

that it can use to manage training requirements and career development plans. The ODT management team can use the LMS to support succession planning, to track employee progress toward achieving training goals, and to conduct unit competency gap analysis. It also serves as a platform for offering online training. This LMS is the most sophisticated LMS being used in Ohio state government.

Other core ED&T/QP responsibilities include:

- Coordinating ODT's Health and Wellness initiatives including facilitating the department-wide Health and Wellness Advisory Committee and creating, implementing, and monitoring ODT's yearly required Health and Wellness Plan and ODT's associated involvement in statewide Healthy Ohioans activities coordinated by the Governor's Office and the Department of Administrative Services.
- Coordinating corporate citizenship and job enrichment/employee recognition programs including the "PEP" employee recognition program, the department's "Partners In Education" and "OhioReads" programs, Take Your Child to Work Day, and the "My Idea Counts (MIC)" departmental suggestion awards program.
- Annually, the ED&T/QP staff also manages the three major statewide charitable campaigns — Operation Feed, the Combined Charitable Campaign, and the Holiday Food Basket drive throughout the department.
- Coordinating ODT's involvement in the statewide Public Practice Continuing Legal Education (PP/CLE) Coalition, including presenting a minimum of two ODT Public Practice CLE seminars per year.

The ED&T/QP Division provides practical and applied professional skill development for ODT employees and supports high standards of competence and professionalism within the department.

## ENFORCEMENT DIVISION

The Department of Taxation's Enforcement Division is comprised of 26 sworn police officers that enforce the criminal provisions of Ohio tax laws. Their mission statement is "...to provide quality investigative services to the citizens of the State of Ohio."

The Enforcement Division came into existence in 1971, when it was organized primarily to combat cigarette smuggling and organized crime. Since that time, the division has grown in size and responsibilities. The Enforcement Division now enforces most of the taxes administered by the department, which include the cigarette tax, other tobacco products tax, motor fuel tax, income/withholding tax, and the sales and use tax.

In July 2002, the Enforcement Division achieved accreditation from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The Enforcement Division is the only revenue-type division in the world with this distinction. The accreditation means the division has met stringent guidelines related to policies and procedures governing the operation of a law enforcement agency. This is an important factor in helping the department achieve the highest level of professionalism possible. During Fiscal Year 2005, the division's policy and procedures, management, operations, and support services were again

evaluated by CALEA. The Enforcement Division received re-accreditation in July 2005.

As investigations are made more and more complex by changes in both technology and law, the Enforcement Division has had to become more skilled in combating tax fraud. Enforcement agents employ computers and surveillance equipment in the normal course of their duties. The division has also taken on a homeland security function through the investigation of cigarette smugglers involved in funneling proceeds to criminal or terrorist groups.

The Enforcement Division is a support branch of ODT. It is, also, a revenue generator for the State of Ohio. During fiscal years 2003 through 2006, over \$16 million was brought in as a direct result of Enforcement's efforts.

By fulfilling its mission of providing quality investigative services, the Enforcement Division fairly applies the tax law and aids in the collection of taxes used to provide daily services to Ohio citizens.

## FORMS DIVISION

The Forms Division produces hundreds of forms utilized by most divisions of the Department of Taxation. These forms are ultimately used by tax practitioners and taxpayers.

The Forms Division is responsible for composing forms, preparing bid specifications for printing projects, ordering forms for various divisions, distributing forms, acting as a forms liaison between third-party vendors and payroll processing companies, and maintaining an inventory of forms.

When forms are requisitioned, a division submits a work order to the Forms Division. The form is edited and proofread for typographical and other errors, and a print order is submitted to the printer. At this point, the Forms Division is responsible for tracking form production and ensuring on-time delivery. Often, the Forms Division needs to compose or re-create forms in order to ensure consistency of style throughout the department.

The Forms Division continues to improve upon existing forms and services offered. The first improvement is the development of certain forms to be scanned and imaged by a full-page scanner. It has changed the look of some of ODT's most commonly used forms to enhance and make data capture more efficient. Also, the division is making some of the fill-in forms that are placed on the ODT Web site savable for the taxpayer. Before, if a taxpayer had Adobe Reader they could not save the completed form to their local hard drive. Now they will be able to do so. The last objective where improvement has been made is on the Web site. With other divisions and outside vendors Web content has been revised to make the search for forms more user-friendly.

Distributing most major forms and handling forms requests from the general public are other responsibilities of the Forms Division. The division also maintains the forms inventory, which entails overseeing a database of forms and envelopes, and a database of practitioners, libraries, post offices, and banks, as well as handling internal forms distribution and supplying Taxpayer Service Center office requests.

The forms section on the department's Web site is the most visited area of the site. It is the division's responsibility to continue to make sure that the most up-to-date forms are available on the Web site.

Providing forms for both departmental and public use, the Forms Division is one means by which the Department of Taxation is able to provide quality service to Ohio taxpayers by helping them comply with their tax responsibilities and by fairly applying the tax law.

### HUMAN RESOURCES DIVISION

The Human Resources Division is the office in the Ohio Department of Taxation where employee-related and administrative support services reside.

The personnel duties performed by the division include staffing planning, vacancy postings, hiring, and civil service compliance. The labor relations duties include contract negotiation and administration for two labor-management agreements, the Ohio Civil Service Employee's Association and the Fraternal Order of Police #2. Additional labor-relations duties are grievance handling, arbitration services, and work rule compliance.

Payroll services is located here, as is benefit administration. Questions pertaining to health insurance plans and open enrollment can be answered by the staff. The disability program and Worker's Compensation plan are both maintained in this office.

The Equal Employment Opportunity Program is administered here. This involves the EEO Strategic Plan development and handling of discrimination complaints, both formal and informal. Employment law training, policy and directive review, as well as liaison with the Attorney General's office and the Highway Patrol, is conducted by this group.

The department employs 247 intermittent and 1,410 permanent employees (as of June 30, 2006) located throughout Ohio and in three out-of-state locations. As such, the Human Resources Division is an important resource center which is committed to customer service for all employees, both management and bargaining unit.

### INFORMATION SERVICES DIVISION

The Information Services Division (ISD) supports the Department of Taxation's business program areas through the development and support of computer in-

ODT TOTAL NUMBER OF PERMANENT EMPLOYEES, FISCAL YEARS 1996 - 2006

