

Now is the time

A message from the SB/SE commissioners

In our first few weeks as the new executive leaders of SB/SE, we've become quickly aware of the scope and volume of work you do every day. Whether for our internal customers or taxpayers, what you do each day is monumental. With so many priorities competing for attention, when and where do we begin?

This Focus Guide provides the information about how we'll do just that. The source material came from each operating division in SB/SE. These have been condensed into this two-page document and includes our:

- Core mission
- Guiding principles
- Focus for FY2020

Begin here – Our core mission

Now is the time to begin to shape the future of SB/SE. To do so we will promote voluntary compliance by focusing on our core mission of a renewed presence, being transparent to the public, and consistently taking appropriate enforcement actions.

Our guiding principles

These serve as the lens through which we see everything we do and are the embodiment of who we are—to each other and to the taxpayers we serve.

Our focus for FY2020

With our core mission and guiding principles in place, we're able to clearly focus on what's ahead. On the next page you'll see our areas of focus for the coming year. Under each area you will find a few examples of how we can achieve each priority area.

How we got here

Fiscal year 2019 was a great success. Despite the challenges of beginning the calendar year with the government shutdown, we didn't let that slow us down. Here are a few examples of our successes that reflect the diverse ways of how work is accomplished in SB/SE:

- Hiring
- Taxpayer Digital Communication
- Electronic Case Life Cycle
- Passport Program
- Knowledge Management

Now it's up to you

We purposely didn't spell out every detail in this focus guide. It's meant as a discussion tool for your individual workgroups and to inspire personal reflection. We also recognize you may have a personal mission statement, additional guiding principles and personal and professional goals for the coming year. Bring those to the table. We need your ideas. We need your experience and abilities. We need you!

Print out this focus guide and display it prominently in your workplace and at your workstation. When priorities compete, look to this guide to know what to do next. Here we'll find understanding in ourselves and each other. *Now is the time!*



Eric Hynton

SB/SE Commissioner



Darren Guillot

SB/SE Deputy
Commissioner
Collection &
Operations Support



De Lon Harris

SB/SE Deputy
Commissioner
Examination

Our Guiding Principles



Embrace the Mission

I will work with a sense of urgency, integrity, and professionalism every day to be responsive to the needs of the taxpayer and will take appropriate enforcement actions to ensure a fair and equitable tax system for all.



Pursue Excellence

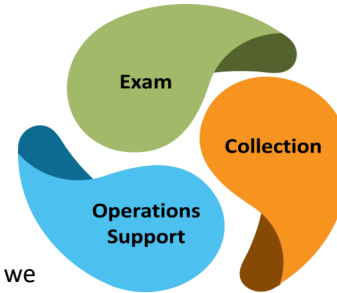
I will hold myself accountable, excel through continuous learning, and be transparent in my engagement with internal and external stakeholders, so that I can be the best example of a public servant.



Shape our Future

I will continuously strive to pursue efficiency in operations, quality in decision making, and assist others to better the organization and workforce for future generations.

SB/SE Focus



Strengthen Compliance Activities

- Take enforcement, every time it's appropriate
- Expand the non-filer initiative
- Implement a Servicewide Return Preparer Strategy
- Collaborate across IRS on existing and emerging issues such as: virtual currency, micro-captive insurance, and syndicated conservation easements
- Identify and develop civil and criminal fraud cases when appropriate

Improve Operational Efficiencies

- Expand enforcement presence in every community through effective compliance initiatives
- Continue to review systems and processes to improve efficiencies
- Expand internal assessment of business objectives, risk, and internal controls

Maintain a Taxpayer-Focused Organization

- Assist in the implementation of the Taxpayer First Act in ways to better serve taxpayers
- Redesign notices so taxpayers have greater opportunities to comply
- Consider the taxpayers' Right to Be Informed in all compliance processes

Ensure Awareness and Collective Understanding

- Consider internal/external communications in everything we do

- Cultivate industry partnerships to increase their knowledge of what we do and what is needed
- Increase the use of cross functional teams to address business change initiatives

Leverage Technology and Data Analytics

- Perform non-compliance research/data analytics to better identify correct treatment and detect emerging issues
- Expand Taxpayer Digital Communications efforts so taxpayers have easy/quick access to solve problems and use robotics to make processes more efficient and effective
- Partner with Research Applied Analytics & Statistics on ways to more accurately identify work with a high risk for non-compliance

Develop Our Workforce

- Expand the development of Knowledge Management
- Create a hiring plan that identifies critical needs and addresses on-boarding issues regarding space, training and tools required for new hires
- Enhance employee and manager development through training and developmental assignments
- Encourage opportunities to learn by observing/shadowing experts

2020 IRS Areas of Focus



- Putting Taxpayers First
- Improving Compliance
- Modernizing the IRS

IRS Strategic Goals

- Empower and enable all taxpayers to meet their tax obligations
- Protect the integrity of the tax system by encouraging compliance through administering and enforcing the tax code
- Collaborate with external partners proactively to improve tax compliance
- Cultivate a well-equipped, diverse, flexible and engaged workforce
- Advance data access, usability and analytics to inform decision-making and improve operational outcomes
- Drive increased agility, efficiency, effectiveness and security in IRS operations