

TAA Manager Collaboratively Problem Solves with Team to Improve Customer Experience

Collaboratively problem solving with employees is a top way to engage them!



Dannielle Brock, Tax Administration Manager, and her team established a practice of meeting every other month to review their performance and collaboratively problem solve to continually improve their processes.



The problem

Examiners on the team noticed that there were unnecessary appeals being filed. They received feedback from customers stating that the permit denial correspondence was insufficient, leading them to appeal.

Examiners spend about 2 hours preparing a permit appeal. By analyzing their process, the team implemented an employees' improvement idea to update the language used in the letter to the customer.

The result



Customers have an increased understanding of why their permit was denied and don't spend time applying for an unnecessary appeal.



The appeals rate dropped from 18% to 15%, from August to December 2021. That's a 16.7% reduction in appeals.



Examiners saved a total of 124.5 hours preparing appeals.

"Process improvement is a way of life in TAA. These past two years have highlighted that more than ever. Our staff and their process improvement ideas are key to our success."

- Debora Conn, Assistant Director

Based on the results, the team has decided to keep the updated language in the permit denial correspondence.

