



Treasury Inspector General for Tax Administration Office of Audit

THE END-USER EQUIPMENT AND SERVICES ORGANIZATION SUCCESSFULLY PLANNED ITS REORGANIZATION; HOWEVER, PROGRAM MEASURES AND EFFICIENCIES CAN BE IMPROVED

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Highlights

Highlights of Report Number: 2012-20-086 to the Internal Revenue Service Chief Technology Officer.

IMPACT ON TAXPAYERS

The End-User Equipment and Services (EUES) organization reorganized to ensure it provides high-quality, responsive, and cost-effective information technology customer support comparable to industry standards. While the EUES organization successfully implemented the reorganization, its business processes continue to evolve and mature. As a result, it may take some time before the EUES organization's performance measures and tool utilization demonstrate maximum efficiencies gained. By improving the utilization of its tools and measures, the EUES organization will more efficiently use its budget dollars to provide user support.

WHY TIGTA DID THE AUDIT

This audit was initiated at the Chief Technology Officer's request to evaluate the personnel placement and mitigations associated with the reorganization of the EUES organization. Since the reorganization also addressed business process improvements, TIGTA included them in its review.

WHAT TIGTA FOUND

The EUES organization planned an effective approach to its reorganization. For example, it provided mitigation strategies to EUES organization employees affected by the reorganization and training to those employees placed into new positions within the EUES organization. EUES organization management also developed a balanced scorecard measure summary that aligns strategic objectives with performance measures. However, EUES organization management can take additional steps to advance cost-effectiveness and program efficiencies within the Customer Service Support Centers.

WHAT TIGTA RECOMMENDED

TIGTA recommended that the Chief Technology Officer: 1) implement additional measures to help demonstrate cost-effectiveness (e.g., cost per interaction) and efficiencies and to identify opportunities for improvement, and 2) collaborate with IRS management and the National Treasury Employees Union to mandate the use of the self-help password management tool for those customers with access to the tool.

IRS management agreed with the recommendations in this report and plans to conduct research to determine if data are available that will enable additional measurement of cost-effectiveness and efficiencies and, if available, implement such measures. IRS management also plans to establish a policy to mandate the use of the self-help password management tool for customers with access to the tool.

READ THE FULL REPORT

To view the report, including the scope, methodology, and full IRS response, go to:

<http://www.treas.gov/tigta/auditreports/2012reports/201220086fr.pdf>