



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Department of Licensing (DOL)

December 28, 2007

Office of Financial Management Assessor:

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Based on a review of the following: OFM Performance Measure Tracking System for Dept. of Licensing (Agency 240); Washington State Department of Licensing *Strategic Plan 2007-2009*; internal GMAP reports.

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Current Strengths and Good Practices

- The Dept. of Licensing (DOL) has good measures of customer satisfaction (wait times in licensing offices and call centers), and solid output measures with historic data going back to 1997 (titles and vehicle registrations).
- DOL maintains four measures for Governor Gregoire's Cabinet Strategic Action Plan (CSAP) in the OFM system, and reports performance in Government Management Accountability and Performance (GMAP) forums.
- The agency has significant capacity for gathering performance data, measuring and analyzing performance, and reporting progress. Performance measurement capacity includes:
 - Dedicated staff and units (e.g. a performance measurement team in the Research and Planning Office, and an internal performance audit office)
 - Regular internal agency GMAP sessions, with a broad suite of performance measures and useful "so-that" logic models to connect agency work with results
 - Internal GMAP presentations available on the agency's intranet site
 - A wide variety of performance measures used for various purposes

Comments About the Budget Activity Measures

- Only three Activities are linked to performance measures in OFM's system. Ten Activities do not have performance measures associated with them, despite the fact that Activity Descriptions and Expected Results statements in OFM's system have extensive descriptions of services and results.
- The number of DOL Activity performance measures with data in OFM's system has declined every budget period, from 13 in 1997-99 to three today. In addition, the definition of measures has shifted over time, so that only two (titles and registrations) have comparable historic data. While it's reasonable to expect measures to evolve as agencies learn, Licensing should be at a point in its performance management development where it can propose relatively stable, meaningful performance measures for most of its activities.
- DOL's two main output measures (title transactions and vehicle registrations) have flat quarterly targets/estimates, derived by dividing the annual total by four. However, historic data shows a clear quarterly seasonal variation that should be relatively easy to predict in estimates.
- Performance appears to be going the wrong direction for wait time at drivers licensing offices (slide 16).

Potential Improvements

- DOL should consider the following potential improvements:
 - Establish a meaningful measure for every activity. This should be relatively easy, since Licensing has a broad inventory of measures already used for other purposes.
 - In choosing new measures, DOL should consider outcome measures, from customers' perspective, and measures used for Governor GMAP Forums.
 - Assign performance measure data entry to section staff, and shift the role of DOL Performance staff to reviewing and releasing measures. This is how several other agencies (including Ecology, Employment Security, and DSHS) have structured internal roles for performance measure reporting.
 - Establish a navigation link on the Dept. of Licensing's intranet home page (<http://intra.dol.wa.gov>) to internal GMAP performance reports: (<http://intra.dol.wa.gov/admin-svcs/RPO/GMAP.htm>)

Dept. of Licensing (DOL) Comments

- DOL began agency-wide use of performance measures in 2005. We have been using, learning from and refining those measures through our GMAP program and during the 2007-09 Strategic Plan process. In November 2007 (prior to this OFM assessment), we committed to complete our revisions during the 2009-15 Strategic Plan process.
- Our performance measure vision includes that our set of measures will: reflect our commitment to accountability and transparency in government; meet internal and key external stakeholder needs; reflect our agency vision, mission, goals and objectives; measure the effectiveness of our programs, and the effect of our strategies and action plans on performance; roll up to a dashboard and drill down into key details; inform our process improvement and policy development decision making; and help us achieve greater RESULTS.
- OFM's assessment timing and content are very valuable to us. OFM's observations are similar to many of our own, and OFM's recommendations support our internal process of reviewing, improving and stabilizing our set of measures.
- OFM's comment to our "significant capacity" is appreciated and we agree, but we must continue to address the significant challenges to our capacity. Primarily, these are: the lack of modern data systems for assurance of data accuracy and availability; and the time it takes to fully develop the data and performance skills throughout a large agency's workforce.
- OFM's assessment focuses on budget activity measures and links. Our focus has been on strategic goal links, so internally we assess relevance of measures differently than OFM. Our measure revision process will result in meeting DOL's broader needs, but we believe will also satisfy OFM needs.

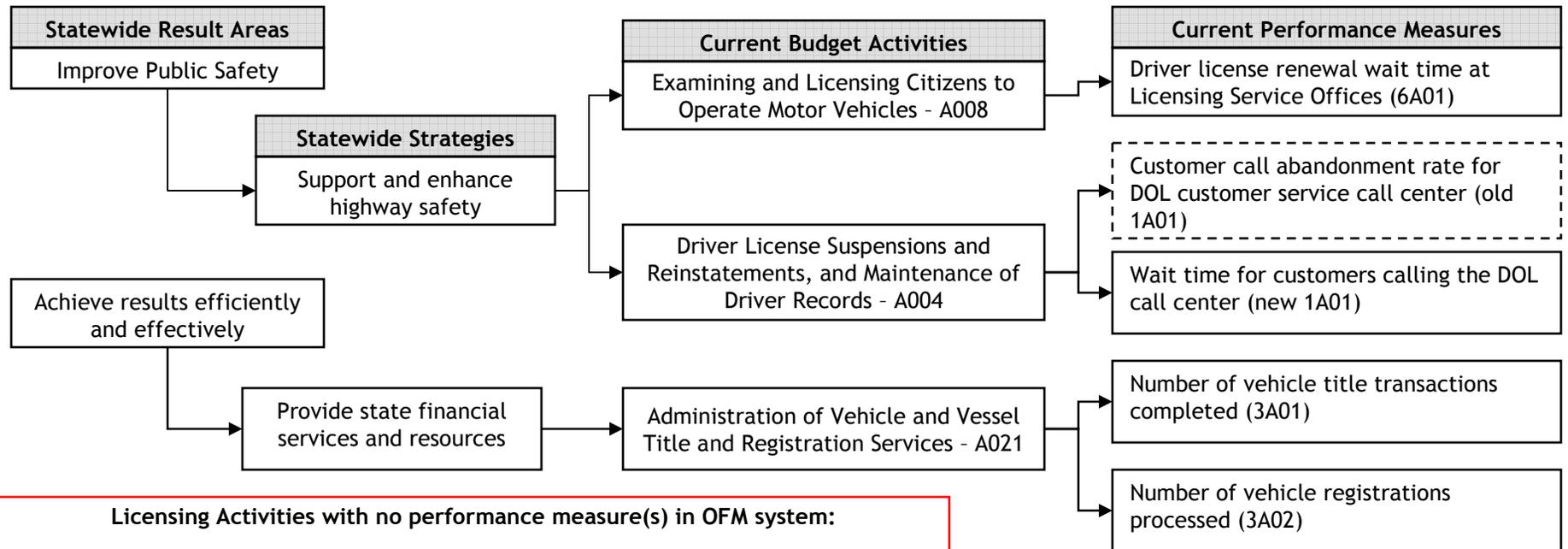
Agency Future Actions

DOL ACTION PLAN

During our Strategic Plan process, for completion in June 2008, we will:

- Revise and publish our set of performance measures and targets as described on page 6, as well as updating performance measures in PMT to link to budget activities, stabilizing measures, analyzing seasonality, and recalibrating wait time targets to reflect impacts of additional services and requirements.
- Continue reviewing the detailed analysis from this report, and use similar tools for establishing, testing and linking measures.
- Conduct data and information systems studies to address the capacity challenges described on page 6.

Links: Statewide Results and Strategies with Budget Activities & Measures



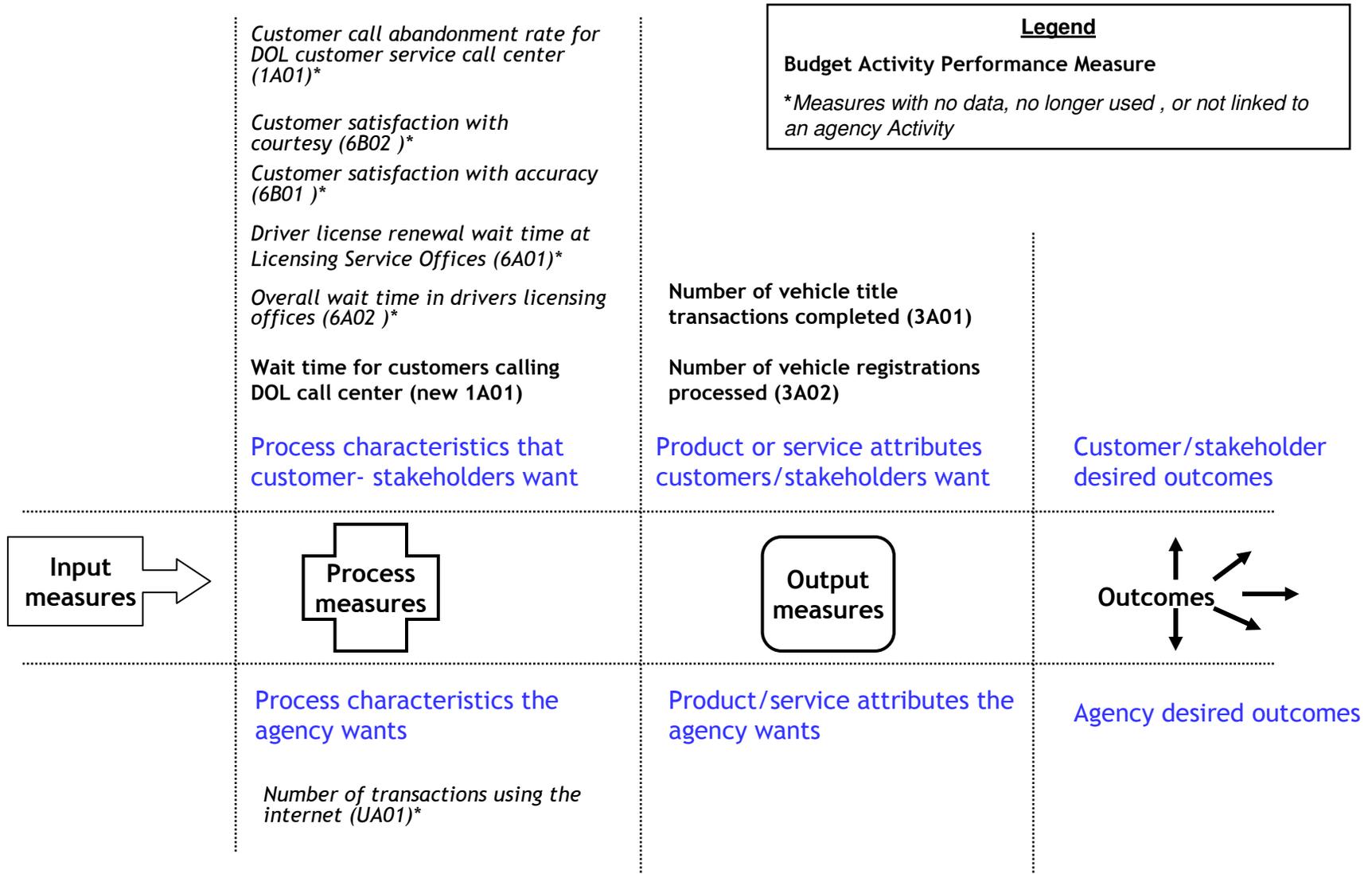
Licensing Activities with no performance measure(s) in OFM system:

- | | |
|--|--|
| Professional Licensing and Regulation - A017 | Centralization of License Requirements For Businesses - A014 |
| Uniform Commercial Code Program - A018 | Administration of Fuel Tax Collection and Motor Carrier Services - A016 |
| Preparing Citizens to Operate Motor Vehicles Safely - A011 | Firearms Registration and Licensing - A012 |
| Providing Due Process for Drivers - A010 | Administration of Regulatory Functions Involving Vehicle and Vessel Dealers and Manufacturers - A020 |
| Providing Consumer Education & Protection From Identity Theft - A009 | Providing Strategic Direction through Executive and Technology Administration - A001 |

Performance measures not linked to DOL Activity (Cabinet Strategic Action Plan)

- Overall wait time in drivers licensing offices (6A02)
- Number of transactions using the internet (UA01)
- Customer satisfaction with accuracy at Licensing Services Offices (6B01)
- Customer Satisfaction with courtesy at Licensing Service Offices (6B02)

Activity Measure Perspectives



Activity Measure Assessment - Call Center Wait Time

<p>Performance Measure Description: Wait time for customer service calls to the DOL call center (new 1A01)</p>	<p style="text-align: center;">DOL Call Center customer wait time in minutes</p> <table border="1" style="margin-top: 10px;"> <caption>Actual vs Target Wait Time (Minutes)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Minutes)</th> <th>Target (Minutes)</th> </tr> </thead> <tbody> <tr><td>Q1 2005-07</td><td>4.7</td><td>-</td></tr> <tr><td>Q2 2005-07</td><td>4.0</td><td>-</td></tr> <tr><td>Q3 2005-07</td><td>5.1</td><td>-</td></tr> <tr><td>Q4 2005-07</td><td>4.2</td><td>-</td></tr> <tr><td>Q5 2005-07</td><td>3.4</td><td>4.0</td></tr> <tr><td>Q6 2005-07</td><td>3.3</td><td>-</td></tr> <tr><td>Q7 2005-07</td><td>3.9</td><td>4.0</td></tr> <tr><td>Q8 2005-07</td><td>4.1</td><td>4.0</td></tr> <tr><td>Q1 2007-09</td><td>4.7</td><td>3.8</td></tr> </tbody> </table>	Quarter	Actual (Minutes)	Target (Minutes)	Q1 2005-07	4.7	-	Q2 2005-07	4.0	-	Q3 2005-07	5.1	-	Q4 2005-07	4.2	-	Q5 2005-07	3.4	4.0	Q6 2005-07	3.3	-	Q7 2005-07	3.9	4.0	Q8 2005-07	4.1	4.0	Q1 2007-09	4.7	3.8
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Q1 2007-09	4.7	3.8																													
<p>Budget Activity Links: Driver License Suspensions and Reinstatements, and Maintenance of Driver Records - A004.</p>																															
<p>Category of Measure: Process measure</p>																															
<p>Analysis of Variation: Performance is stable and predictable, with an average time of 4 minutes.</p>																															
<p>Analysis of Targeted vs. Actual Performance: Since the objective is to reduce answer time by 10%, targets have been set at 90% of the wait time from the same quarter in the previous year. Performance met the target for three quarters, then fell below in the most recent two quarters.</p>																															

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Timely access and wait times are important to customers, so this measure is relevant. However it does not measure the results of this activity, so an outcome measure is recommended (i.e., % of calls resulting in resolution of customer need).</p>	<p>Timeliness: Available quarterly.</p>	<ul style="list-style-type: none"> • This is a new measure as of Sept. 2007, replacing a measure (call abandonment) that had no data. Both of these are good measures. • The short title (“Reduce wait time for customer service calls to DOL call center by 10%”) and measure description (“Percentage decline in the wait time for customers calling to the DOL call center”) are both phrased as objectives rather than performance measures. • DOL staff enters time data as “minutes.seconds” (which has been converted to a decimal for this chart). OFM’s system could accommodate this data better if it allowed minutes and seconds as a data type. • The method of calculating the target (i.e., setting Q5 target at 90% of Q1 results) is not clear in the notes. • This is a roll-up of calls from three divisions: Business and Professions Division (BPD) and “CS and VC”. These are not defined, and it appears as if some of these divisions are not associated with this Activity.
<p>Understandability: Because of the limits of the OFM performance measure tracking system, the convention of entering data as minutes.sec can be confusing.</p>	<p>Comparability: This new measure (proposed in Sept. 2007) uses the same code as the previous measure that had no data (abandoned customer calls), so will not be comparable. Call center wait time is a common activity in public and private sectors.</p>	
<p>Reliability:</p>	<p>Cost Effectiveness: Licensing appears to use different measures than this in its internal GMAP reports, and the Cabinet Strategic Action Plan (CSAP) uses a measure of “percent of calls answered in 60 seconds”.</p>	

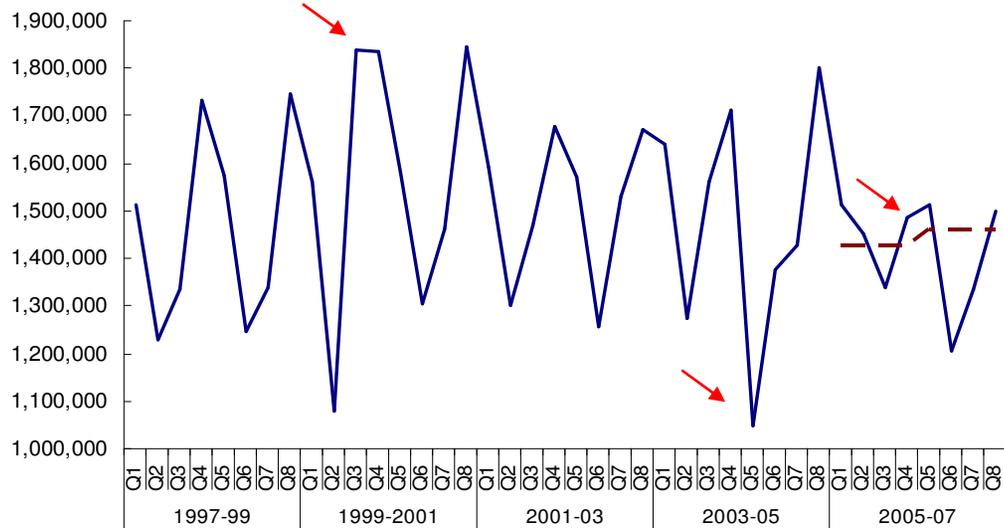
Activity Measure Assessment - Vehicle Registrations 1

<p>Performance Measure Description: Number of vehicle registrations completed (3A02)</p>	<p>Vehicle registrations completed</p> <table border="1" style="margin-top: 10px;"> <caption>Estimated Data from Chart</caption> <thead> <tr> <th>Quarter</th> <th>Actual Registrations</th> <th>Estimated Registrations</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1,510,000</td> <td>1,425,000</td> </tr> <tr> <td>Q2</td> <td>1,450,000</td> <td>1,425,000</td> </tr> <tr> <td>Q3</td> <td>1,340,000</td> <td>1,425,000</td> </tr> <tr> <td>Q4</td> <td>1,480,000</td> <td>1,425,000</td> </tr> <tr> <td>Q5</td> <td>1,510,000</td> <td>1,460,000</td> </tr> <tr> <td>Q6</td> <td>1,200,000</td> <td>1,460,000</td> </tr> <tr> <td>Q7</td> <td>1,330,000</td> <td>1,460,000</td> </tr> <tr> <td>Q8</td> <td>1,490,000</td> <td>1,460,000</td> </tr> </tbody> </table>	Quarter	Actual Registrations	Estimated Registrations	Q1	1,510,000	1,425,000	Q2	1,450,000	1,425,000	Q3	1,340,000	1,425,000	Q4	1,480,000	1,425,000	Q5	1,510,000	1,460,000	Q6	1,200,000	1,460,000	Q7	1,330,000	1,460,000	Q8	1,490,000	1,460,000
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<p>Budget Activity Links: Administration of Vehicle and Vessel Title and Registration Services (A021)</p>																												
<p>Category of Measure: Output measure</p>																												
<p>Analysis of Variation: Historic data reveals seasonal variation that isn't evident in this data (see next slide), and indicates that the Q4 performance is below what is expected.</p>																												
<p>Analysis of Targeted vs. Actual Performance: Quarterly targets seem to be derived by dividing the annual estimated vehicle registrations by four. However, the historic data (see next slide) shows a seasonal variation in number of registrations. See General Comments, right.</p>																												

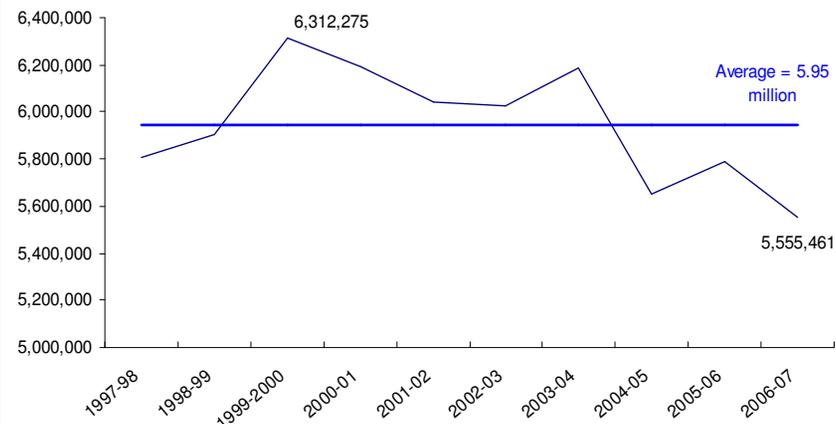
<p>Comments About Desirable Characteristics</p>		<p>General Comments & Explanations:</p>
<p>Relevance: Registering vehicles is very relevant to the mission of Licensing (DOL), but it's not clear if DOL can affect the number or timing of vehicle registrations. Is this meant to be a workload measure, or is there a performance implication?</p>	<p>Timeliness: Appears to be good, with quarterly data available.</p>	<ul style="list-style-type: none"> • See next page for historic data • Does Licensing have an objective of smoothing out seasonal variation, so that the number of registrations is more-or-less stable every quarter? <ul style="list-style-type: none"> • If so, then the current targets, and recent performance, may be moving in that direction. • If not, then it might be more accurate to set estimates or targets that reflect historic seasonal variation in numbers of registrations (see next slide). • If the objective is to have accurate estimates, the first fiscal year was about 1.3% above the annual estimate, much closer than the second fiscal year, where registrations were about 5.1% below the estimate. This may be due to data lag, or the fact that 2006-07 had the lowest number of registrations in a decade (see next slide.)
<p>Understandability: Number of things completed is fairly intuitive, but the phrase "vehicle registrations" might benefit from being restated in plain talk.</p>	<p>Comparability: The measure used in previous OFM performance reports (used for historic performance on the next slide) has a slightly different title ("Number of registration tabs issued") that raises questions about comparability.</p>	
<p>Reliability: Assume good</p>	<p>Cost Effectiveness: Presume that data from a core, revenue generating activity such as this should be available with little additional overhead cost.</p>	

Activity Measure Assessment - Vehicle Registrations 2

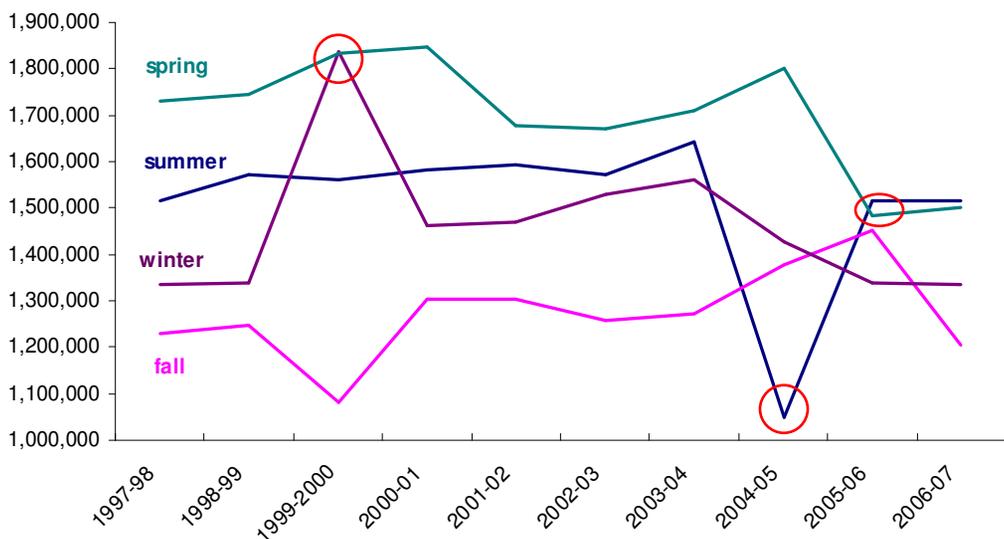
Vehicle registrations processed per quarter



Total vehicle registrations per fiscal year



Vehicle registrations per quarter



General Comments & Explanations:

- Historic data from previous Performance Reports to OFM (upper left) show a clear seasonal variation.
- Looking at each quarter's performance (lower left) shows that spring (Q4 and Q8) has the most registrations, followed by summer (Q1 and Q5), winter (Q3 and Q7) and fall (Q2 and Q6). The degree of difference among seasons has been reduced in the most recent biennium. Is this a strategy?
- Statistical analysis indicates that there have been three periods of unpredictable performance (indicated by red arrows and highlights on the charts). **What caused these abnormalities?**
 - Q3 1999-2001, abnormally high winter number
 - Q5 2003-05, abnormally low summer number
 - Q4 2005-07, abnormally low spring (during the most recent biennium).
- The number of annual registrations (top right chart) shows that the most recent fiscal year had the lowest number of vehicle registrations in a decade. There may be a short term declining trend (or data lag?)

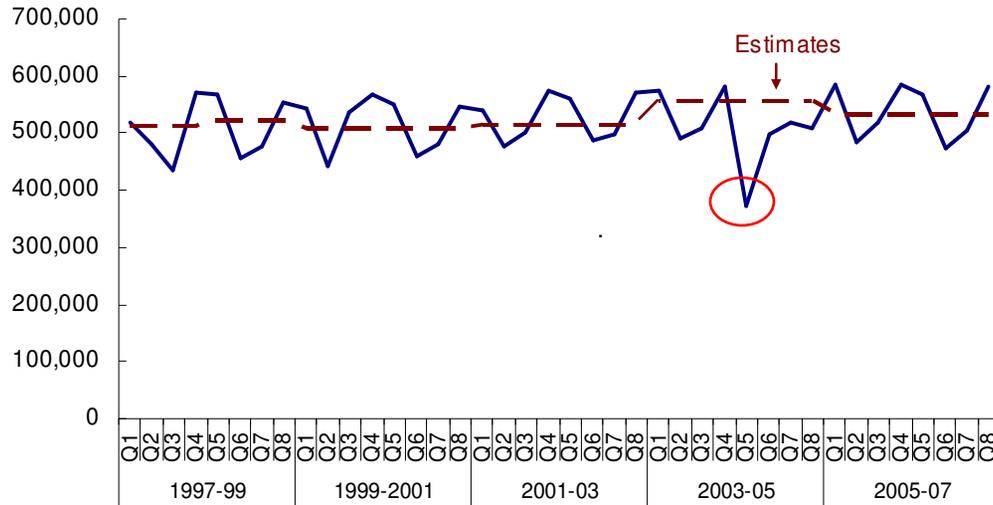
Activity Measure Assessment - Title Transactions 1

<p>Performance Measure Description: Number of vehicle title transactions completed (3A01)</p>	<div style="text-align: center;"> <p>Title transactions completed</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Approximate Data from Chart</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>580,000</td> <td>530,000</td> </tr> <tr> <td>Q2</td> <td>480,000</td> <td>530,000</td> </tr> <tr> <td>Q3</td> <td>520,000</td> <td>530,000</td> </tr> <tr> <td>Q4</td> <td>580,000</td> <td>530,000</td> </tr> <tr> <td>Q5</td> <td>560,000</td> <td>530,000</td> </tr> <tr> <td>Q6</td> <td>470,000</td> <td>530,000</td> </tr> <tr> <td>Q7</td> <td>500,000</td> <td>530,000</td> </tr> <tr> <td>Q8</td> <td>580,000</td> <td>530,000</td> </tr> </tbody> </table> </div>	Quarter	Actual Performance	Target	Q1	580,000	530,000	Q2	480,000	530,000	Q3	520,000	530,000	Q4	580,000	530,000	Q5	560,000	530,000	Q6	470,000	530,000	Q7	500,000	530,000	Q8	580,000	530,000
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<p>Budget Activity Links: Administration of Vehicle and Vessel Title and Registration Services - A021</p>																												
<p>Category of Measure: Output measure</p>																												
<p>Analysis of Variation: Regular seasonal variation becomes apparent with more data (next page), along with the one unexpectedly low performance point (Q5, 2003-05).</p>																												
<p>Analysis of Targeted vs. Actual Performance: The quarterly target/estimate appears to be based on annual transactions (i.e. the sum of four quarters). Since transactions vary in a predictable fashion (see next page), a flat estimate does not give an accurate picture. See General Comments.</p>																												

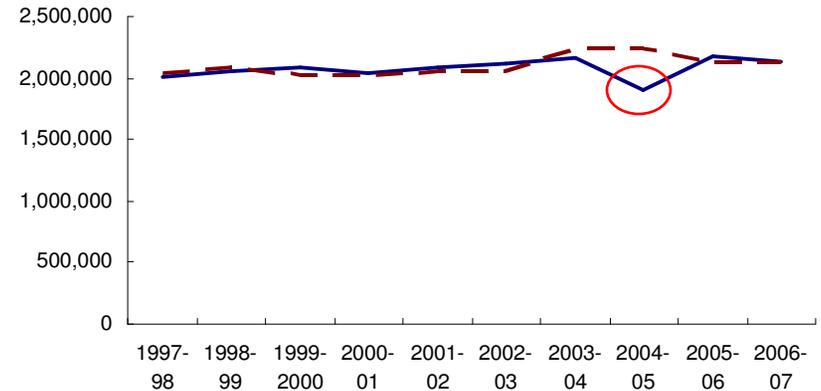
Comments About Desirable Characteristics		<p>General Comments & Explanations:</p> <ul style="list-style-type: none"> • Output measures such as this are fine for showing workload, but are somewhat less satisfactory as a measure of Licensing performance. For instance, it's not clear if the agency can affect the number or timing of titles, or if this is really its "widget" (i.e. does the agency carry out the transactions itself, or do agents perform this work?) • The flat estimate appears to be based on annual transactions, not quarterly transactions. In fact, title transactions have a regular seasonal cycle that is hard to discern over just eight quarters (see next slide). Thus, a flat estimate is inaccurate as a depiction of anticipated quarterly workload.
<p>Relevance: Title transactions are relevant to the mission of Licensing (DOL), but see General Comments, right.</p>	<p>Timeliness: Appears to be good, with quarterly data available, but data such as this may be lagged.</p>	
<p>Understandability: Number of things completed is fairly intuitive, but is there a plain talk alternative to the phrase "title transactions"?</p>	<p>Comparability: This performance data has been reported to OFM for ten years (see next page) and the method of gathering data appears to be consistent.</p>	
<p>Reliability: Data should be sound, since this is linked to revenue-generating activities, has been reported for a long time, and seems like a straightforward count.</p>	<p>Cost Effectiveness: This does not appear to be used for any DOL internal GMAP reporting</p>	

Activity Measure Assessment - Title Transactions 2

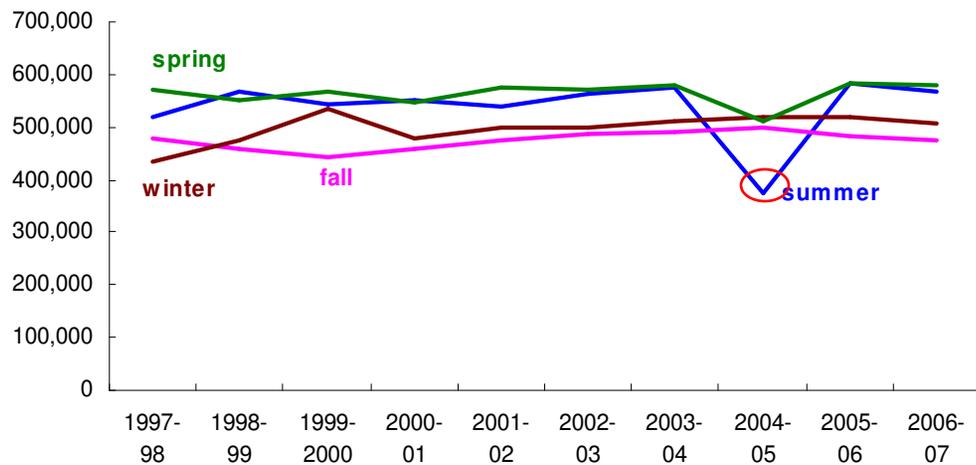
Title Transactions, from historic OFM performance reports



Titles issued per year vs. estimate



Titles per quarter



General Comments & Explanations:

- Historic data from previous Performance Reports to OFM (upper left) show a clear seasonal variation.
- Looking at each quarter's performance (lower left), statistical analysis indicates there is one period of unexpectedly low performance that appears in all three views of the data on this page: Q5 2003-05. This was also one of the unusual periods for Vehicle Registrations (see slide 10). **What caused the drop in title transactions in Q5, 2004-05?**
- With the exception of 2004-05, annual estimates (upper right) have been accurate when compared with annual titles issued. Given the regular variation, it seems as if Licensing could predict quarterly performance more accurately than merely dividing the expected annual performance by four.

Activity Measure Assessment - Minutes Waiting to Renew Drivers License

<p>Performance Measure Description: Driver license renewal wait time at Licensing Service Offices (6A01)</p>	
<p>Budget Activity Links: Examining and Licensing Citizens to Operate Motor Vehicles - A008</p>	
<p>Category of Measure: Process measure</p>	
<p>Analysis of Variation: Measure in OFM System has only estimates, no actual data</p>	
<p>Analysis of Targeted vs. Actual Performance: There is no Actual performance data for this measure, only estimates.</p>	

Comments About Desirable Characteristics

<p>Relevance: Time spent waiting to renew a Drivers License is very relevant to an Activity which represents one of the main faces of state government for many citizens.</p>	<p>General Comments & Explanations:</p> <ul style="list-style-type: none"> • Licensing has had a performance measure of customer wait time since 1997, but the measure definition has changed slightly over that time: <u>1997-99 measures:</u> <ul style="list-style-type: none"> • Customer wait time for license renewals and written tests at locations with enhanced services • Customer wait time for license renewals and written tests at locations with take-a-number <u>1999-2005 measure:</u> <ul style="list-style-type: none"> • Average driver license renewal time. <u>2005-07 measures:</u> <ul style="list-style-type: none"> • Average time (in minutes) that a customer waits in line at a Licensing Services Office (LSO) to renew a driver license (6A01) • Average number of minutes a customer waits at a Licensing Service Office before being served (6A02, next slide). 	<p>Agency Comment: This measure was abandoned this biennium after analysis of our data collection methods showed we lacked automation needed for data availability and accuracy; learning occurred, we corrected and changed course to measure 6A02, Average number of minutes a customer waits at a Licensing Service Office before being served (next page).</p>
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Activity Measure Assessment - Minutes Before Being Served

<p>Performance Measure Description: Average number of minutes a customer waits at a Licensing Service Office before being served (6A02)</p>	<p style="text-align: center;">Avg. minutes spent waiting at a Licensing Service Office before being served</p> <table border="1" style="margin-top: 10px;"> <caption>Actual Performance Data (Estimated from Graph)</caption> <thead> <tr> <th>Quarter</th> <th>Avg. Minutes</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>11</td></tr> <tr><td>Q2</td><td>12</td></tr> <tr><td>Q3</td><td>15</td></tr> <tr><td>Q4</td><td>16</td></tr> <tr><td>Q5</td><td>21</td></tr> <tr><td>Q6</td><td>18</td></tr> <tr><td>Q7</td><td>22</td></tr> <tr><td>Q8</td><td>24</td></tr> </tbody> </table> <p style="text-align: center;">2005-07</p>	Quarter	Avg. Minutes	Q1	11	Q2	12	Q3	15	Q4	16	Q5	21	Q6	18	Q7	22	Q8	24
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Q2		12																	
Q3	15																		
Q4	16																		
Q5	21																		
Q6	18																		
Q7	22																		
Q8	24																		
<p>Budget Activity Links: This measure is not linked to any DOL Budget Activity, but is linked to DOL goals.</p>																			
<p>Category of Measure: Process measure</p>																			
<p>Analysis of Variation: There is a predictable short-term trend of increasing wait times in licensing offices. The wait time doubled during the biennium, from 11 minutes in Q2, to 24 minutes in Q8. Agency comment: The added service features and regulations causing this need analysis.</p>																			
<p>Analysis of Targeted vs. Actual Performance: Performance was below the target of 20 minutes every quarter during the first year of the biennium, but wait times exceeded 20 minutes in three of the four quarters this fiscal year. Agency comment: Targets should be recalibrated after analysis of impacts of services and regulations.</p>																			

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Timeliness is one of the main things that customers want, and time spent waiting to be served is very relevant to customer service activities such as this.</p>	<p>Timeliness: Good</p>	<ul style="list-style-type: none"> • Performance has been going the wrong direction, more than doubling from a low of 11 minutes in Q2, to 24 minutes in Q8. • Notes to the measure explain, “The level of this measure may be related with the program’s initiative to increase courtesy and accuracy, as well as an increasing program emphasis on reviewing identity requirements.” However, the data on accuracy and courtesy (next two slides) show that performance in these measures is declining as well. • If improvements in courtesy and accuracy come at the expense of timeliness, this may be a “zero-sum game” with customers no better off. The ideal would be to improve accuracy and courtesy while holding timeliness constant.
<p>Understandability: The measure is fairly understandable, but it’s not clear (a) Activities or services to which this applies, (b) how this differs from the previous measure (minutes waiting to renew a license), (c) if this is measuring only part of the process (waiting in line) as opposed to time to complete an entire transaction.</p>	<p>Comparability: It’s not clear if this measure is comparable or similar to the previous measure. Licensing had a “customer wait time” measure since 1997, but prior periods may not be comparable definitions changed at least twice, along with measure methods.</p>	
	<p>Cost Effectiveness: This is used as a measure in the Cabinet Strategic Action Plan.</p>	

Activity Measure Assessment - Satisfaction with Accuracy

<p>Performance Measure Description: Customer satisfaction with accuracy at Licensing Services Offices (6B01)</p>	<p style="text-align: center;">Percent of customers satisfied with accuracy in drivers license transactions</p> <table border="1"> <caption>Data for Percent of customers satisfied with accuracy in drivers license transactions</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Percent Satisfied</th> </tr> </thead> <tbody> <tr> <td>Q5</td> <td>2005-07</td> <td>95%</td> </tr> <tr> <td>Q6</td> <td>2005-07</td> <td>93%</td> </tr> <tr> <td>Q7</td> <td>2005-07</td> <td>No data</td> </tr> <tr> <td>Q8</td> <td>2005-07</td> <td>89%</td> </tr> <tr> <td>Q1</td> <td>2007-09</td> <td>93%</td> </tr> </tbody> </table>	Quarter	Year	Percent Satisfied	Q5	2005-07	95%	Q6	2005-07	93%	Q7	2005-07	No data	Q8	2005-07	89%	Q1	2007-09	93%
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<p>Budget Activity Links: This measure is not linked to any Activities, and is in OFM's system for Cabinet Strategic Action Plan reporting, although it seems related to Licensing (Activity A008)</p>																			
<p>Category of Measure: Process measure</p>																			
<p>Analysis of Variation: Not enough data to judge.</p>																			
<p>Analysis of Targeted vs. Actual Performance: Performance achieved the target in the first quarter of the fiscal year, but has been below since.</p>																			

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: This is not linked to a specific Activity, but seems like Drivers licensing. Customer perceptions of accuracy won't be as objective as a count of errors.</p>	<p>Timeliness: Since the survey is only done three times a year (trimester), one quarter doesn't have data.</p>	<ul style="list-style-type: none"> • DOL's Strategic Plan notes that the agency asked its customers about what aspects of service were important to them. Accuracy and courtesy (the next measure) were among the top items. • Customer perception of, and hence satisfaction with, accuracy may be affected by other aspects of the drivers license process (e.g. time to be served, see slide 15). A more objective measure might be the number or rate of transaction errors, if these can be measured. "Getting the right information the first time" is mentioned in the Strategic Plan, and is related to accuracy. • From the notes: "Satisfaction rate is determined through a trimester survey conducted of a random sample of licensing transaction customers. Survey modifications caused an increase in the return rate."
<p>Understandability: Although percent of customer response is understandable, it's not immediately clear what constitutes inaccuracy in a drivers license transaction.</p>	<p>Comparability: The survey was modified in a way which affected the return rate (see General Comments). It's not clear if the changes might have affected comparability in other ways.</p>	
<p>Reliability: Did survey modifications affect reliability? Is customer satisfaction with accuracy affected by wait time?</p>	<p>Cost Effectiveness: This is used as a measure in the Cabinet Strategic Action Plan.</p>	

Activity Measure Assessment - Satisfaction with Courtesy

<p>Performance Measure Description: Customer Satisfaction with courtesy at Licensing Service Offices (6B02)</p>	<p style="text-align: center;">Percent of customers satisfied with courtesy in drivers license transactions</p> <table border="1"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Satisfaction %</th> </tr> </thead> <tbody> <tr> <td>Q5</td> <td>2005-07</td> <td>~92%</td> </tr> <tr> <td>Q6</td> <td>2005-07</td> <td>~91%</td> </tr> <tr> <td>Q7</td> <td>2005-07</td> <td>None</td> </tr> <tr> <td>Q8</td> <td>2005-07</td> <td>~89%</td> </tr> <tr> <td>Q1</td> <td>2007-09</td> <td>~93%</td> </tr> </tbody> </table>	Quarter	Year	Satisfaction %	Q5	2005-07	~92%	Q6	2005-07	~91%	Q7	2005-07	None	Q8	2005-07	~89%	Q1	2007-09	~93%
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<p>Budget Activity Links: This measure is not linked to any Activities, and is in OFM's system for Cabinet Strategic Action Plan reporting, although it seems related to Licensing (Activity A008)</p>																			
<p>Category of Measure: Process measure</p>																			
<p>Analysis of Variation: Not enough data to judge.</p>																			
<p>Analysis of Targeted vs. Actual Performance: Performance has not yet reached the target of 95% satisfaction, although it increased to its highest level yet in the most recent quarter.</p>																			

<p style="text-align: center;">Comments About Desirable Characteristics</p>		<p>General Comments & Explanations:</p> <ul style="list-style-type: none"> • “Satisfaction rate is determined through a trimester survey conducted of a random sample of licensing transaction customers. Survey modifications caused an increase in the return rate.” • Customer perception of, and hence satisfaction with, courtesy may be affected by other aspects of the drivers license process (e.g. time to be served, see slide 15).
<p>Relevance: This is not linked to a specific Activity, but seems like Drivers licensing. Courtesy is very relevant to an activity that is the “face of state government” for many citizens.</p>	<p>Timeliness: Since the survey is only done three times a year (trimester), one quarter doesn't have data.</p>	
<p>Understandability: Percent of customer responses is understandable.</p>	<p>Comparability: The survey was modified in a way which affected the return rate (see General Comments). It's not clear if the changes might have affected comparability in other ways.</p>	
<p>Reliability: Did survey modifications affect reliability?</p>	<p>Cost Effectiveness: This is used as a measure in the Cabinet Strategic Action Plan.</p>	

Activity Measure Assessment - Internet Transactions

Performance Measure Description: Number of transactions using the internet (UA01)

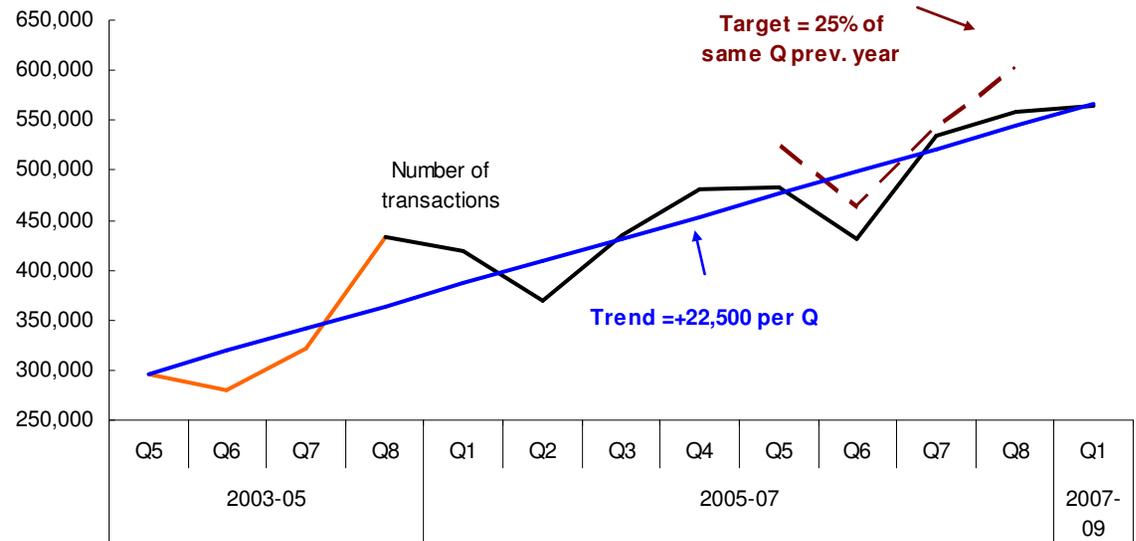
Budget Activity Links: This measure is not linked to any Activities, although it seems associated with Executive and Technology Administration (A001)

Category of Measure: The number of transactions using a certain type of channel or medium is a process characteristic.

Analysis of Variation: There is a strong, consistent trend of increasing Internet transactions by 22,500 per quarter.

Analysis of Targeted vs. Actual Performance: Performance appears to be falling short of the target of an expected increase of 25 percent over 2006. Earlier quarters exceeded this growth rate, possibly because they began with a lower base.

Number of Internet Transactions
(2003-05 figures derived from DOL comments on percent increase)



Comments About Desirable Characteristics

Relevance: Good, as internet transactions may provide a convenient alternative to other ways of doing business.

Timeliness: Good

Understandability: This would be more understandable if the measure notes included a definition of what constitutes a "transaction"

Comparability: May depend on definition of an internet transaction. See General Comments.

Reliability:

Cost Effectiveness: Good, also used for internal GMAP

General Comments & Explanations:

- This is a Cabinet Strategic Action Plan measure, the description of which is phrased as an objective: "Increase number of 2007 transactions through the Internet by 25% over the 2006 baseline year."
- If customers get benefits from using Internet transactions instead of transacting business through other channels (e.g. face-to-face, by mail, or over the telephone), then measuring the percent of all transactions done by internet may be more meaningful.
- Since DOL measures process characteristics for other ways of doing business (e.g. telephone wait time at call centers, wait time and total time to transact a license in person, and satisfaction with accuracy), then it might be useful to measure the same metrics for internet transactions: time to complete a transaction, accuracy, and satisfaction.