

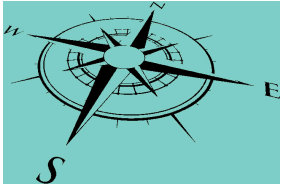
Accountability Report: Fiscal Year 2018-2019

Contents

| | |
|---|-----------|
| Vision..... | 3 |
| Mission..... | 3 |
| 1. Compliance | 4 |
| 1.1. Behaviors..... | 4 |
| 1.2. Methods | 4 |
| 1.3. Noncompliance..... | 5 |
| 2. Security | 6 |
| 2.1. Privacy, Fraud & Security | 6 |
| 2.2. Workforce..... | 6 |
| 2.3. Technology..... | 7 |
| 3. Customer Centricity | 8 |
| 3.1. Expectations | 8 |
| 3.2. Personalization | 8 |
| 3.3. Self-Service | 9 |
| 4. Engagement & Empowerment | 10 |
| 4.1. Collaboration & Dialogue | 10 |
| 4.2. Employee Value | 10 |
| 4.3. Self Improvement..... | 10 |
| Administrative Information..... | 11 |

DEMONSTRATION ONLY

DEMONSTRATION ONLY



South Carolina Department of Revenue (SCDOR)

Stakeholder(s):

W. Hartley Powell

Role: **Agency Director**

Vision

The South Carolina Department of Revenue strives to be an innovative and trustworthy service partner for all stakeholders.

Mission

To administer the revenue and regulatory laws of this State with integrity, effectiveness, and fairness to all taxpayers, while maintaining the highest security and protection of taxpayer information.

DEMONSTRATION ONLY

1. Compliance

Increase tax and regulatory compliance

1.1. Behaviors

Customize compliance efforts based on taxpayer behaviors

Performance Indicators

1.1.1 Compliance

| Description | Type | Start Date | End Date | Percentage |
|--|--------|------------|------------|------------|
| Increase voluntary tax and regulatory compliance Target: 90% Actual: | Target | 2018-07-01 | 2019-06-30 | 90 |
| Base: DNE | Actual | | 2018-07-01 | |

Time Applicable: Fiscal Year. Data Source and Availability: SCEIS Business Objects Report (General Fund) ~ Calculation Method: Of total SCDOR collections, the dollars collected voluntarily from taxpayers ~ Meaningful Use of Measure: Increase voluntary compliance

1.1.2 Collections Increase

| Description | Type | Start Date | End Date | Percentage |
|--|--------|------------|------------|------------|
| Increase total tax and regulatory collections Target: See Calculation Method | Target | 2018-07-01 | 2019-06-30 | |
| Base: 6.03% | Actual | | 2018-07-01 | |

Actual: Time Applicable: Fiscal Year SCEIS Business Objects Report (General Fund) ~ Calculation Method: The increase in SCDOR tax and regulatory collections year over year ~ Meaningful Use of Measure: Increase voluntary compliance

1.2. Methods

Offer simple, taxpayer centered compliance methods

Performance Indicators

1.2.1 Electronic Filings Increase

| Description | Type | Start Date | End Date | Percentage |
|---|--------|------------|------------|------------|
| Increase electronic tax and fee filings Target: 80% | Target | 2018-07-01 | 2019-06-30 | 80 |
| Base: 82% | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Of the total returns filed in Fiscal Year 2019, the number that were filed electronically ~ Meaningful Use of Measure: Increase voluntary compliance

1.2.2 Electronic Payments

| Description | Type | Start Date | End Date | Percentage |
|--|--------|------------|------------|------------|
| Increase electronic tax and fee payments Target: 80% | Target | 2018-07-01 | 2019-06-30 | 80 |
| Base: 86% | Actual | | 2018-07-01 | 86 |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | 86 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Of the total payments received in Fiscal Year 2019, the number that were paid electronically ~ Meaningful Use of Measure: Increase voluntary compliance

1.3. Noncompliance

Identify and pursue noncompliant taxpayers

Performance Indicators

1.3.1 Dispute Resolution Increase

| Description | Type | Start Date | End Date |
|--|--------|------------|------------|
| Increase resolution of taxpayer disputes Target: DNE | Target | 2018-07-01 | 2019-06-30 |
| Base: DNE | Actual | | 2018-07-01 |
| Actual: | Actual | 2018-07-01 | 2019-06-30 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: The increase in the number of tax and regulatory disputes resolved year over year ~ Meaningful Use of Measure: Increase voluntary compliance

2. Security

Ensure a secure environment

2.1. Privacy, Fraud & Security

Maintain a strong governance of privacy, anti-fraud, cyber and physical security

Performance Indicators

2.1.1 Events Detected & Prevented

| Description | Type | Start Date | End Date | Percentage |
|--|--------|------------|------------|------------|
| Percentage of privacy, fraud, cyber and physical security events detected and prevented Target: 100% | Target | 2018-07-01 | 2019-06-30 | |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Of the total privacy, fraud, cyber and physical security events, the events detected and prevented ~ Meaningful Use of Measure: Continue to improve security governance and compliance.

2.1.2 Successful Assessments & Audits

| Description | Type | Start Date | End Date | Percentage |
|---|--------|------------|------------|------------|
| Percentage of external security assessments and audits passed successfully Target: 100% | Target | 2018-07-01 | 2019-06-30 | 100 |
| Base: 100% | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: External security assessments and audits passed successfully as a percent of all external security assessments and audits performed. Success is defined by a submission being accepted or passing. ~ Meaningful Use of Measure: Continue to improve security governance and compliance.

2.2. Workforce

Ensure workforce security through screening, training, and skill development

Performance Indicators

2.2.1 On-Time Training

| Description | Type | Start Date | End Date | Percentage |
|---|--------|------------|------------|------------|
| Percentage of employee security training completed on-time Target: 100% Actual: | Target | 2018-07-01 | 2019-06-30 | 100 |
| Base: 100% | Actual | | 2018-07-01 | 100 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Of the total number of SCDOR employees, the number of employees completing training on-time. ~ Meaningful Use of Measure: Continue to improve security governance and compliance.

2.2.2 Employment Denials

| Description | Type | Start Date | End Date | Number |
|---|--------|------------|------------|--------|
| Number of employment denials resulting from security screening Target: 0% | Target | 2018-07-01 | 2019-06-30 | 0 |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Number of employees denied employment due to a failed security screening. ~ Meaningful Use of Measure: Continue to improve security governance and compliance.

2.3. Technology

Utilize advanced technology tools to prevent, detect and respond to threats

Performance Indicators

2.3.1 Data Breaches

| Description | Type | Start Date | End Date | Number |
|------------------------------------|--------|------------|------------|--------|
| Number of data breaches Target: 0% | Target | 2018-07-01 | 2019-06-30 | 0 |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Number of data breaches ~ Meaningful Use of Measure: Continue to improve security governance and compliance.

2.3.2 Website Defacements

| Description | Type | Start Date | End Date | Number |
|--|--------|------------|------------|--------|
| Number of website defacements Target: 0% | Target | 2018-07-01 | 2019-06-30 | 0 |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Number of website defacements ~ Meaningful Use of Measure: Continue to improve security governance and compliance.

3. Customer Centricity

Provide a customer-centric experience

3.1. Expectations

Identify and exceed customer expectations

Performance Indicators

3.1.1 Expectations Exceeded

| Description | Type | Start Date | End Date | Percentage |
|--|--------|------------|------------|------------|
| Percentage of customers reporting their expectations were exceeded Target: DNE | Target | 2018-07-01 | 2019-06-30 | |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Pending survey design. Third party surveyor currently being procured. ~ Meaningful Use of Measure: Increase voluntary compliance

3.1.2 Feedback Mechanisms

| Description | Type | Start Date | End Date | Number |
|--|--------|------------|------------|--------|
| Number of communication channels with established customer feedback mechanisms Target: DNE | Target | 2018-07-01 | 2019-06-30 | |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: The number of SCDOR communication channels with customer feedback mechanisms. ~ Meaningful Use of Measure: Increase voluntary compliance

3.2. Personalization

Personalize customer interactions

Performance Indicators

3.2.1 Customer Satisfaction

| Description | Type | Start Date | End Date | Percentage |
|---|--------|------------|------------|------------|
| Increase customer satisfaction of the quality of service provided Target: DNE | Target | 2018-07-01 | 2019-06-30 | |
| Base: 74.50% | Actual | | 2018-07-01 | 74.5 |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | 74.5 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Measure of the overall quality of services provided as reported by taxpayers surveyed after contact with SCDOR and by a third party. ~ Meaningful Use of Measure: Increase voluntary compliance

3.3. Self-Service

Enhance "self service" options

Performance Indicators

3.3.1 Independent Resolutions

| Description | Type | Start Date | End Date | Number |
|--|--------|------------|------------|--------|
| Increase the number of taxpayers independently resolving their issue Target: DNE | Target | 2018-07-01 | 2019-06-30 | |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Increase number of taxpayers utilizing new "self service" options ~ Meaningful Use of Measure: Increase voluntary compliance

3.3.2 Self-Service Options

| Description | Type | Start Date | End Date | Number |
|---|--------|------------|------------|--------|
| Number of new "self service" options offered to taxpayers Target: DNE | Target | 2018-07-01 | 2019-06-30 | |
| Base: DNE | Actual | | 2018-07-01 | |
| Actual: | Actual | 2018-07-01 | 2019-06-30 | |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Number of "self service" options offered to taxpayers ~ Meaningful Use of Measure: Increase voluntary compliance

4. Engagement & Empowerment

Engage and empower employees

4.1. Collaboration & Dialogue

Build a community of collaboration and open dialogue

Performance Indicators

4.1.1 Employee Engagement

| Description | Type | Start Date | End Date |
|--|--------|------------|------------|
| Increase employee engagement Target: DNE | Target | 2018-07-01 | 2019-06-30 |
| Base: DNE | Actual | | 2018-07-01 |
| Actual: | Actual | 2018-07-01 | 2019-06-30 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Pending survey design. Third party surveyor currently being procured. ~ Meaningful Use of Measure: Employee satisfaction, retention, and productivity

4.2. Employee Value

Connect employee's value to the mission

Performance Indicators

4.2.1 Employee Empowerment

| Description | Type | Start Date | End Date |
|---|--------|------------|------------|
| Increase employee empowerment Target: DNE | Target | 2018-07-01 | 2019-06-30 |
| Base: DNE | Actual | | 2018-07-01 |
| Actual: | Actual | 2018-07-01 | 2019-06-30 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: Pending survey design. Third party surveyor currently being procured. ~ Meaningful Use of Measure: Employee satisfaction, retention, and productivity

4.3. Self Improvement

Encourage self improvement

Performance Indicators

4.3.1 Employee Performance

| Description | Type | Start Date | End Date |
|---|--------|------------|------------|
| Increase employee performance Target: DNE | Target | 2018-07-01 | 2019-06-30 |
| Base: DNE | Actual | | 2018-07-01 |

| Description | Type | Start Date | End Date |
|-------------|--------|------------|------------|
| Actual: | Actual | 2018-07-01 | 2019-06-30 |

Time Applicable: Fiscal Year SCDOR Master Performance Metric Dashboard ~ Calculation Method: EPMS evaluations ~ Meaningful Use of Measure: Employee satisfaction, retention, and productivity

Administrative Information

Start Date: 2018-07-01

End Date: 2019-06-30

Publication Date: 2019-01-18

Source: <https://www.scstatehouse.gov/reports/aar2018/R440.pdf>

Submitter:

Given Name: Owen

Surname: Ambur

Email: Owen.Ambur@verizon.net

Phone: