

Our Mission

We make tax systems work to fund the public services that preserve and enhance the quality of life for all citizens.

Our Values

Highly Ethical Conduct

- The public's confidence in our management of the state's tax programs is critical to our ability to fulfill our mission. We earn that confidence by demonstrating honesty and integrity.
- Our policies and activities are characterized by honest, fair, and open behavior.
- We carefully safeguard taxpayers' money and confidential information.

Operational Excellence

- We are continually looking for ways to make tax systems work better and to make complying with complex tax laws simpler, faster, and cheaper for all Oregon taxpayers, including those who have special needs. We constantly seek input from our employees, other taxing entities, and from taxpayers in that effort.

Fiscal Responsibility

- We responsibly manage our financial resources to fulfill our mission.
- We carefully process and account for the funds we collect.
- We assure that local governments are responsible in their budget processes through our supervision of the property tax system.

Quality Relationships

- We emphasize fair and respectful treatment of everyone with whom we work, including our co-workers, Oregon taxpayers, and our external partners.
- The quality and character of our people make us successful. We value and appreciate the unique contributions of all department employees.
- We understand and appreciate the similarities and differences of the citizens of Oregon. We want a workforce that reflects those similarities and differences.
- We believe that excellent service enhances all of our working relationships.



Our Envisioned Future

Work Environment

- We have created such a positive, productive, welcoming, and interesting work environment that people are eager and excited to become part of our workforce.
- Once they join us, people have the opportunity to learn and grow and to follow a career path that continues to challenge and excite them.

Work Force

- We are talented, creative, knowledgeable, and energetic people who reflect the similarities and differences of Oregonians. Each of us takes responsibility to contribute toward achieving our mission.
- We know it is vital to continuously improve our knowledge and skills, and all employees have the opportunity and resources to do so.

Tax Compliance

- Oregonians voluntarily file and pay their taxes. They take pride in supporting public services through paying taxes.
- The most effective strategy to achieve our mission involves a balanced approach to tax administration that includes education, assistance, and enforcement activities.

Customer Service

- We have made complying with Oregon tax laws as easy and effortless as possible. If taxpayers have questions or issues, they are resolved with one contact.
- We provide excellent service to our external partners—local governments and other state agencies.
- Taxpayers are treated with respect and dignity and have the information they need to comply when they need it.
- We provide education and assistance in a format that is understandable to all Oregonians.

Knowledge of Oregon's Public Finance System

- We have educated Oregonians about Oregon's public finance system, including the sources of revenue and the services those revenues make possible. A majority of Oregonians understand the basic principles of the system.

Broad Based Working Relationships

- We routinely include our co-workers, Oregon taxpayers, and our external partners in decision-making processes.
- We use a variety of collaborative processes that enable us to seek and use ideas from employees, taxpayers, and our external partners in planning and problem solving.
- The structure of our organization enhances a free flow of information throughout the department. We share our knowledge and resources among our organizational units in order to achieve our mission.

Operational Excellence/Use of Technology

- We are always looking for ways to make tax systems work better, both for Oregon taxpayers and for the department. We take full advantage of opportunities presented by new technologies.
- We are flexible and adapt our strategies to respond to changing circumstances.

Pride in Public Service

- We are proud of what we do and the services we provide to the people of Oregon.



Quality in Compliance Code of Conduct

“Our business is compliance”

We achieve our business through enforcement, education, and providing excellent services to taxpayers.

Our organizational values are:

- ✓ High ethical conduct.
- ✓ Operational excellence.
- ✓ Fiscal responsibility.
- ✓ Respect for ourselves and others.
- ✓ Responsive to our customers.

Our guiding principle: To work with people in a courteous and respectful manner to help them understand and voluntarily comply with Oregon tax laws.

These are the personal qualities and best practices employed by our most successful employees:

- ✓ Be honest. Have integrity. Do the right thing.
- ✓ Follow through and follow up. Do what you say you will. Find out if you don't know.
- ✓ Support each other. Treat each other the way you want to be treated.
- ✓ Have a strong work ethic. Do a day's work for a day's pay.
- ✓ Practice good judgement. Ask yourself, "Does this action/decision promote voluntary compliance?" Know when to ask for help or to elevate the matter to the next level.
- ✓ Be the best people person. Be a good listener, have a positive attitude, be non-judgemental.
- ✓ Be knowledgeable. Know your job and the PAPs that affect it.
- ✓ Think win-win. Find a resolution that works for the taxpayer and for us.
- ✓ Never pass up the opportunity to educate.
- ✓ Always ask, "What can we do to help you?" Walk the taxpayer through his or her situation at their pace. Explain the whole process. Ensure that the taxpayer understands what you are saying. Explain things clearly. Avoid jargon.
- ✓ Do your part to make the workplace enjoyable and fun.