



2017 Biennium Goals and Objectives

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Note: The department considers this document to be a work in progress such that the objectives will continue to be refined and improved in order to ensure successful measurement of the department goals.

Central Purpose

(Combines Mission and Vision Statement)

The quality of life for all Montanans is better because we excel at public service and effective administration of the tax and liquor laws of Montana.

We do this by:

- Ensuring that revenues intended by the legislature to be raised are collected to serve Montanans,
- Advancing equity and integrity in taxation,
- Providing innovative and respectful service,
- Protecting the public health and safety and achieving efficiency in liquor administration, and
- Improving public understanding of Montana's revenue system.

Core Values

Our core values are rooted in the Montana Constitution and in fundamental values proven by human experience to lead an organization or community forward in a continuous positive manner. These core values include the following:

- Respect for All Persons
- Integrity and Justice
- Productivity and Effectiveness
- Teamwork and Community

MT Department of Revenue Goals and Objectives 2017 Biennium

Department Goal 1 To serve Montana's citizens by respecting their legal rights, recognizing their dignity as individuals, and advancing public understanding of the tax system.

Division Goal Provide accurate, timely, and courteous delivery of service to citizens and businesses.

Objective Respond to citizen and taxpayer letters/emails within 30 days of receipt.

Objective Respond to citizen and taxpayer phone calls with 2 days of receipt.

Division Goal Provide clear, accurate, appropriate, and timely information about the Montana tax system to businesses, citizens, and the media.

Objective Both proactively and by request; provide media representatives with accurate, timely, and clear information about Montana's tax system.

Objective Ensure that the department website is accurate, easy to navigate and up to date.

Objective Participate as part of the Forms Design Team to make writing clear and accurate.

Objective Department template letters to taxpayers and tax form instructions will be clear and accurate to the reader.

Division Goal Protect confidential materials from unauthorized disclosure.

Objective Prevent unauthorized disclosure of confidential or privileged materials by maintaining policies and providing education.

Objective Maintain computer security systems that have audit tracking features enabling management to ensure employees are only accessing data that they have a business need to access.

Objective Maintain computer network with comprehensive security measures to prevent unauthorized access.

Objective Maintain a positive working relationship with the IRS.

Division Goal Resolve in an impartial and respectful manner taxpayer issues after the department's usual channels of problem solving have been exhausted or communications have broken down.

Objective Within 30 days of receipt, evaluate and resolve taxpayer complaints about improper or abusive behavior or inefficient service provided by department employees (with exceptions allowed for unusual or complex requests) and when necessary recommend appropriate action to the director.

Division Goal Protect the legal rights of taxpayers by monitoring the department's compliance with the Taxpayer Bill of Rights.

Objective Within 30 days of receipt, review each referral for compliance with the Taxpayer Bill of Rights, remedy lapses and report any issues to the director.

Division Goal Provide easily understandable information on the department's tax, audit, collection and appeals processes.

Objective Participate in, host and advocate the needs of taxpayers in department teams that are dedicated to the continuous improvement of its processes, forms and returns and the materials that explain them.

Division Goal Represent the needs of taxpayers in the department's legislative initiatives and responses.

Objective Raise issues to the legislative work of leadership team and during the legislative session, participate in the daily meetings of the legislative team.

Division Goal Prepare and publish an annual report on the taxpayer assistance office activities.

Objective Prepare annual report with recommendations to improve tax administration from a taxpayer service viewpoint.

Division Goal Improve the public understanding of tax policy and their tax system by ensuring the department is an authoritative source of analysis of Montana taxes and tax policy.

Objective Produce a wide variety of work products that are responsive, engaging and user-friendly that make the audience want to know more. These products range from mandated reports and documents to responses to specific inquiries. Audiences include individual legislators, legislative committees, internal sources, other state agencies, federal agencies, and the public.

Objective Make fiscal notes from the Department of Revenue the best in state government.

Division Goal Prohibit unauthorized disclosure of information.

Objective Ensure all computer systems have audit logging enabled.

Objective Prevent unauthorized disclosures through education and maintaining of policies and procedures.

Objective Ensure hardware and operating systems are configured according to NIST.

Objective	<i>Maintain positive relationship with IRS.</i>
Division Goal	Perform outstanding public service by processing tax data and revenue for the State of Montana accurately and timely.
Objective	<i>Improve work flow, increase operational efficiencies and continue to reduce processing time.</i>
Objective	<i>Ensure a minimum approval score for customer service is met during phone conversations with taxpayers.</i>
Objective	<i>Meet annual standards of performance established in work or action plans.</i>
Division Goal	Work to foster taxpayer understanding of the state's tax system and their filing obligations to improve compliance and create department efficiencies.
Objective	<i>Increase electronic filing and payment services to benefit the public.</i>
Objective	<i>Provide clear and user friendly forms and instructions in paper and electronic form by coordinating continuous improvement and annual updates with other department divisions.</i>
Objective	<i>Strive for efficiencies in printing forms and instructions to reduce distribution costs.</i>
Objective	<i>Educate taxpayers on the benefits of electronic filing and the services available to them in order to increase the percentage of tax returns filed electronically.</i>
Objective	<i>Provide a method to store call center knowledge base for use as a resource guide and use selected parts of this information as a resource on the department website for citizen reference.</i>
Objective	<i>Ensure collectors are actively managing their collection case inventory.</i>
Division Goal	Distribute unclaimed property to the rightful owner in a timely, accurate and defensible manner.
Objective	<i>Assure that accurate information about unclaimed property is visible to the public through timely file maintenance in Gentax, continuous improvement to outreach programs, and timely submission of accurate unclaimed property information to newspapers and missingmoney.com.</i>
Objective	<i>Provide a simple, timely claim process for owners by continuing to improve department correspondence to claimants, researching a web-based application process and processing all claims received within the 90-day statutory deadline and refunding valid claims within 21 days of receiving all documentation from the claimant.</i>
Division Goal	Provide a simple and seamless process for businesses to register and acquire their licenses administered by multiple state agencies through the e-Stop program.
Objective	<i>Process e-Stop applications, payments, refunds and renewals in a timely manner.</i>
Objective	<i>Maintain data for all agencies in one central location in order to track information about the efficiency and effectiveness of the program and to provide licensing documentation to agencies in a timely manner.</i>
Division Goal	Protect taxpayer information to ensure it is kept confidential.
Objective	<i>Mitigate risk of data breach.</i>
Objective	<i>Have the call center verify caller identity on every call by asking for three items of personal information.</i>
Division Goal	Advance public understanding of the tax system through education and encouragement through personal contacts.
Objective	<i>By February, 2012, develop and distribute a satisfaction survey for all initiated payment plans by Collection Technicians.</i>
Division Goal	Provide taxpayer assistance and improve taxpayer education.
Objective	<i>Ensure public awareness of tax obligations through website updates, seminars, publications and newsletters, as well as providing walk-in taxpayer assistance.</i>
Objective	<i>Provide for a continuing program of education and training to ensure that all BIT staff are adequately trained to be effective in their job duties.</i>
Division Goal	To improve the public's understanding of property tax laws and appraisal practices and report all assessed values to the taxpayer as required by law.
Objective	<i>Consult regularly with the office of taxpayer assistance on taxpayer rights matters.</i>
Objective	<i>Ensure that the assessed (market and taxable) value of all real property is reported to taxpayers and all affected state and local government taxing jurisdictions within the statutory timeframes.</i>
Division Goal	Provide accurate and timely information to the public concerning property valuation laws, rules and processes.
Objective	<i>Maintain Property Assessment Division's public facing web site.</i>

Department Goal 2 To advance equity and integrity in taxation by reducing gaps between taxes paid and taxes owed, and properly classifying and equalizing the value of all taxable property in the state.

Division Goal	Provide highly effective legal services to the department by managing a successful law office.
Objective	<i>Meet all legal deadlines.</i>
Objective	<i>Avoid violations of court orders.</i>
Objective	<i>Develop and implement a legal referral system that supports all divisions.</i>
Objective	<i>Responsive to requests for assistance made through the legal referral system.</i>
Objective	<i>Provide timely and thorough legal opinions and legal advice.</i>
Objective	<i>Communicate with and train department employees on legal issues.</i>
Objective	<i>Properly manage all department contracts (legal and others).</i>
Objective	<i>Support the continuing development of staff.</i>
Division Goal	Faithfully administer the tax laws by ensuring that tax operations and decisions are informed by continuous legal advice and review
Objective	<i>Ensure regular consultation occurs with the Office of Legal Affairs on the development and maintenance of rules, policies, and procedures to reflect current practices and legislation.</i>
Objective	<i>Establish and maintain internal control procedures for reporting decisions made under delegated authority to ensure consistency, accountability, and appropriateness of such decisions.</i>
Objective	<i>Complete the biennial rules review process in a manner that ensures that the rules conform to the law, properly cover the department's established practices, and provide up to date, accurate, and understandable guidance to citizens and businesses.</i>
Division Goal	Ensure the continuity of business operations and ensure the timely and orderly resumption of business operations with minimal or no interruption to time-sensitive services.
Objective	<i>Ensure disaster recovery documentation is current and disaster recovery exercises are conducted annually.</i>
Division Goal	Increase productivity in collection activities through the implementation of innovative ideas and use of best practices.
Objective	<i>Maintain a minimum daily average of telephone calls.</i>
Objective	<i>Monitor the annual payment plan default rate to ensure payment plans are managed.</i>
Division Goal	Continually review collection practices and adapt to changes as needed through administrative rules, adoption of MOUs and, the pursuit of legislation that fosters equity and uniformity in collection and tax laws of Montana.
Objective	<i>Ensure reviews of administrative rules and MOUs are completed and recommend legislation when necessary.</i>
Division Goal	Represent the department in all bankruptcy and civil collection filings deemed cost appropriate.
Objective	<i>Timely prepare and file proof of claims, along with supporting documents, with the court.</i>
Division Goal	Ensure equitable compliance with the tax laws, and increase voluntary compliance.
Objective	<i>Ensure that returns requiring staff review and refunds are processed in a timely manner.</i>
Objective	<i>Maintain a sufficient level of audit coverage for all BIT tax types to ensure taxpayer compliance.</i>
Division Goal	Ensure that all centrally-assessed and industrial property in the state is valued annually at 100% of market value and reported within statutory timeframes.
Objective	<i>Provide for the timely and comprehensive discovery of new centrally-assessed and/or industrial property entering or constructed in the state.</i>
Objective	<i>Ensure that centrally-assessed and industrial property subject to taxation is properly identified, valued, apportioned, classified, and assessed at the appropriate taxable valuation rate.</i>
Objective	<i>Ensure that the assessed (market and taxable) values of centrally-assessed and industrial property are reported to taxpayers, and the affected state and local government taxing jurisdictions are within the statutory timeframes.</i>
Division Goal	Ensure that all locally-assessed real property in the state is discovered.
Objective	<i>Annually, provide for the timely and comprehensive discovery of all locally-assessed real and personal property through property reviews and audits.</i>
Objective	<i>Annually, verify and validate all sales of property.</i>
Division Goal	Ensure that all personal property is valued annually at 100% of market value and reported within statutory timeframes.

Objective	<i>Ensure that personal property subject to taxation is properly identified, valued, apportioned, classified, and assessed at the appropriate taxable valuation rate.</i>
Objective	<i>Ensure that the assessed (market and taxable) values of personal property is reported to taxpayers and affected state and local government taxing jurisdictions within the statutory timeframes.</i>
Objective	<i>Maintain accurate and timely documentation pertinent to the valuation and assessment of personal property.</i>
Objective	<i>Auditing of non-reporting and non-compliance of taxpayers.</i>
Division Goal	Ensure that annually all Class 4 real property existing and newly discovered are valued at 100% of market value, all Class 3, 4 and Class 10 property is valued annually at its productive capacity, and all values are reported within statutory timeframes.
Objective	<i>Ensure that real property subject to taxation is properly identified, valued, apportioned, classified, and assessed at the appropriate taxable valuation rate.</i>
Objective	<i>Maintain accurate and timely documentation pertinent to the valuation and assessment of real property.</i>
Division Goal	To reappraise all property as required by law.
Objective	<i>Complete the discovery of, and establish new appraisal (current market) values for, all Class 4 residential and commercial properties in a manner that meets or exceeds the uniformity and equalization reappraisal standards inherent in Montana's Constitution, the Montana Code Annotated, and generally recognized reappraisal practices established in Standard 6 of USPAP.</i>
Objective	<i>Complete the valuation and reappraisal of all Class 3 agricultural and Class 10 forestland properties by establishing uniform and equitable values that accurately reflect current land use and productivity in a manner that meets or exceeds the reappraisal standards inherent in Montana's Constitution, the Montana Code Annotated, and generally recognized reappraisal practices.</i>
Division Goal	To work cooperatively with the legal affairs office to effectively implement the State's property tax laws.
Objective	<i>Consult regularly with the Office of Legal Affairs on the development and maintenance of rules, policies, and procedures to reflect current practices and legislation.</i>
Objective	<i>To review property tax appeals and to provide accurate documentation and testimony to effectively defend assessment and appraisal activities.</i>
Objective	<i>To recommend, review and comment on proposed and introduced legislation.</i>

Department Goal 3 To support the proper operation of local governments and school districts by effectively administering Montana's property tax system.

Division Goal Provide necessary tax data and information to local governments and schools - and related state agencies - on time and accurately.

Objective *TPR will provide all statutorily required reports on time and accurately (newly taxable, 15-10-420 inflation calculation, entitlement share adjustments, property tax ratio studies, etc.).*

Division Goal Provide for stability and certainty in taxation for taxpayers, and for taxing jurisdictions that rely on accurate and stable assessments, by ensuring the accuracy and defensibility of centrally-assessed and industrial property appraisals.

Objective *Ensure accurate reporting of assessments to taxpayers and local governments and to ensure compliance with all statutes and rules .*

Objective *Provide for a continuing program of education and training to ensure that all appraisal staff are adequately trained and certified.*

Division Goal Provide for the effective administration of the state's railcar tax.

Objective *Provide for the timely and comprehensive discovery of all railcar property entering or residing in the state.*

Objective *Ensure that railcar property subject to taxation is properly identified, valued, apportioned, and taxed at the appropriate rate by the dates provided for in Montana law.*

Objective *Provide for the effective administration of railcar revenues and deposit of those revenues in the state general fund.*

Division Goal To report all assessed values to the local taxing jurisdictions within statutory timeframes.

Objective *Provide accurate certified values to all taxing jurisdictions; download, balance, and report values.*

Objective *Provide assessment rolls and additional county fees to the counties for tax billing.*

Department Goal 4 To continually strengthen working relationships with other state agencies, tribal and local governments, the federal government, and the general public.

Division Goal Promptly receive, track and coordinate responses to information requests from the public and the legislature to illustrate the department's commitment to transparency of operations.

Objective *In collaboration with Tax Policy and Research and the Public Information Officer, respond to executive and legislative information requests within 5 days with exceptions allowed for unusual or complex requests and log/track all responses for future retrieval.*

Division Goal Accurately maintain the department's official legislative records.

Objective *Manage and ensure office records are retained, stored and destroyed according to the schedules developed with the Secretary of State's Office.*

Objective *Ensure that the paper and electronic bills files are updated and organized by the close of business each Friday during the legislative session.*

Objective *Monitor the location of all paper bills files to ensure that they are always accessible, both during and after each legislative session.*

Division Goal Make the department website accessible to stakeholders who access the websites of other state agencies, tribal and local governments, the federal government and the general public.

Objective *Coordinate with Montana.Gov and SITSD.*

Division Goal Build and maintain strong working relationships with governmental and tribal partners, the general public, and affected interest groups through public outreach to make department as effective and proactive as possible in carrying out its mission and serving the needs of Montana citizens.

Objective *Compile information and annually update contact information of key constituents and other interested parties for outreach and education. Each year identify key partners and constituents and facilitate collaboration that enriches department programs and initiatives with their experience, best practices and support when possible.*

Objective *Annually review best practices of public participation and bring them to bear on formulation and implementation of department programs. Facilitate through annual review development of outreach materials explaining the department's mission, programs, and tax system.*

Division Goal Develop and maintain strong working relationships with federal and state agencies, local governments, and schools.

Objective *Provide tax data and information requested by federal agencies, state agencies, local governments, and schools on time and accurately.*

Objective *On an annual basis, Tax Policy and Research will review and update its contacts with internal and external stakeholders.*

Division Goal Promptly receive, track and coordinate responses to information requests from the public and the legislature to illustrate the department's commitment to transparency of operations.

Objective *Respond and log information requests within 5 days with exceptions allowed for unusual or complex requests.*

Division Goal Continue to cultivate strong working relationships with external stakeholders.

Objective *Participate and coordinate electronic operations with tax software vendors and preparer community.*

Objective *Maintain good working relationships with local businesses and temporary staffing agencies.*

Objective *Provide draft and finished forms to citizens in a timely manner.*

Division Goal Respond timely and accurately to citizens who have questions concerning the laws administered by the department.

Objective *Provide call center services to assist citizens with their questions.*

Objective *Focus on maintaining a call center staff with a broad understanding of the department and its activities so that inquiries can be answered accurately and completely to avoid transfers to other divisions in the department.*

Objective *Provide web messaging service to citizens as another communication tool and coordinate its use among department divisions to ensure both inbound and department initiated communications are managed effectively.*

Department Goal 5 To protect the public health and safety in the consumption of alcohol by properly licensing alcoholic beverage establishments, and efficiently distributing alcoholic beverages through a state controlled system.

Division Goal	Advance responsible liquor control by providing outreach, education and communication with agency liquor store owners, liquor licenses, employees in the alcohol beverage industry, industry associations, department trainers, community partners, justice community, elected officials, and the general public.
Objective	<i>Ensure that the department liquor control web pages are accurate, easy to navigate and up to date.</i>
Objective	<i>Improve and maintain a comprehensive responsible alcohol server training program</i>
Objective	<i>Continue to cultivate working relationships by providing educational outreach to Montana agency liquor store owners, liquor licensees and special permit holders to increase their understanding of the liquor control system, including their obligations as a purveyor of alcoholic beverages.</i>
Objective	<i>Build and maintain strong working relationships and partnerships with other government agencies, law enforcement entities, elected officials, justice systems, organizations and communities through outreach, education and communication.</i>
Division Goal	Faithfully administer the liquor tax laws by ensuring that liquor control operations and decisions are informed by continuous legal advice and review.
Objective	<i>Ensure regular consultation occurs with the Office of Legal Affairs on the development and maintenance of rules, policies, and procedures to reflect current practices and legislation.</i>
Objective	<i>Establish and maintain internal control procedures for reporting decisions made under delegated authority to ensure consistency, accountability, and appropriateness of such decisions.</i>
Objective	<i>Complete the biennial rules review process in a manner that ensures that the rules conform to the law, properly cover the department's established practices, and provide up to date, accurate, and understandable guidance to citizens and businesses.</i>
Division Goal	Consistent with the Montana Alcoholic Beverage Code, regulate the manufacture, importation, distribution and sale of alcoholic beverages to promote public health and safety.
Objective	<i>Promote public health and safety by approving only suitable applicants and premises that manufacture, importation, distribution and sale of alcoholic beverages to promote public health and safety.</i>
Objective	<i>Monitor licensees, agency liquor stores and special permit holders to ensure compliance with applicable laws and rules.</i>
Objective	<i>Promote public health and safety by reviewing alcoholic products and promotions and approving only those consistent with our laws and rules.</i>
Division Goal	Provide an efficient and effective liquor control system to ensure the highest level of service through the implementation of innovative ideas and use of best practices.
Objective	<i>Maintain a high level of customer satisfaction through a highly trained and quality workforce. Maintain a high level of customer satisfaction through a highly trained, quality workforce.</i>
Objective	<i>Provide quality customer service by responding in an accurate, timely and courteous manner.</i>
Objective	<i>Continually improve and simplify methods for providing service to our customers and encourage the use of new functionality through education.</i>
Division Goal	Foster a quality Liquor Control Division through effective and efficient administration.
Objective	<i>Provide for a safe and secure work environment to protect our employees through employee training, internal controls, building maintenance and improvements.</i>
Objective	<i>Provide for a safe and secure work environment to protect our employees, assets and inventory through employee training, internal controls, building maintenance and improvements.</i>
Objective	<i>Advance efficient practices by continuously developing and maintaining procedures, desktop references, administrative rules and laws.</i>
Objective	<i>Continuously improve performance of the Liquor Control Division by developing, implementing and measuring performance.</i>

Department Goal 6 To position the Department to be prepared to manage various types of disasters.

Division Goal Provide leadership and effective communications management in the event of a disaster that affects department operations and requires an incident command response.

Objective *Maintain and practice plans to ensure that internal and external communications needs are effectively met during a disaster situation that affect the department.*

Division Goal Ensure the continuity of business operations and ensure the timely and orderly resumption of business operations with minimal or no interruption to time-sensitive services.

Objective *Maintain and support a department-wide information technology continuity/resumption plan and review procedures annually*

Division Goal Ensure continuity of business operations and ensure the timely and orderly resumption of critical business operations.

Objective *Ensure disaster recovery processing and security plans are in place and up to date for paper returns and payments.*

Objective *Coordinate the semi-annual review of the department's Continuity of Operations Plans (COOP) and update go kits.*

Objective *Maintain and practice plans to ensure that internal and external communication needs are effectively met during a disaster situation that affects the department.*

Department Goal 7 To continually improve productivity and the quality of service by developing competent staff, using innovative practices and technology, fostering teamwork within the agency, improving the management of resources, and responding to changing circumstances.

Division Goal Efficiently coordinate the Director and Deputy Director's schedule to ensure the best use of their time and valuing the time of those they meet.

Objective Respond to managers' requests for meeting with Director/Deputy with a meeting or resolution of the inquiry within 2 days.

Division Goal Educate, guide and empower employees to communicate effectively to external stakeholders, to internal stakeholders, and to each other.

Objective Department employees feel connected to all department information.

Objective Improve the media relations efforts through training and consultation so that department staff are able to communicate public information to news media.

Objective Expand general outreach and communications assistance to employees across the department.

Objective Sustain, coordinate, and empower the web content managers team to update their websites on time and accurately.

Objective Department employees are informed about the key policy and strategy initiatives of the Director.

Objective Department employees are informed about new policies, procedures, administrative rules, and statutes that affect the department.

Objective Department employees have regular opportunities for two-way communication and dialog about department matters that are published in the Interconnect or other communication efforts.

Objective Department employees receive regular updates about the work going on in other divisions, bureaus and work units.

Objective Expand writing efforts through training and consultation so that department staff are able to communicate clearly and accurately to taxpayers.

Division Goal Make Tax Policy and Research an enjoyable and engaging work environment.

Objective Promote creativity and innovation within Tax Policy and Research.

Objective Develop a flexible work environment that allows staff to meet deadlines and balance work/life demands.

Objective Invest in the training and development of Tax Policy and Research staff.

Division Goal The department budget process, budget management, and spending activity is managed in accordance with statutory and accounting requirements while maximizing the use of appropriated resources.

Objective Meet all budget deadlines - submitting complete and accurate work products.

Objective Follow all budget laws, rules, regulations, and procedures.

Objective Continually communicate and educate on budget-related issues.

Division Goal Maintain a recruitment and selection process that results in attracting and hiring the best qualified applicants and encourages a diverse workforce.

Objective Review and evaluate the recruitment and selection process for enhancements and utilization of best practices.

Objective Increase recruitment and selection of minorities, females, and people with disabilities through development and adherence to the department's EEO plan.

Division Goal Retain qualified and competent staff.

Objective Continuously improve the knowledge and skill level of department employees through a comprehensive training and development program, and the use of innovative delivery methods to enhance effectiveness and efficiency.

Objective Develop managers who create good working environments for their employees through guidance, training, and support.

Objective Utilize succession planning to ensure the department's workforce maintains its high level of performance into the future.

Division Goal Promote and monitor compliance of employment laws, regulations, policies, and labor agreements while supporting the business needs of the agency.

Objective Assist managers with employee issues in order to achieve appropriate resolutions.

Objective Maintain a collaborative relationship with unions.

Objective Effectively and efficiently administer payroll and benefits.

Division Goal	Emphasize a positive work environment through teamwork, compliance, integrity, information availability, and confidentiality.
Objective	<i>Ensure the Department's divisions have the technology available in order to meet their business objectives. Identify and implement appropriate, efficient, cost-effective technology solutions to best enable the Information Technology Office to achieve its service goals.</i>
Objective	<i>The Information Technology Office management team (unit managers and ITO Director) develops a competent staff, encourages and enables staff productivity, promotes teamwork and communication, and recruit and retain a skilled and properly staffed information</i>
Division Goal	Ensure department projects are furthering the strategic direction of the department and are completed with the highest degree of quality while still being on time and under budget.
Objective	<i>Ensure all department projects are thoroughly reviewed, prioritized and scheduled to allow for the highest likelihood of success.</i>
Objective	<i>Continually monitor project performance and resolve issues affecting multiple projects within the project portfolio to ensure maximum return of total project resource investment.</i>
Division Goal	Facilitate change and process improvement within all divisions of the department.
Objective	<i>Identify potential process improvements within the department and provide assistance and recommendations for implementing those changes.</i>
Division Goal	Recruit, develop and retain competent staff by fostering a highly productive, responsible and accountable team.
Objective	<i>Create and monitor an on-the-job training (OJT) plan for each new full time or seasonal employee; provide continuing training and education opportunities to employees.</i>
Objective	<i>Strive for the Information Management Bureau management team to be highly productive which encourages and enables productivity across the bureau staff.</i>
Objective	<i>Provide timely support and accurate information to internal and external customers.</i>
Objective	<i>Facilitate the communication of technical information between the business and information technology resources.</i>
Objective	<i>Manage resources to improve productivity and quality of service through regular monitoring of work plans during weekly scheduled meetings.</i>
Objective	<i>Develop a program to maintain a Citizen Services team that is cross-trained to ensure the most productive use of staff time for call center coverage, claim processing, business license processing and form design.</i>
Objective	<i>Within the accounting unit, create and maintain a team which is knowledgeable about the unit's work processes and stays abreast of current changes and updates in governmental accounting and state accounting policy.</i>
Objective	<i>Review and research discharges and trustee's final reports.</i>
Objective	<i>Continually seek ways to improve processes or methods, achieve goals, and bring projects to completion timely. Managers must assure that processes adapt to changing conditions and work responsibilities.</i>
Objective	<i>Use the performance review process to focus employees' activities, monitor progress and encourage employee development. Build and sustain employee relationships by providing guidance and direction; clarify responsibilities, requirements, and expectations within the first month of the cycle; conduct mid-year reviews within 30 days of the 6 month point; and summarize performance results within the last month of the year.</i>
Objective	<i>Ensure management staff is knowledgeable on work unit operations and basic management principles, including resource allocation, coordinating people, leadership and planning.</i>
Division Goal	Continue to cultivate strong working relationships within the Department of Revenue.
Objective	<i>Improve relationships within the department recognizing as a service bureau, Information Management should offer efficient services to allow other work areas to become more productive.</i>
Objective	<i>Effectively coordinate project activities and tasks to ensure the team meets project deliverables.</i>
Objective	<i>Provide forms for development to internal customers in a timely manner.</i>
Objective	<i>Communicate business process problems and concerns to the appropriate department personnel based upon customer calls, customer correspondence and testing of the department's resources.</i>
Objective	<i>Analyze patterns of citizens and taxpayers to assist the department in administering the laws.</i>
Objective	<i>As the facility support unit within the division, provide efficient services to allow others in the department to be timely and productive as well as clearly communicate essential information on the status of division/employee requests.</i>
Objective	<i>Communicate implementation of accounting policy changes timely.</i>

Division Goal	Administer the department's accounting functions following state accounting policy and generally accepted accounting principles.
Objective	<i>Ensure that revenues and fees are properly accounted for following statutory guidelines.</i>
Objective	<i>Monitor department expenses and provide divisions timely projections to ensure the department's appropriation authority is managed properly and its obligations are paid timely.</i>
Objective	<i>Distribute revenues timely and accurately to ensure state, local, and tribal governments are given the resources as intended by law to allow them to fulfill their financial obligations.</i>
Objective	<i>Ensure the department's delegated authority for procurement is administered consistently among all department divisions, while providing clear instructions to the divisions so they can understand their options when procuring goods and services.</i>
Division Goal	Manage the department's facilities to establish a safe working environment for employees and ensure the department's resources are functional, secure and properly accounted for.
Objective	<i>Create a culture of safety.</i>
Objective	<i>Conduct safety reviews and ergonomic assessments; monitor workers compensation claims; and facilitate safety through the safety committee and the department's Emergency Action and Continuity of Operation plans to ensure DOR employees are provided safe working conditions.</i>
Objective	<i>Provide for adequate security at all department facilities and monitor the safekeeping of department assets.</i>
Objective	<i>Ensure all department facilities with federal tax information meet IRS security guidelines to protect confidential taxpayer information.</i>
Objective	<i>Make certain facilities are adequate to manage the department's activities efficiently.</i>
Division Goal	Coordinate the procurement of department resources following state guidelines to ensure the department has the tools in place to meet its overall goals and objectives.
Objective	<i>Practice consistent guidance department-wide on the purchase of supplies and services to ensure resources are provided timely; meet the desired needs of the divisions; and used in a cost effective manner.</i>
Objective	<i>Ensure the department's delegated authority for procurement is administered consistently among all department divisions, while providing clear instructions to the divisions so they can understand their options when procuring goods and services.</i>
Division Goal	To enhance assessment and appraisal activities through technical support, business expertise, and resource development in order to ensure accurate and timely completion of assessment and appraisal activities.
Objective	<i>Provide staff open and understandable lines of communication by developing pertinent work flows, instructions, policies, and procedures.</i>
Objective	<i>Provide for a program of continuing education to professionally develop staff on the appraisal/ assessment process.</i>
Objective	<i>Employ the use of technology to automate processes and reduce manual data entry</i>
Objective	<i>Ensure PAD employees have the appropriate technology to perform their work</i>