



Organizational Redesign Strategy Talking Points for Stakeholders

The TFA Report to Congress proposes IRS take specific actions to: ensure successful implementation of the Act, prioritize services so all taxpayers easily and readily receive the help they need, streamline the agency structure to minimize duplication and continue combating cybersecurity and other threats. A recurring theme from listening sessions and research showed that taxpayers, tax professionals and stakeholders need specialized experiences. This theme drove the report recommendations: retain taxpayer-specialized focus – including compliance sections – while improving coordination between business units, enforcing tax laws in a fair and impartial manner and strengthening operations management. The proposed organizational improvements support the Taxpayer Experience Strategy and Training Strategy by recommending changes that focus on the following key areas:

Improve the taxpayer experience and continue to emphasize taxpayer rights

- Create a Chief Taxpayer Experience Officer to drive strategic direction for long-term and continuous, real-time improvement
- Combine taxpayer-facing offices to streamline responses to inquiries and strengthen employees' ability to provide taxpayers with the information they need
- Integrate taxpayer service and communications channels to facilitate a more seamless experience

Improve Operational Efficiencies

- Create a smaller, taxpayer-focused Senior Leadership Team to counsel the IRS Commissioner, lead management teams and deliver improved taxpayer experiences quickly
- Consolidate examination operations to reduce duplication, increase consistency and share best practices
- Create a Relationships and Services Division to deliver the taxpayer experience operationally and:
 - Consolidate toll-free and assistance center operations under one "Assisted Services" organization
 - Combine all outreach activities under one organization
 - Combine all third-party partnership activities within one division
- Create a Data Office and an Enterprise Digitalization and Case Management Office to improve our data use to reduce manual processes and improve compliance operations and taxpayer service initiatives

Increase collaboration and Innovation

- Increase the number of Commissioner direct reports, allowing for more open dialogue and giving the Commissioner a more direct line of sight into operations and functions
- Create a new Enterprise Change and Innovation Division to serve as the IRS's "strategic integrator," working with leadership to coordinate annual strategic planning and investment priorities focusing on innovation and data
- Establish a direct line from the Commissioner to the IT Division to enhance the critical focus on cutting-edge technology
- Continue to emphasize innovation throughout the organization

Continue to improve successful critical taxpayer operations

- Continue to focus on individualized service to combat identity theft
- Support the Whistleblower Office's critical efforts
- Maintain an effective Criminal Investigations Office to drive enforcement
- Deliver filing season services using the Executive Steering Committee approach, while increasing efficiency through close coordination between IT and the new Relationships and Services Division

What it means for taxpayers:

- A strategic approach to taxpayer service will improve the IRS' ability to provide seamless service
- Centralized taxpayer-facing program offices will streamline responses to taxpayer inquiries, meaning less time and quicker resolution of issues

- A focus on innovation will drive technology and programming decisions to expand our digital channels, giving taxpayers more tools for interacting with IRS

What it means for tax professionals:

- Integrated taxpayer services and channels mean a more seamless and consistent experience for tax professionals and their clients
- A taxpayer experience office will provide information on industry trends and customer service best practices to ensure tax professionals and their clients have the latest tools for communicating with the IRS.
- A Third-Party Relationships organization will focus on the unique needs of tax professionals and facilitate collaborative networking with partners across tax administration and beyond.

What it means for employees:

- An organization without silos that can quickly adapt to changing taxpayer expectations
- Less duplication of effort through centralized taxpayer service functions and consolidated examination and collection organizations.
- Application of customer service best practices and emerging trends to deliver a seamless experience for taxpayers

