

IRS Customer Service: Management Strategy Shows Promise But Could Be Improved: Ggd-99-88



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U.S. Government Accountability Office (GAO)

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Reviews

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(Mr. Ari Powlowski)*

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BiblioGov. Paperback. Book Condition: New. This item is printed on demand. Paperback. 26 pages. Dimensions: 9.7in. x 7.4in. x 0.1in. Pursuant to a congressional request, GAO provided information on the Internal Revenue Services (IRS) efforts to improve customer service. GAO noted that: (1) IRS strategy for managing the implementation of its customer service initiatives shows promise but could be improved; (2) IRS basic approach was to establish a central office, the Taxpayer Service and Treatment Improvement Program (TSI), and form a high-level steering committee, chaired by the Commissioner, to oversee the implementation of improvement initiatives that were being carried out by many different IRS and Department of the Treasury offices; (3) TSI and the steering committee were established in January 1998; (4) in its early months, TSI had problems carrying out its responsibilities; (5) officials attributed most of the problems to the large number of potential initiatives on the agenda; (6) by January 1999, TSI and the steering committee had taken steps to: (a) prioritize the initiatives, reducing the number to 157 primary initiatives; (b) align these initiatives to IRS newly established strategic goals and objectives; and (c) assign accountability for their completion to specific executives; (7) TSI provided offices involved in day-to-day implementation of individual initiatives with on-line access to the central information database it had developed to categorize and monitor progress on the initiatives; (8) IRS could further improve its customer service management strategy; (9) by January 1999, TSI had identified a need for information on milestones and completion dates for each primary initiative and asked offices implementing individual initiatives to input this information into its database; (10) however, TSI had not assessed the need for information on: (a) expected costs and benefits; and (b) performance measures; (11) managers in a few of the offices implementing initiatives GAO reviewed had...



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