

TAS Performance Measures and Indicators

Resolve Taxpayer Problems Accurately and Timely

Measure	Description	FY 2020 Target	FY 2020 March Cumulative ¹
Overall Quality of Closed Cases	Percentage of sampled closed cases meeting the prescribed attributes of advocacy, customer, and procedural focus.	93.7%	84.4%
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%	90.3%
Procedural Focus	Percentage of sampled closed cases where TAS took actions in accordance with the tax code, Internal Revenue Manual (IRM), and technical and procedural requirements.	90.0%	86.0%
Customer Focus	Percentage of sampled closed cases where TAS took timely actions and adhered to disclosure requirements.	94.8%	76.4%
Customers Satisfied ²	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.	9%	
Solved Taxpayer Problem ³	Percentage of taxpayers from the customer satisfaction survey who indicate the TAS employee did their best to solve the taxpayer's problems.	88%	
Systemic Burden Receipts	Percentage of systemic burden receipts, Criteria 5 through 7, compared to all receipts excluding reopened case receipts.	38.3%	44.2%
OAR Reject Rate ⁴	Percentage of TAS's rejected OAR requests for IRS operating division or function's actions.	Indicator	3.9%
Expired OAR Rate ⁵	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	9.1%

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- Results for the following categories are unweighted, cumulative October Fiscal Year (FY) 2020 pre-dialogue and exclude Return Prepared Misconduct cases: Overall Quality of Closed Cases; Advocacy Focus; Customer Focus; and Procedural Focus. Results for the following categories are baseline and unavailable due to revision to attributes: Accuracy of Closed Advocacy Projects; Timeliness of Actions on Advocacy Projects; and Quality of Communication on Advocacy Projects. The new attribute categories will be Advocacy, Customer, and Procedural.
- Due to neutral responses by customers, the total percentage of Customers Satisfied (82 percent for FY 2019) and Dissatisfied (13 percent for FY 2019) will not add up to 100 percent. TAS administers an internally developed customer satisfaction survey annually. FY 2020 results are not available at the time of this report.
- TAS administers an internally-developed customer satisfaction survey (CSS) annually. For FY 2019, TAS revised the CSS questionnaire replacing Question 1f, *How satisfied are you that your Advocate did his or her best to solve your problem* with Question 4, *To what extent did the Taxpayer Advocate Service solve your problem* to be more inclusive of all advocates (intake and case advocates) working a taxpayer case. FY 2019 was the baseline year and therefore no results will be reported until FY 2020 survey results are available in March 2021.
- OAR Reject Rate excludes the reject reason "business operating division (BOD)/Function disagrees."
- This metric is a point estimate as of the date the report is run and is not cumulative. Results will vary depending on report run date. March FY 2020 BOE-BPMS Report (run date Apr. 1, 2020).

Measure	Description	FY 2020 Target	FY 2020 March Cumulative ¹
Relief Granted ⁶	Percentage of closed cases where TAS provided full or partial relief.	Indicator	76.4%
Number of TAOs Issued ⁷	Count of TAOs issued by TAS.	Indicator	84
Median – Closed Case Cycle Time	Median number of days taken to close TAS cases. This indicator does not include reopened cases.	Indicator	65
Mean – Closed Case Cycle Time	Mean number of days taken to close TAS cases. This indicator includes reopened cases.	Indicator	94.3
Closed Cases per Case Advocacy full-time equivalents (FTE)	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	170.2
Closed Cases per Direct FTE	Number of closed cases divided by direct Case Advocate FTEs realized.	Indicator	557.7
Percentage of NTA Toll-Free Calls Answered by Centralized Case Intake (CCI)	Percentage of NTA Toll-Free calls answered compared to the total number of NTA Toll-Free calls transferred to CCI.	Indicator	32.3%
CCI Created Cases	Number of cases created that met the TAS case acceptance criteria.	Indicator	13,065
Quick Closures	Number of quick closures by all Intake Advocates.	Indicator	767
CCI Assistance Provided and No Case Created ⁸	Number of calls CCI provided assistance without creating a case or quick closure.	Indicator	14,572

6 TAS tracks resolution of taxpayer issues through codes entered on the Taxpayer Advocate Management Information System at the time of closing. IRM 13.1.21.1.2.1.2, TAO/Relief Codes (Dec. 3, 2015). Internal guidance 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. IRM 13.1.21.1.2.1.3, TAO/Relief Assistance Codes (Feb. 1, 2011).

7 IRC § 7811 authorizes the National Taxpayer Advocate to issue a TAO 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.

Protect Taxpayer Rights and Reduce Burden

Measure	Description	FY 2020 Target	FY 2020 March Cumulative
Overall Quality of Immediate Interventions ⁹	Percentage of the immediate interventions meeting the timeliness, technical, and communication quality attributes' measures.	80%	Baseline
Accuracy of Closed Advocacy Projects	Percentage of advocacy projects where Systemic Advocacy (SA) took correct actions in accordance with statute and IRM guidance. This includes accurate identification of the systemic issue and proposed remedy.	90%	Baseline
Quality of Communication on Advocacy Projects	Percentage of advocacy projects 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.	90%	Baseline
Timeliness of Actions on Advocacy Projects	Percentage of advocacy projects where SA took timely actions in accordance with IRM guidance, including contacting the submitter, developing an action plan, and working the project without unnecessary delays or periods of inactivity.	90%	Baseline
Satisfaction of Taxpayer Advocacy Panel (TAP) members ¹⁰	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."	90%	
Satisfaction of Systemic Advocacy Management System (SAMS) Users	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%	68%
SAMS Review Process Median Days	Median count of days it takes SA to complete the three-level review process from the issue submission date to the date issue is closed on SAMS.	Indicator	40
Projects Validated as Involving a Systemic Issue	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	90%
Internal Management Document (IMD) Recommendations Made to IRS	Count of TAS IMD recommendations made to the IRS.	Indicator	314
IMD Recommendations Accepted by the IRS	Percentage of TAS's IMD recommendations accepted by the IRS.	Indicator	59%
Advocacy Effort Recommendations Made to the IRS	Count of advocacy effort recommendations. Advocacy efforts include projects, task forces, collaborative teams, Advocacy Issue Teams and rapid response teams (excludes IMD/SPOC and Annual Report to Congress (ARC)).	Indicator	17
Advocacy Effort Recommendations Accepted by the IRS	Count of TAS advocacy effort recommendations accepted by the IRS.	Indicator	17

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9 The FY 2019 March cumulative results are not available because Systemic Advocacy does not have an immediate intervention closure.

10 The TAP survey is administered to all Panel members. Results are not available at the time of this report.

Measure	Description	FY 2020 Target	FY 2020 March Cumulative
TAP recommendations Fully or Partially Accepted ¹¹	Percentage of fully or partially accepted TAP recommendations accepted by the IRS.	Indicator	
Number of Taxpayer Advocate Directives (TADs) Issued	TADs mandate that functional areas make certain administrative or procedural changes to improve a process or grant relief to groups of taxpayers.	Indicator	0

Sustain and Support a Fully-Engaged and Diverse Workforce

Measure	Description	FY 2020 Target	FY 2020 March Cumulative
Employee Satisfaction ¹²	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%	
Employee Participation	Percentage of employees who take the employee satisfaction survey.	58%	

ARC Results

Measure	Description	CY 2020 Target	CY 2019 Cumulative
Annual Report to Congress (ARC) Administrative Recommendations Made to IRS	Count of administrative recommendations made by TAS to the IRS through the ARC.	Indicator	78
Number of ARC Administrative Recommendations Accepted by IRS ¹³	Count of administrative recommendations in ARC accepted by IRS.	Indicator	50 ¹⁴
ARC Administrative Recommendations Accepted by IRS	Percentage of total administrative recommendations accepted by IRS in the ARC compared to the total number of recommendations made.	Indicator	64%
ARC Administrative Recommendations Implemented by IRS	Count of the recommendations accepted by IRS and implemented.	Indicator	TBD

11 FY 2020 results are not available at the time of this report.

12 Employee satisfaction (62 percent for FY 2019) and employee participation (53 percent for FY 2019) are from the annual Federal Employee Viewpoint Survey. FY 2020 results are not available at the time of this report.

13 IRS Responses to Recommendations for calendar year 2019 are included in Appendix 1: *IRS Responses to Administrative Recommendations Proposed in the National Taxpayer Advocate's 2019 Annual Report to Congress*, *supra*.

14 The Administrative Recommendations Acceptance counts include both full and partial acceptance by the IRS.