



## THE PROBLEM

The Department of Revenue's Processing Bureau receives half a million paper Individual Income Tax and Property Tax Credit Claim returns each year and more than 100,000 of these returns are received the week of the filing deadline. In addition to tax returns, the DOR receives over 160,000 Individual Income Tax payments during the week of the filing deadline.

Staff are focused on opening and processing the payments first, and are unable to keep up with the daily incoming mail which leads to a backlog status and causes further delays in the tax returns process. The delays cause a ripple effect that impacts other bureaus within the Department as well as our taxpayer customers.

## THE SCOPE

To decrease the number of days spent opening and processing Individual Income tax returns and payments during tax season by utilizing the right people in the right place at the right time.

## THE APPROACH

The Taxation team researched the amount of mail that arrives each week during the tax filing deadline, then measured how many people it would take to open, sort, key, scan and process all tax filings within a 1 week time-frame. They then asked each Taxation bureau and other DOR divisions if they could send teammates to help, who would become part of the Income Tax Secondment.

*A Secondment is defined as a temporary transfer to another role or business area away from your primary job.*

## EVENT PHOTOS



## THE DATA

The team used calculations similar to what is shown below to determine how many team members would be needed to open and process all of their incoming returns and payments from the filing deadline week within only 5 working days. While the team was not able to reach the staffing levels needed to complete all of the return processing within that timeframe, they did receive enough assistance to open all of the returns and payments, as well as process all of the payments with the Secondment team members.

### Return Processing

Incoming Return Mail	Working Days	Avg. Return Mail Opened per Team Member per Day	Team Members Needed to Open Mail	Returns Requiring Data Entry	Avg. Return Processed per Team Member per Day	Team Members Needed to Open Returns	Total Team Members Needed to Open & Process Returns
119,100	5	375	64	55,977	225	50	113

(incoming volume / days to complete) / daily production = team members needed

### Payment Processing

Incoming Payment Mail	Working Days	Avg. Payment Mail Opened per Team Member per Day	Team Members Needed to Open Mail	Payments Requiring Data Entry	Avg. Payment Processed per Team Member per Day	Team Members Needed to Process Payments	Total Team Members Needed to Open & Process Payments
108,788	5	1,013	21	94,515	506.25	37	59

(incoming volume / days to complete) / daily production = team members needed

On the final day of the Secondment the team successfully opened the last of the incoming mail, leaving a zero backlog of unopened mail only 8 calendar days post-deadline. Having all of the payments processed and return mail opened during those 5 days, allowed us to then focus the majority of our staff on processing returns sooner than any previous tax season.

## THE RESULTS

### Processing Timeframe Comparison from Filing Deadline (in days)

	2020	2021	% Decreased Timeframe
Payment Voucher Mail Opened	15	6	60%
Return Mail Opened	32	8	75%
IIT/PTC Returns Entered	40	16	60%
Composite Returns Entered	55	21	62%
Fiduciary Returns Entered	55	21	62%
Extension Requests Entered	82	23	72%
2015 & Prior Returns Entered	117	24	79%

Ultimately, more than 150 team members from across the Department of Revenue's four divisions joined the Secondment.

They received first-hand experience of another industry, organization or job role.

During the five working days of the Secondment, team members opened and sorted nearly 200,000 pieces of mail. As shown on the chart, the processing time for all of our workstreams decreased by at least 60% from the prior year.