

Internal Revenue Service (Treasury)

Index Score: 67.6 (Ranked #65 out of varied totals)

To help U.S. taxpayers understand and meet their tax responsibilities and apply tax law with integrity and fairness.

Scores and Rankings by Class

Class	2011 Score	Rank (out of varied totals)
Employee Skills/Mission Match	79.4	77
Strategic Management	60.5	55
Teamwork	71.6	28
Effective Leadership	57.8	81
Effective Leadership - Empowerment	46.6	162
Effective Leadership - Fairness	58.6	64
Effective Leadership - Leaders	51.8	97
Effective Leadership - Supervisors	68.9	57
Performance Based Rewards and Advancement	51.0	62
Training and Development	61.9	91
Support for Diversity	63.0	52
Pay	58.2	169
Family Friendly Culture and Benefits	38.5	102
Work/Life Balance	62.6	109

Scores by Class	2010	2009	2007	2005	2003
Employee Skills/Mission Match	79.4	78.4	76.9	75.3	75.4
Strategic Management	59.6	59.5	56.7	54.7	51.4
Teamwork	70.8	73.0	74.0	76.4	70.6
Effective Leadership	56.5	52.2	51.9	51.3	50.2
Performance Based Rewards and Advancement	50.3	47.4	49.0	48.0	48.2
Training and Development	61.5	61.0	61.3	59.5	51.6
Support for Diversity	60.4	60.5	58.7	59.0	61.2
Pay	62.1	58.9	62.8		
Family Friendly Culture and Benefits	41.5				
Work/Life Balance	63.4	65.2	63.6	65.1	61.1

Index Scores

Year	Score
2011	67.6
2010	68.2
2009	62.6
2007	62.0
2005	57.6
2003	56.1

Scores and Rankings by Demographic

Demographic	Score	Rank (out of varied totals)
Female	72.0	41
Male	69.5	84
40 and over	70.7	57
Under 40	72.6	71
Asian	69.6	51
Black or African-American	72.5	51
Hispanic or Latino	75.9	28
Multi-racial	56.3	34
White	70.6	70
American Indian or Native American	58.2	11

Scores by Demographic	2010	2009	2007	2005	2003
Female	71.2				
Male	68.9	72.3			
40 and over	69.9	63.1			
Under 40	74.1	61.8			
Asian	82.1	58.3			
Black or African-American	67.5				
Hispanic or Latino	74.1	62.9			
Multi-racial	66.1	63.6			
White	70.8	58.2			
American Indian or Native American	60.6	65.4			

Staff/Manager Alignment

Score: 27

More Aligned / More Satisfied:

This agency has *Best Places* Index scores that exceed government-wide norms, as well as greater-than-normal alignment between staff and managers on key workforce issues. These results suggest that an agency is well positioned to maintain and improve on current efforts and to recognize shared challenges in order to better address them.

Workforce Size and Trends

Number of Employees in:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
	93,993	92,212	89,704	90,604	87,722	86,585	83,953	86,948	90,274	90,919

Employees joined (2009): 9,685

Percentage joined (2009): 10.70%

Average joined (2004-2009): 9,062

Employees left (2009): 8,026

Percentage left (2009): 8.80%

Average left (2004-2009): 8,994

Rookie ratio (percentage of workforce with less than three years of service): 15.30%

More About the Agency

Headquartered in Washington, D.C.

Other Locations: Offices located in every state across the United States

<http://www.irs.ustreas.gov/>