

## TAS Performance Measures and Indicators

### RESOLVE TAXPAYER PROBLEMS ACCURATELY AND TIMELY

Measure	Description	Fiscal Year (FY) 2021 Target	FY 2021 Cumulative <sup>1</sup>
Overall Quality of Case Advocacy Closed Cases	Percentage of sampled closed cases meeting the prescribed attributes of advocacy, procedural, and customer focus.	93.7%	80.3%
Advocacy Focus	Percentage of sampled closed cases where TAS advocated effectively in resolving taxpayers' issue, protecting taxpayers' rights, taking substantive actions, issuing Operations Assistance Requests (OARs) and Taxpayer Assistance Orders (TAOs), and keeping taxpayers informed.	94.7%	86.1%
Procedural Focus	Percentage of sampled closed cases where TAS took actions in accordance with the tax code, the Internal Revenue Manual (IRM), and technical and procedural requirements.	90.0%	84.7%
Customer Focus	Percentage of sampled closed cases where TAS took timely actions and adhered to disclosure requirements.	94.8%	70.9%
Taxpayer Advocate Management Information System (TAMIS) Accuracy Review	Percentage of sampled closed cases with the correct TAMIS codes.	80%	81%
OAR Reject Rate <sup>2</sup>	Percentage of TAS's rejected OAR requests for IRS operating division or function's actions.	Indicator	3.7%
Expired OAR Rate <sup>3</sup>	Percentage of OARs that were open at the end of a period where the Requested Completion Date or (if present) Negotiated Completion Date is more than five workdays overdue.	Indicator	11.2%
Customers Satisfied <sup>4</sup>	Percentage of taxpayers who indicate they are very satisfied or somewhat satisfied with the service provided by TAS.	88%	
Customers Dissatisfied	Percentage of taxpayers who indicate they are somewhat dissatisfied or very dissatisfied with the service provided by TAS.	Indicator	
Solved Taxpayer Problem <sup>5</sup>	Percentage of taxpayers from the customer satisfaction survey who indicate the TAS employee did his or her best to solve the taxpayer's problems.	88%	
Relief Granted <sup>6</sup>	Percentage of closed cases where TAS provided full or partial relief. This indicator includes reopened cases.	Indicator	80.0%
Number of TAOs Issued <sup>7</sup>	Count of TAOs issued by TAS.	Indicator	2,480

Appendix 3: TAS Performance Measures and Indicators

Measure	Description	Fiscal Year (FY) 2021 Target	FY 2021 Cumulative <sup>1</sup>
Median – Closed Case Cycle Time	Median number of days taken to close TAS cases. This indicator <i>does not</i> include reopened cases.	Indicator	64
Mean – Closed Case Cycle Time	Mean number of days taken to close TAS cases. This indicator includes reopened cases.	Indicator	96.2
Closed Cases Per Case Advocacy Full-Time Equivalents (FTEs)	Number of closed cases divided by total Case Advocacy FTEs realized. (This includes all labor hours reported to the Executive Director of Case Advocacy).	Indicator	199.4
Closed Cases Per Direct FTE	Number of closed cases divided by direct Case Advocate FTEs realized.	Indicator	652.4
Systemic Burden Receipts	Percentage of systemic burden receipts (TAS cases with criteria codes 5 through 7) compared to all receipts excluding reopened case receipts.	Indicator	44.2%
Percentage of National Taxpayer Advocate Toll-Free Calls Answered by Centralized Case Intake (CCI)	Percentage of National Taxpayer Advocate Toll-Free calls answered compared to the total number of National Taxpayer Advocate Toll-Free calls transferred to CCI.	Indicator	30.4%
CCI Created Cases	Number of cases created from intake advocate calls that meet the TAS case acceptance criteria.	Indicator	32,827
Quick Closures	Number of quick closures by all intake advocates.	Indicator	1,848
CCI Assistance Provided and No Case Created <sup>8</sup>	Number of calls CCI provided assistance without creating a case or quick closure.	Indicator	31,768

**PROTECT TAXPAYER RIGHTS AND REDUCE BURDEN**

Measure	Description	FY 2021 Target	FY 2021 Cumulative
<b>Overall Quality [Systemic Advocacy]<sup>9</sup></b>	Percentage of systemic advocacy (SA) projects and immediate interventions (IIs) meeting the advocacy, customer, and procedural quality attributes' measures.	NA	Baseline
<b>Advocacy Focus</b>	Percentage of SA projects and IIs where SA took the appropriate actions to resolve taxpayer problems.	NA	Baseline
<b>Customer Focus</b>	Percentage of SA projects and IIs where SA provided substantive updates to the submitter during the initial and subsequent contacts, contacted internal and external stakeholders, wrote correspondence following established guidelines, and took outreach and education actions when appropriate.	NA	Baseline
<b>Procedural Focus</b>	Percentage of SA projects and IIs where SA resolved submitter's inquiries efficiently within the guidelines and timeframes prescribed and through proper workload management.	NA	Baseline
<b>Satisfaction of Taxpayer Advocacy Panel (TAP) members<sup>10</sup></b>	Percentage of satisfaction of TAP members who indicate they agree or strongly agree to the member survey question, "I have been satisfied as a member of the TAP."	85%	
<b>Satisfaction of Systemic Advocacy Management System (SAMS) Users</b>	Percentage of SAMS users who indicate they agree or strongly agree to the survey question, "I would recommend SAMS to others as a way to elevate systemic issues."	80%	81%
<b>SAMS Review Process Median Days</b>	Median count of days it takes SA to complete the three-level review process from the issue submission date to the date the issue is closed on SAMS.	Indicator	16
<b>Projects Validated as Involving a Systemic Issue</b>	Percentage of overall advocacy projects closed that the Director (Processing Technical Advocacy, Exam Technical Advocacy, or Collection Technical Advocacy) validates as a systemic issue.	Indicator	93.8%
<b>Internal Management Document (IMD) Recommendations Accepted by the IRS</b>	Percentage of TAS's IMD recommendations accepted by the IRS.	Indicator	66%
<b>Advocacy Effort Recommendations Made to the IRS</b>	Count of advocacy effort recommendations. Advocacy efforts include projects, taskforces, collaborative teams, Advocacy Issue Teams, and rapid response teams (excludes IMDs, Single Point of Contact (SPOC) and Annual Report to Congress).	Indicator	15

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<b>Advocacy Effort Recommendations Accepted by the IRS</b>	Count of TAS advocacy effort recommendations accepted by the IRS. Advocacy efforts include projects, taskforces, collaborative teams, Advocacy Issue teams, and rapid response teams (excludes IMD/SPOC and Annual Report to Congress).	Indicator	15
<b>TAP Recommendations Fully or Partially Accepted<sup>11</sup></b>	Percentage of fully or partially accepted TAP recommendations accepted by the IRS.	Indicator	
<b>Number of Proposed Taxpayer Advocate Directives (TADs)</b>	Count of Proposed TADs, as defined in IRM 13.9.1, Procedures for Taxpayer Advocate Directives. A proposed TAD is a written communication from the National Taxpayer Advocate that recommends action (or forbearance of action) to address a systemic problem that affects multiple taxpayers, which TAS has brought to the attention of the responsible head of office. A proposed TAD is marked "Proposed TAD."	Indicator	1
<b>Number of TADs Issued</b>	Count of formal TADs, as defined in IRM 13.9.1, Procedures for Taxpayer Advocate Directives. A TAD is a statutory tool the National Taxpayer Advocate may use to elevate systemic issues that affect multiple taxpayers to ensure that IRS senior leadership is fully informed of urgent and significant issues and the National Taxpayer Advocate's recommendations to address those issues.	Indicator	1

**SUSTAIN AND SUPPORT A FULLY-ENGAGED AND DIVERSE WORKFORCE**

Measure	Description	FY 2021 Target	FY 2021 Cumulative
<b>Employee Satisfaction<sup>12</sup></b>	Percentage of satisfaction of employees who respond satisfied or very satisfied to the employee satisfaction survey question, "Considering everything, how satisfied are you with your job?"	75%	
<b>Employee Participation</b>	Percentage of employees who take the employee satisfaction survey.	75%	

## ANNUAL REPORT TO CONGRESS (ARC) RECOMMENDATIONS

Measure	Description	FY 2021 Target	Calendar Year (CY) 2020	CY 2021
<b>ARC Administrative Recommendations Made to IRS<sup>13</sup></b>	Count of ARC administrative recommendations made by TAS to the IRS each year through the ARC.	Indicator	73	
<b>Number of ARC Administrative Recommendations Accepted by IRS<sup>14</sup></b>	Count of administrative recommendations in ARC accepted by IRS.	Indicator	48	
<b>ARC Administrative Recommendations Accepted by IRS</b>	Percentage of total ARC recommendations accepted by IRS in the ARC compared to the total number of recommendations made.	Indicator	66%	
<b>ARC Administrative Recommendations Implemented by IRS<sup>15</sup></b>	Count of the administrative recommendations accepted by IRS and implemented.	Indicator	14	
<b>ARC Legislative Recommendations Enacted by Congress<sup>16</sup></b>	Count of National Taxpayer Advocate's Legislative Recommendations provided in the National Taxpayer Advocate Purple Book and enacted by Congress.	Indicator	0	4

## Endnotes

- 1 Quality results available at the time of this report are weighted, cumulative Oct. through May FY 2021 for the following categories: Overall Quality of Closed Cases, Advocacy Focus, Customer Focus, and Procedural Focus.
- 2 OAR Reject Rate excludes reject reason business operating division/function disagrees.
- 3 This metric is a point in time value as of the date the report is run and is not cumulative. Results will vary depending on report run date. FY 2021 BOE-BPMS report used run date Oct. 1, 2021.
- 4 Due to neutral responses by customers, the total percentage of Customers Satisfied (FY 2020 was 82 percent) and Dissatisfied (FY 2020 was 14 percent) will not add up to 100 percent. TAS administers an internally developed customer satisfaction survey annually. FY 2021 results were not available at the time of this report.
- 5 TAS administers an internally developed customer satisfaction survey annually. FY 2021 results were not available at the time of this report. FY 2020 results showed 82 percent for this survey question.
- 6 TAS tracks resolution of taxpayer issues through codes entered on TAMIS at the time of closing. IRM 13.1.21.2 (Apr. 1, 2021) requires case advocates to indicate the type of relief or assistance they provided to the taxpayer. The codes reflect full relief, partial relief, or assistance provided.
- 7 IRC § 7811 authorizes the National Taxpayer Advocate to issue a Taxpayer Assistance Order when a taxpayer is suffering or about to suffer a significant hardship as a result of the manner in which the tax laws are being administered.
- 8 Data only reflects activity of intake advocates in CCI sites using the Aspect phone system and does not include activity of intake advocates in local offices that do not have the Aspect system.
- 9 In FY 2021, TAS revised IRM 13.2, Systemic Advocacy, and its quality review process; therefore, FY 2021 metrics are considered as a baseline year. Effective FY 2021, TAS discontinued the SA dialogue process and combined the product lines for Advocacy Projects and Immediate Intervention. TAS recategorized the attributes from Accuracy, Communication, and Timeliness to the focus areas of Advocacy, Customer, and Procedural.
- 10 The Taxpayer Advocacy Panel survey is administered to all panel members. Results were not available at the time of this report.
- 11 Results were not available at the time of this report.
- 12 Employee satisfaction (67 percent for FY 2020) and employee participation (62 percent for FY 2020) are from the annual Federal Employee Viewpoint Survey (FEVS). The Office of Personnel Management (OPM) administers the annual FEVS. Due to delays as a result of COVID-19, OPM has decided to administer a sample survey for FY 2021 that it will send to a limited number of IRS employees beginning in November 2021. Results will be available at the IRS level only. OPM plans on returning to the normal schedule with a full census survey in the spring of FY 2022.
- 13 The 2020 Annual Report to Congress is dated December 31, 2020, and was released to Congress and the public on January 13, 2021. The 2020 report included administrative recommendations proposed to the IRS in the Most Serious Problems section, the Most Litigated Issues Section, and in the TAS Research Study.
- 14 The IRS's responses to administrative recommendations for CY 2020 are included in the National Taxpayer Advocate Fiscal Year 2022 Objectives Report to Congress released in June 2021.
- 15 The counts are not final as the IRS is continually working open recommendations.
- 16 The count for CY 2021 is through September 2021 and can change when the final list of legislative recommendations enacted by Congress is published as Appendix 2 of the National Taxpayer Advocate 2022 Purple Book released in January 2022.