

The March 2019 Arizona Department of Revenue (Department) performance audit found that the Department should further improve call centers' quality assurance (QA) processes and collaborations with other Department units and implement its plans for better managing cities' and towns' TPT-related questions. The Department's status in implementing the recommendations is as follows:

Status of 13 recommendations

Implemented:	11
No longer applicable:	2

Unless otherwise directed by the Joint Legislative Audit Committee, this report concludes our follow-up work on the Department's efforts to implement the recommendations from the March 2019 report.

Finding 1: Department should further improve call centers' quality assurance (QA) processes

1. The Department's main call center, licensing call center, and collections call center should develop and implement policies and procedures to address situations when a CSR provides incorrect information to a taxpayer, including guidance for what factors should be considered when deciding whether to call a taxpayer back and the procedure for doing so.

Implemented at 30 months

2. The Department's main call center, licensing call center, and collections call center should establish center-wide performance metric(s) for tracking and monitoring overall call quality.

Implemented at 18 months

3. The main call center should continue to implement and modify, as needed, its new QA evaluation tool.

Implemented at 30 months

4. The main call center should use its QA evaluation tool to help ensure that it meets its QA evaluation goal and to identify trends or areas for improvement.

Implemented at 30 months

5. The licensing call center should continue to follow its new QA process.

No longer applicable—In August 2020, the Department eliminated its licensing call center and transitioned its functions and responsibilities to the main call center. QA processes and tools the Department developed for the main call center are applicable to calls previously handled by the licensing call center. As a result, the recommendations to follow and develop QA processes and tools for the licensing call center are no longer applicable.

6. The licensing call center should implement its plan to adopt the main call center's QA evaluation tool and use it for monitoring evaluation results to identify trends or areas for improvement.

No longer applicable—See explanation for Recommendation 5.

7. The collections call center should develop and implement policies and procedures that include guidance for supervisors on how to address low QA evaluation scores with CSRs.

Implemented at 18 months

Finding 2: Education and Outreach Unit (EDU) should improve collaborations with other Department units

8. The Department's EDU should perform a systematic review of all Department units to identify potential opportunities for additional collaborations and obtain information that could inform its education and outreach efforts.

Implemented at 30 months

9. The Department's EDU should develop and implement a process to evaluate the effectiveness of its collaborative efforts.

Implemented at 30 months

10. The Department's EDU should document its process for collaborating with other Department units, including how and with whom to collaborate, the type of information that EDU staff should obtain, and what they should do with the information once they obtain it.

Implemented at 30 months

Finding 3: City Services Team (CST) should implement its plans for better managing cities' and towns' TPT questions

11. The Department's CST should use its newly developed management reports to identify trends and areas for improvement.

Implemented at 6 months

12. The Department's CST should develop and implement policies and procedures that address how CST staff receive, track, monitor, and respond to city/town questions, including time frames for doing so.

Implemented at 6 months

13. The Department's CST should evaluate how the new database and management reports are working for CST and the cities and towns and adjust them as needed.

Implemented at 18 months