

Required and Potential Administrative Measures

Measures to be used by all Departments

- Ratio of administrative expenses to total PS & EE (Each department will calculate their total administrative expenses; they should include the Director's Office, Division of Administration and administrative costs in each division)
- Ratio of administrative employees to total employees

Additional Measures to Consider

Personnel

- Decrease turnover rates
- Increase retention rate for new employees
- Reduce the hiring process time

Operational Efficiency and Effectiveness

- Reduce the processing time for administrative services (refunds, certifications, approvals, etc.)
- Reduce error rates on documents processed
- Increase the number of vendor payments made on time/Improve vendor payment processing times
- Reduce mailing costs
- Increase the number of state services offered online