

APPENDIX 4: TAS Performance Measures and Indicators

Resolve Taxpayer Problems Accurately and Timely

Measure	Description	FY 2019 Target	FY 2019 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%	91.4%
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 (TAO) and keeping taxpayers informed.	94.7%	92.4%
Customer Focus	Percentage of sampled closed cases where TAS took timely actions and adhered to disclosure requirements.	94.8%	92.5%
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%	87.6%
OAR Reject Rate ²	Percentage of TAS's rejected OAR requests for IRS operating division or function's actions.	Indicator	2.8%
Expired OAR Rate ³	Percentage of OARs that were open at the end of a period where the Requested Completion Date (RCD) or (if present) Negotiated Completion Date (NCD) is more than five workdays overdue.	Indicator	7.9%
Customers Satisfied ⁴	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 ⁵	Percentage of taxpayers from the customer satisfaction survey who indicate the Taxpayer Advocate Service employee did their best to solve the taxpayer's problems.	87.8%	
Relief Granted ⁶	Percentage of closed cases where TAS provided full or partial relief.	Indicator	75.5%

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- Results for the following categories are pre-dialogue unweighted, cumulative October through December Fiscal Year (FY) 2019: Overall Quality of Closed Cases; Advocacy Focus; Customer Focus; and Procedural Focus. Results for the following categories are post-dialogue weighted October-March FY 2019: Accuracy of Closed Advocacy Projects; Timeliness of Actions on Advocacy Projects; and Quality of Communication on Advocacy Projects.
- Operations Assistance Request (OAR) Reject Rate excludes 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 2019 Business Objects Enterprise-Business Performance Management System (BOE-BPMS) report used run date 04/01/2019.
- Due to neutral responses by customers, the total percentage of Customers Satisfied (88 percent for FY 2017) and Dissatisfied (9 percent for FY 2017) will not add up to 100 percent. TAS administers an internally developed customer satisfaction survey annually. FY 2018 results are not available at the time of this report.
- TAS administers an internally developed customer satisfaction survey annually. FY 2018 results are not available at the time of this report. FY 2017 results showed 87 percent for this survey question.
- TAS tracks resolution of taxpayer issues through codes entered on TAMIS at the time of closing. Internal Revenue Manual 13.1.21.1.2.1.2 (Dec. 3, 2015) 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.
- Internal Revenue Code (IRC) § 7811 authorizes the National Taxpayer Advocate to issue a Taxpayer Assistance Order (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.

Measure	Description	FY 2019 Target	FY 2019 March Cumulative
Number of TAOs Issued ⁷	Count of TAOs issued by TAS.	Indicator	303
Median – Closed Case Cycle Time	Median number of days taken to close TAS cases. This indicator <i>does not</i> include reopened cases.	Indicator	67
Mean – Closed Case Cycle Time	Mean number of days taken to close TAS cases. This indicator includes reopened cases.	Indicator	86.3
Closed Cases per Case Advocacy FTE	Number of closed cases divided by total Case Advocacy full-time equivalents (FTEs) realized. (This includes all labor hours reported to the Executive Director of Case Advocacy).	Indicator	141.9
Closed Cases per Direct FTE	Number of closed cases divided by direct Case Advocate FTEs realized.	Indicator	445.1
Systemic Burden Receipts	Percentage of systemic burden receipts, Criteria 5 through 7, compared to all receipts excluding reopened case receipts.	36.0%	45.0%
Percentage of NTA Toll Free Calls Answered by Centralized Case Intake (CCI)	Percentage of National Taxpayer Advocate (NTA) Toll-Free calls answered compared to the total number of NTA Toll-Free calls transferred to CCI.	Indicator	43.6%
CCI Created Cases	Number of cases created that met the TAS case acceptance criteria.	Indicator	17,399
Quick Closures	Number of quick closures by all Intake Advocates.	Indicator	720
CCI Assistance Provided and No Case Created ⁸	Number of calls CCI provided assistance without creating a case or quick closure.	Indicator	12,280

⁸ Data only reflects activity of intake advocates in Centralized Case Intake (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 2019 Target	FY 2019 March Cumulative
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%	81.0%
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%	87.9%
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%	81.8%
Overall Quality of Immediate Interventions ⁹	Percentage of the immediate interventions meeting the timeliness, technical, and communication quality attributes' measures.	90%	NA
Systemic Advocacy Management System (SAMS) Review Process Median Days	Median count of days it takes Systemic Advocacy to complete the three-level review process from the issue submission date to the date issue is closed on SAMS.	Indicator	28
Satisfaction of 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."	75%	70%
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%	
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.	95%	100%
Internal Management Document (IMD) Recommendations Made to IRS	Count of TAS IMD recommendations made to the IRS.	Indicator	242
IMD Recommendations Accepted by the IRS	Percentage of TAS's IMD recommendations accepted by the IRS.	Indicator	53%
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/Single Point of Contact (SPOC) and Annual Report to Congress).	Indicator	8
Advocacy Effort Recommendations Accepted by the IRS	Count of TAS advocacy effort recommendations accepted by the IRS.	Indicator	7
TAP recommendations Fully or Partially Accepted ¹¹	Percentage of fully or partially accepted TAP recommendations accepted by the IRS.	Indicator	

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

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

11 Results are not available at the time of this report.

Sustain and Support a Fully Engaged and Diverse Workforce

Measure	Description	FY 2019 Target	FY 2019 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.	70%	

12 Employee satisfaction (71 percent for FY 2018) and employee participation (59 percent for FY 2018) are from the annual Federal Employee Viewpoint Survey (FEVS). FY 2019 results are not available at the time of this report.