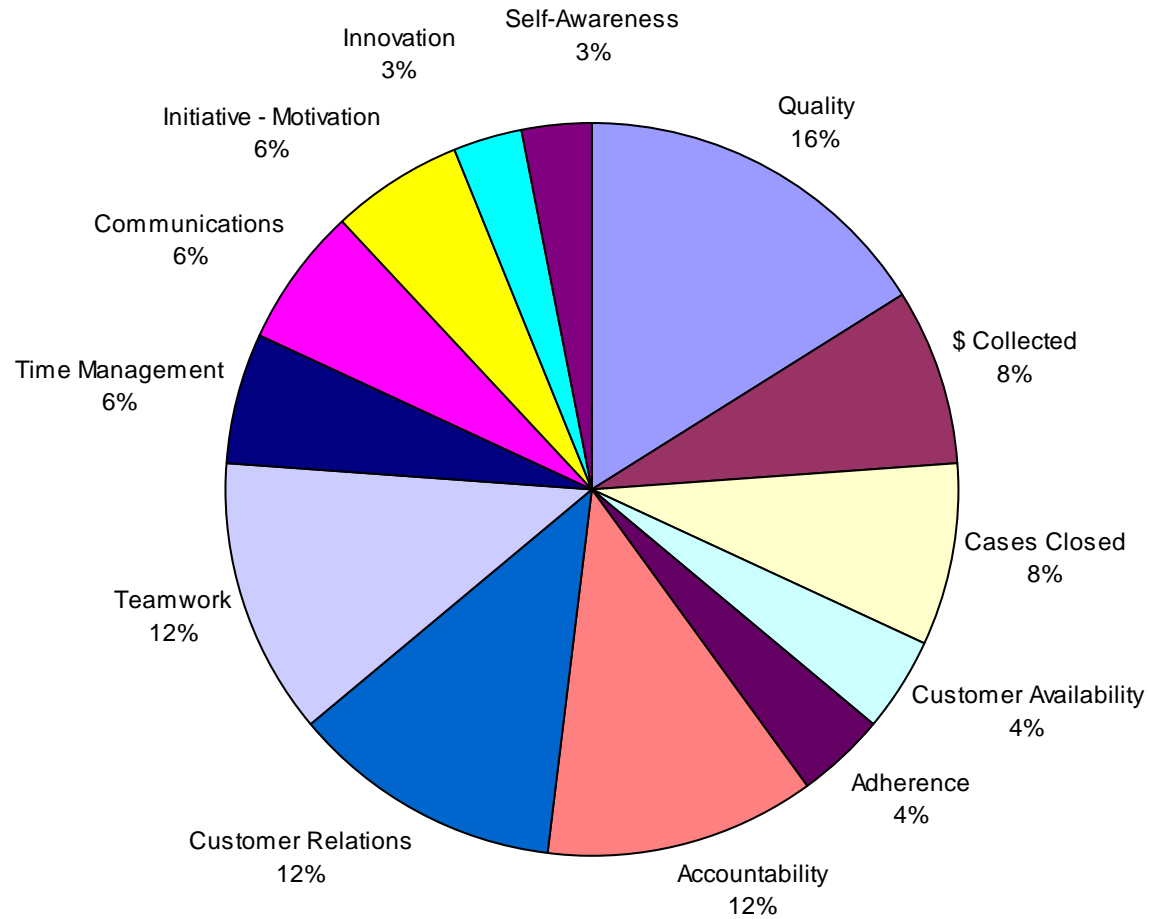
Adherence

Quantitative Measurement

- Adherence is defined as how well a collector follows their ACD schedule.
- We did not differential between RCO levels or tenure.
- Adherence is a “pass/fail” concept. Collectors are either meeting or not meeting adherence expectations.

All RCO2 and RCO3 Employees	Adherence Percentage
Outstanding	90% or greater
Does Not Meet Expectations	89% or less

Performance Metrics





Pulling the Review Together

- We utilize a tool called Performance Pro by HRN.
- All the competencies and quantitative metrics incorporated into the tool.
- Supervisors go in and click the appropriate rating for each metric.
- They add appropriate written comments and select complete.
- When the review is completed it totals up all the metrics and provides an overall rating.



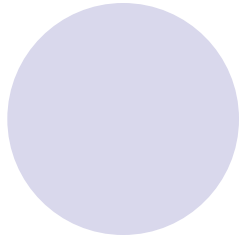
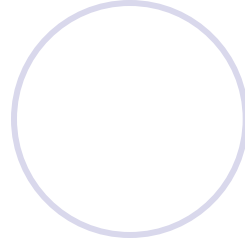
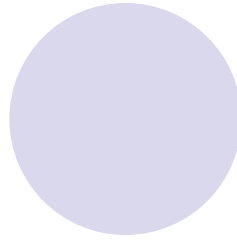
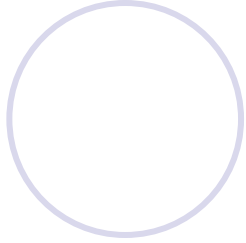
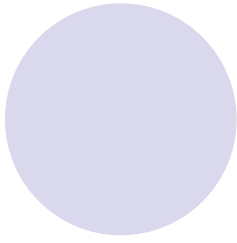
Performance Measurement Expected Outcomes

- More balance between the quantity of work and the quality of work.
- Collection employees have a clear understanding of what they will be evaluated on.
- Performance evaluations tie back to division and department goals & expectations.



A Couple More Things

- I shared with you what we are doing with the bulk of our collectors (RCO2 and RCO3 employees).
- We have also developed a performance review for all Collection Division management with a similar concept.
- We are currently working on the development of measurements for all other positions in the division.



Questions