# Western States Association of Tax Administrators

*Tom Johnson, Assistant Director*

*Education and Compliance Division*

*Arizona Department of Revenue*

- **Broadened implementation of AMS tools.**
- **Focus on Call Quality:**
  - Developed a uniform tool to measure call quality for all inbound calls.
  - Shift from ASA time to call quality as a measurement of performance.
  - Random call quality monitoring.
    - *Three per collector per month*
  - ADOR Quality tool.
  - Evaluation:
    - *From 57% (July) to 93% (Current)*
  - Utilization:
    - *Assessed on*
      - 6.5 hours availability
      - 45 calls per day
    - *Desired target = 85% utilization*

| | | |
|---|---|---|
| 90% and up | Exceeds | ⚑ |
| 83-89.99% | Meets | ✓ |
| 82.99% and Below | Needs | ▼ |

# ADOR Quality Tool

## Account Handling

| | |
|---|---|
| Q4 -<br>*This | Q14 -<br>willing |
| Q5 -<br>*This | Q15 -<br>than |
| Q6 -<br>to dis<br>POA<br>title/p<br>*This | Q16 -<br>secon |
| Q7 -<br>Upda | Q17 -<br>name |
| Q8 - | |

**Q20 - Provided all the necessary information to the customer**
*This is a critical coaching item.
- ◉ YES
- ◉ NO
- ◉ N/A

**Q21 - Educated the customer on relevant self-service options (AZTaxes, online filing, online payments, etc.). Sent any requested/required forms or templates.**
*This is a critical coaching item.
- ◉ YES
- ◉ NO
- ◉ N/A

**Q22 - Did the agent follow the correct documentation process?**
- ◉ YES
- ◉ NO
- ◉ N/A

**Q23 - Educated the customer on relevant self service options / sent required templates or forms**
*This is a critical coaching item.
- ◉ YES
- ◉ NO
- ◉ N/A

**Q18 - Gives FULL attention to the taxpayer, refrains from overtalking or interrupting**
- ◉ YES
- ◉ NO

**Q19 -  Was courteous and polite, used professional tone with TP (not sounding frustrated, etc.)**
- ◉ YES
- ◉ NO
- ◉ N/A

- **Combined Collections and Customer Care Call Centers.**
  - Cross-trained staff:
    - Increased flexibility to handle peak seasons.
  - Implemented consistent use of ADOR Quality Tool.
  - Key Performance Indicator (KPI) focus:
    - Calls waiting and longest wait times,
    - Call answer time,
    - Percentage of calls put on hold,
    - Percentage of calls transferred,
    - Abandon calls, and
    - Utilization.
  - Mentoring Program for office to field collections operations.

- **Enforcement Process:**
  - ADOR maintains both office and field collections functions.
  - Implements account modeling for collector assignments to ensure best return on investment.
  - Modeling Criteria:
    - Recency of payment,
    - Recency of filing transaction privilege tax/withholding tax,
    - Bank data match,
    - Good address,
    - Filing history (estimated + actual account balance), and
    - License status.

- **Enforcement Process: *(Continued)***
  <u>Accounts Receivable</u>
  - Automated collection and dialer campaigns:
    - Four dialer campaigns
    - One letter Notice of Enforced Action (NOEA)
    - Levy
  - Financial Institution Data Matching (FIDM).

- <u>Unfiled TPT and Withholding Returns:</u>
  - Letter campaign
  - Dialer campaign

- **Enforcement Process:** *(Continued)*
  - Late stage collectors-field collectors
  - Phone calls
  - Office visits

  *Note: Inventory is run through the process until maximum resource capacity is reached. The remaining inventory is separated, but continuously runs through the process as additional resources become available.*

- **Field collections evaluations (SMAART Goals):**
  - Cases Worked (four cases per hour minimum required)
  - Quality Reviews
    - Call Monitors (3 per month)
    - Case Reviews  (3 per month)
    - Lean Ideas (2 submissions per quarter)

- **Partnership with city collectors:**
    - Cities come to ADOR offices, use ADOR tools and equipment.
    - Cities conduct field visits jointly with ADOR collectors.
    - Collect for city and state liabilities.
    - Cities can request enforced action on specific taxpayers.
        - Typically on city-only tax liabilities.
    - Cities can request to pay for liens.

- **$3,747,581.05  collected to date.**

- **Shift in focus from income to business taxes.**

  - Using AMS tools, Collections:
    - Established improvement opportunities,
    - Set clear and measurable goals, and
    - Tracked performance to objectives.

- **End Result:**
  - More evenhanded collections procedures for taxpayers,
  - Operational transformation, and
  - Increased revenues.

Appendix

# ADOR Quality Tool

## Greeting and Verification

**Q1 -** Thank you for calling the Arizona Department of Revenue.  My name is _____.  Please be advised this call may be recorded or monitored for quality assurance.  May I please have your first and last name?  Thank you.

- ○ YES
- ○ NO
- ○ N/A

---

**Q2 -** Will we be assisting you with your business or your individual taxes?

- ○ YES
- ○ NO
- ○ N/A

---

**Q3 -** Before we get started I'm going to need to get some additional information:

- ○ YES
- ○ NO
- ○ N/A

# ADOR Quality Tool

| Business Cases | |
|---|---|

**Q4 - Full Business Name**
*This is a critical coaching item.*

- ⦿ YES
- ⦿ NO
- ⦿ N/A

---

**Q5 - Lic or EIN**
*This is a critical coaching item.*

- ⦿ YES
- ⦿ NO
- ⦿ N/A

---

**Q6 - Verify who you're speaking to and that you are authorized to discuss the case with Owner, Managing Member, Officer, or POA.  * Be sure to document who you are talking to and their title/position**

*This is a critical coaching item.*

- ⦿ YES
- ⦿ NO
- ⦿ N/A

---

**Q7 - Verify Billing/Mailing Address AND check for POR  (MUST Update TAS as Needed)**

- ⦿ YES
- ⦿ NO
- ⦿ N/A

---

**Q8 - Best Contact Phone Number (MUST Update TAS as Needed)**

- ⦿ YES
- ⦿ NO
- ⦿ N/A

# ADOR Quality Tool

## Individual Income Cases

**Q9 - Full Taxpayer Name**
*This is a critical coaching item.

- ○ YES
- ○ NO
- ○ N/A

**Q10 - SSN #**
*This is a critical coaching item.

- ○ YES
- ○ NO
- ○ N/A

**Q11 - Verify who your speaking to and that you are authorized to discuss case with individual or POA (CF)**
*This is a critical coaching item.

- ○ YES
- ○ NO
- ○ N/A

**Q12 - Verify Billing/Residential Address AND check for POR (MUST Update TAS as Needed)**

- ○ YES
- ○ NO
- ○ N/A

**Q13 - Best Contact Phone Number (MUST Update TAS as Needed)**

- ○ YES
- ○ NO
- ○ N/A

# ADOR Quality Tool

## Customer Service

**Q14 - Actively listened to customer by displaying empathy and willingness to help**
- ○ YES
- ○ NO
- ○ N/A

**Q15 - Minimize "Dead Air" (live call, but not speaking, greater than 15 seconds)**
- ○ YES
- ○ NO
- ○ N/A

**Q16 - Proper use of HOLD (touch base with TP every 60 seconds)**
- ○ YES
- ○ NO
- ○ N/A

**Q17 - Use of Pleasantries (Please, thank you, using customers name when appropriate)**
- ○ YES
- ○ NO
- ○ N/A

**Q18 - Gives FULL attention to the taxpayer, refrains from overtalking or interrupting**
- ○ YES
- ○ NO

**Q19 - Was courteous and polite, used professional tone with TP (not sounding frustrated, etc.)**
- ○ YES
- ○ NO
- ○ N/A

# ADOR Quality Tool

| Account Handling | |
|---|---|
| **Q20 - Provided all the necessary information to the customer**<br>*This is a critical coaching item.* | ○ YES<br>○ NO<br>○ N/A |
| **Q21 - Educated the customer on relevant self-service options (AZTaxes, online filing, online payments, etc.). Sent any requested/required forms or templates.**<br>*This is a critical coaching item.* | ⊛ YES<br>○ NO<br>○ N/A |
| **Q22 - Did the agent follow the correct documentation process?** | ○ YES<br>○ NO<br>○ N/A |
| **Q23 - Educated the customer on relevant self service options / sent required templates or forms**<br>*This is a critical coaching item.* | ○ YES<br>○ NO<br>○ N/A |

# ADOR Quality Tool

| Re-Cap and Closing | |
|---|---|
| Q24 - Re-Cap conversation and actions taken and set expectations.  For Collections calls and PPA's, you MUST warn of enforcement.<br>*This is a critical coaching item. | ○ YES<br>○ NO<br>○ N/A |
| Q25 - Did I address/resolve your concerns today , or is there anything else I can assist with? | ○ YES<br>○ NO<br>○ N/A |
| Q26 - "Thank you _____[Name of customer]_____ for calling the Department of Revenue" | ○ YES<br>○ NO<br>○ N/A |