

# **DEPARTMENT OF REVENUE**

## **GOV OPS MEETING**

3/15/10

K. R. Lay

## TENETS

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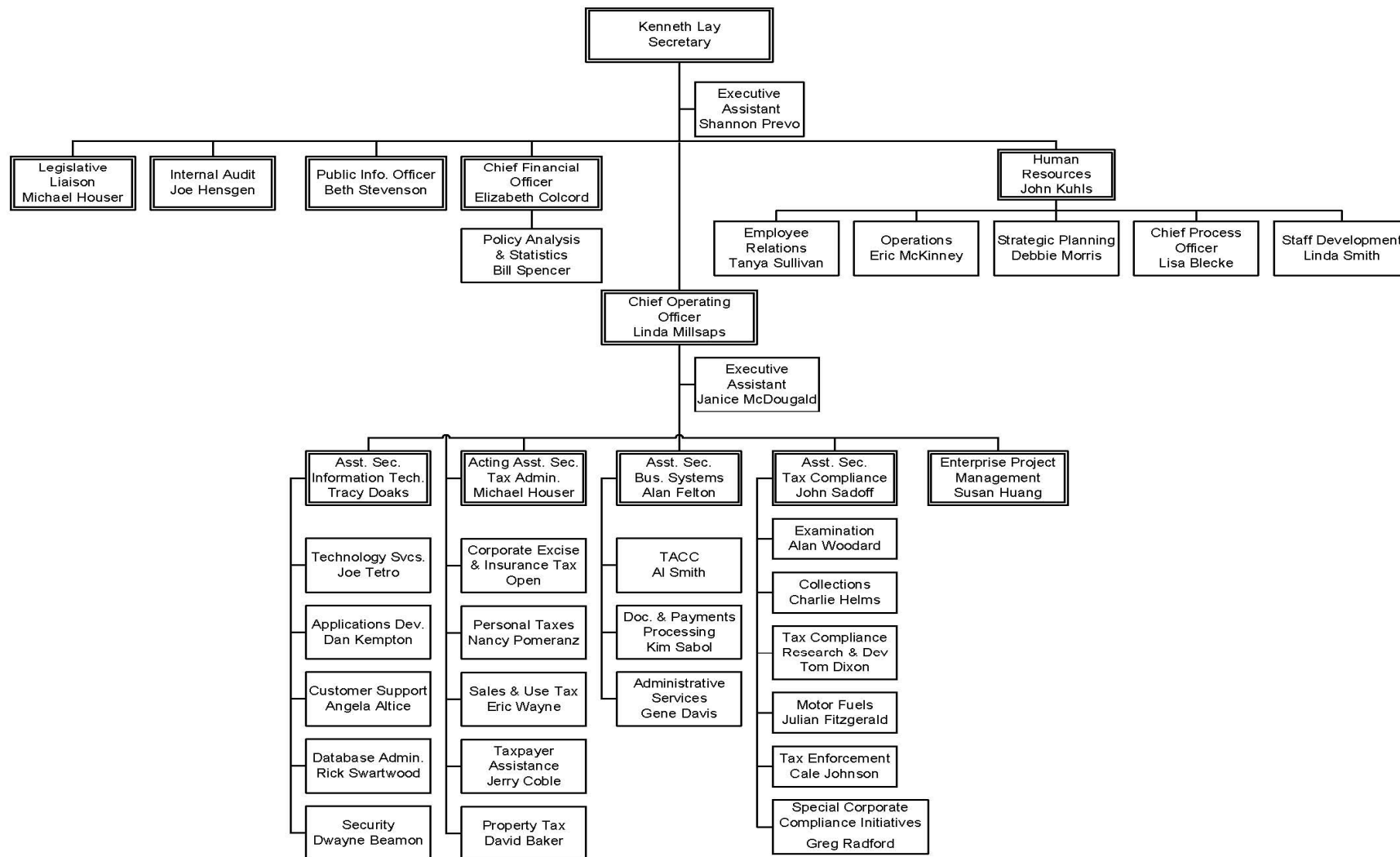
1. To be easy to do business with
2. To be compassionate when called for and
3. To be firm but fair

## STRATEGIC PILLARS

- I. Maximize Tax Compliance and State Tax Revenue
- II. Achieve Operational Excellence
- III. Enhance Constituent Services
- IV. Ensure Public Trust
- V. Develop an Innovative Culture

# NC DEPARTMENT OF REVENUE

## North Carolina Department of Revenue





# ORGANIZATIONAL CHANGE CHRONOLOGY

2/09

- ✖ Organizational Alignment – realignment of divisions within 4 towers: Compliance/Business Systems/Tax Administration/IT

3/09

- ✖ Creation of a Strategic HR function –
  - Added Strategic Planning, Business Process Reengineering and Staff Development to the traditional HR Units - Compensation, Benefits , Employee Relations and Recruitment
  - In addition, Taxpayer Assistance was streamlined with the audit unit moving to Compliance and some processes being automated

# ORGANIZATIONAL CHANGE CHRONOLOGY

CONTINUED

3/09

- ✗ Eliminated Deputy CIO position

5/09

- ✗ Moved General Counsel to OAH

6/09

- ✗ IT – Expansion of web services, broader systems testing and streamlined service desk support to establish a stronger platform for growth



# ORGANIZATIONAL CHANGE CHRONOLOGY

CONTINUED

7/09

- ✖ Resolution Initiative Unit formation to expedite resolution of large cases

9/09

- ✖ Tax Compliance Research & Development Unit was formed to meet/exceed compliance revenue targets set by the General Assembly, to meet the financial requirements of the TIMS Benefits Funded Model and to accelerate implementation of our tax compliance initiatives

# ORGANIZATIONAL CHANGE CHRONOLOGY

CONTINUED

9/09

- ✖ Establishment of a Chief Process Officer role to enhance focus on Business Process improvement across the agency

11/09

- ✖ Documents and Payments Processing Division Realignment
  - Formation of a single Insurance Premium and Excise Tax unit from 3 units
  - Formation of a single Data Edit, Remit Edit and DPPD Return and Payment research team from 3 units to improve the payment and return research process
  - Consolidation of records management and request process to improve internal/external constituent service



# ORGANIZATIONAL CHANGE CHRONOLOGY

CONTINUED

11/09

- ✘ Tax Enforcement Division formation – consolidation of law enforcement personnel from Criminal Investigations, USUB and Motor Fuels to better align personnel
- ✘ Formalized Special Corporate Compliance Initiatives unit (formerly Resolution Initiative Unit)

2/10

- ✘ Moved Policy Analysis and Statistics division to the office of the CFO for greater alignment of financial analysis resources



# ORGANIZATIONAL STRUCTURE

## NC DOR Business Process Model

