
IX. Milestones

In 2000, the major milestones expected from the IRS modernization change program are:

- Successfully complete the Century Date Change program.
- Implement planned service and electronic tax administration improvements in the 2000 filing season and throughout the year.
- Refine and improve on initial implementation of the taxpayer rights provisions of RRA '98, clarifying areas of uncertainty and improving quality and productivity of operations.
- Complete implementation of balanced measures program for all major operational functions and use data for the first time in fiscal 2000 performance management process.
- Develop initial set of strategic measures for the operating divisions.
- Complete recruiting of top management teams for the new organization.
- Complete implementation of all top level units in the new organization structure, while completing detailed planning for remaining reorganization and workload redistribution in the new structure.
- Establishment of a new management process and plan to focus on improvements in financial management and financial controls. This plan will be rigorously managed in the same way as other change programs, and will be supported by the Core Business Systems program where major systems changes are needed.
- Make progress as planned on core business systems projects with objective of delivering first major releases in 2001 and subsequent releases regularly thereafter. Each major project will be a

vehicle to achieve modernized business processes and progress on all three strategic goals.

- Establish new strategic planning and budgeting process as a vehicle for managing resource allocations, setting priorities and establishing improvement initiatives as an integral part of operational management.

A timeline depicting the high level milestones for the overall modernization effort is shown on the following page.

Top-Level, Major Modernization Timeline (Illustrative)

