

CC-2004-014

March 17, 2004

Subject: Published Guidance Project
Milestones

Cancel Date: Upon incorporation
into CCDM

Purpose

This Notice provides guidance to all Office of Chief Counsel Personnel on the use of new interim milestones for published guidance projects on the Guidance Priority List.

Background

In a report dated March 31, 2003, TIGTA was critical of the Office of Chief Counsel's published guidance process. Although it was clear that TIGTA did not have a complete understanding of the intricacies of the existing process, perhaps because much of the process was not set forth in writing, the Office of Chief Counsel agreed to consider formalizing more of the process. In reviewing the existing process, the Office of Chief Counsel concluded that establishing formal interim milestones and incorporating those milestones into TECHMIS will assist in identifying whether a published guidance project is on track to be issued by its target publication date. Establishing formal interim milestones will also enable the Office of Chief Counsel to informally monitor whether there are particular points in the published guidance process at which particular items are subject to delay. In reaching this decision, it was recognized that interim milestones are a basic management tool that are already in use on an informal basis. The formal interim milestones, set forth below, are not intended to be used as inflexible deadlines. All participants in the program understand that target dates are changed for a variety of reasons inherent in the guidance process. Therefore, while the Office of Chief Counsel believes that it is important for the Associate offices to meet the target publication dates of the individual projects, it was determined that the annual measurement is a more complete reflection of the relative success of the Associate office in publishing guidance than interim milestones measurement.

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