

# IRS 2013 Performance Measures

The IRS Oversight Board and its committees discuss operational performance with IRS executive leadership on a quarterly basis using key data contained in the IRS Business Performance Review reports. These discussions focus on evaluating progress toward achieving the annual operational goals identified by the IRS.

The following tables identify the key 64 performance measures (along with their definitions) and goals monitored by the Oversight Board in FY2013. For comparison purposes, the Board identifies actual FY2012 performance, and planned and actual FY2013 performance. The measures are organized by IRS Strategic Goal and/or Strategic Foundation.

PERFORMANCE MEASURES	FY2012 ACTUAL	FY2013 PLAN	FY2013 ACTUAL	FY2014 PLAN
<b>GOAL 1: IMPROVE SERVICE TO MAKE VOLUNTARY COMPLIANCE EASIER</b>				
Accounts Management Customer Satisfaction (Adjustments)	65.0%	65.0%	<b>65.0%</b>	55.0%
Automated Underreporter Telephone Level of Service	78.4%	78.0%	<b>77.5%</b>	76.0%
Correspondence Error Rate With Systemic Errors	4.4%	5.0%	<b>4.1%</b>	5.0%
Cost Per Taxpayer Served – Health Coverage Tax Credit <sup>1</sup>	\$14.43	\$15.00	<b>4.1%</b>	NA
Customer Accuracy – Accounts Phones	95.0%	95.0%	<b>96.0%</b>	95.0%
Customer Accuracy – Tax Law Phones	93.2%	93.0%	<b>95.7%</b>	93.0%
Customer Contacts Resolved Per Staff Year	16,320	16,754	<b>20,767</b>	22,750
Customer Service Representative Level Of Service	67.6%	70.0%	<b>60.5%</b>	61.0%
Deposit Error Rate - Combined	0.3%	1.0%	<b>0.4%</b>	1.0%
Employee Plans Determination Letters Timeliness - # Days	367	622	<b>626</b>	733
Exempt Organizations Determination Customer Satisfaction	72.0%	74.0%	<b>58.0%</b>	58.0%
Exempt Organizations Determination Letters Timeliness - # Days	137	140	<b>222</b>	237
Percent Of Business Returns Processed Electronically	36.7%	38.0%	<b>40.2%</b>	44.7%
Percent Of Individual Returns Processed Electronically	80.5%	80.0%	<b>82.5%</b>	84.1%
Practitioner Toll-Free Customer Satisfaction	86.0%	84.0%	<b>93.0%</b>	80.0%
Primary Abandon Call Rate <sup>2</sup>	18.7	NA	<b>16.9%</b>	NA
Refund Timeliness – Individual (Paper)	99.7%	98.0%	<b>99.0%</b>	97.0%
Secondary Abandon Call Rate <sup>3</sup>	26.9	NA	<b>27.2%</b>	NA
Sign-Up Time – Health Coverage Tax Credit - # Days <sup>1</sup>	116.0	125.0	<b>125.2</b>	NA
Taxpayer Self Assistance Rate	78.5%	80.0%	<b>83.3%</b>	85.0%
Timeliness Of Critical Individual Filing Season Tax Products To The Public	97.2%	95.0%	<b>58.9%</b>	95.0%
Timeliness Of Critical Tax Exempt/Government Entities & Business Tax Products To The Public	94.5%	95.0%	<b>83.6%</b>	95.0%
W&I Average Wait Time On Hold (In Seconds) Average Speed To Answer	1,001	899	<b>1,058</b>	1,320

SOURCE: IRS

NA: Not applicable

<sup>1</sup> The Health Coverage Tax Credit expired on January 1, 2014.

<sup>2</sup> IRS does not set target goals for the Primary Abandoned Call Rate measure.

<sup>3</sup> IRS does not set target goals for the Secondary Abandoned Call Rate measure.

PERFORMANCE MEASURES	FY2012 ACTUAL	FY2013 PLAN	FY2013 ACTUAL	FY2014 PLAN
<b>GOAL 2: ENFORCE THE LAW TO ENSURE EVERYONE MEETS THEIR OBLIGATIONS TO PAY TAXES</b>				
Automated Collection System Accuracy	94.7%	94.5%	<b>94.4%</b>	94.0%
Automated Underreporter Coverage	3.2%	2.9%	<b>2.8%</b>	2.5%
Automated Underreporter Customer Satisfaction (SB/SE)	63.0%	63.0%	<b>64.0%</b>	TBD
Automated Underreporter Customer Satisfaction (W&I)	71.0%	71.0%	<b>59.0%</b>	59.0%
Automated Underreporter Efficiency	2,041	2,035	<b>2,025</b>	1,931
Collection Coverage	48.1%	46.0%	<b>47.0%</b>	42.7%
Collection Efficiency	1,997	2,049	<b>2,057</b>	2,007
Compliance Services Collection Operation Customer Satisfaction (SB/SE)	57.0%	57.0%	<b>58.0%</b>	TBD
Compliance Services Collection Operation Customer Satisfaction (W&I)	66.6%	67.0%	<b>59.0%</b>	56.0%
Compliance Services Collection Operation Days To Close - Business	29.3	24	<b>28.5</b>	28
Compliance Services Collection Operation Days To Close - Individual	15.7	18	<b>19.9</b>	40
Conviction Efficiency Rate	\$270,511	\$285,000	<b>\$211,048</b>	\$280,000
Conviction Rate	93.0%	92.0%	<b>93.1%</b>	92.0%
Correspondence Exam Customer Satisfaction (SB/SE)	47.0%	48.0%	<b>48.0%</b>	TBD
Correspondence Exam Customer Satisfaction (W&I)	48.0%	50.0%	<b>54.0%</b>	49.0%
Criminal Investigations Completed	4,937	4,350	<b>5,557</b>	4,440
Exam Timeliness Business (Assets>\$10M) - # Months	29.8	31	<b>33.3</b>	33
Examination Coverage - Business (Assets >\$10m)	6.4%	4.6%	<b>5.6%</b>	4.2%
Examination Coverage - Individual	1.0%	1.0%	<b>1.0%</b>	0.8%
Examination Efficiency - Individual	142	145	<b>142</b>	133
Examination Quality - Large Business (Assets>\$10m)(New for 2013)	NA	Baseline	<b>92.0%</b>	90.0%
Field Collection Customer Satisfaction	69.0%	70.0%	<b>70.0%</b>	TBD
Field Collection National Quality Review Score	80.4%	80.4%	<b>81.4%</b>	81.0%
Field Exam Customer Satisfaction	62.0%	61.0%	<b>63.0%</b>	TBD
Field Examination National Quality Review Score	87.4%	86.9%	<b>89.2%</b>	89.6%
Number Of Convictions	2,634	2,400	<b>3,311</b>	2,450
Office Examination National Quality Review Score	91.3%	91.1%	<b>90.3%</b>	90.2%
Percent Of Offers-In-Compromise Field And Campus Cases Closed In Less Than 9 Months	84.0%	84.0%	<b>87.7%</b>	85.3%
SB/SE Correspondence Exam Cycle Time (EITC) - # Days	202	200	<b>198</b>	210
SB/SE Correspondence Exam Cycle Time (Non-EITC) - # Days	174	177	<b>174</b>	186
Tax Exempt/Government Entities Determination Case Closures	87,000	62,473	<b>65,877</b>	71,219
W&I Service Center Correspondence Exam Timeliness (Discretionary) - # Days	180	185	<b>192</b>	228
W&I Service Center Correspondence Exam Timeliness (EITC) - # Days	212	211	<b>210</b>	235

TBD: To be determined

PERFORMANCE MEASURES	FY2012 ACTUAL	FY2013 PLAN	FY2013 ACTUAL	FY2014 PLAN
<b>STRATEGIC FOUNDATIONS: INVEST FOR HIGH PERFORMANCE</b>				
End-To-End Availability	99.2%	99.0%	<b>99.7%</b>	99.0%
Internal Customer Satisfaction	NA	73.0%	<b>72.0%</b>	75.0%
Occupancy Cost Per Rentable Square Foot	\$28.28	\$28.50	<b>\$27.68</b>	\$28.00
Percent Of Business Systems Modernization Projects Within +/- 10% Cost Variance	50.0%	90.0%	<b>0%</b>	90.0%
Percent Of Business Systems Modernization Projects Within +/- 10% Standard Variance	100.0%	90.0%	<b>83.3%</b>	90.0%
Percent Of Critical Systems With Compliant IT Security Standards	90.1%	90.0%	<b>100.0%</b>	90.0%
Percent Of Managers Receiving Leadership Training Timely	88.0%	90.0%	<b>88.0%</b>	90.0%
Percentage Of Mission Critical Positions Hires Achieved	100%	100%	<b>NA*</b>	100%

\*Due to budget constraints, the IRS did not hire new employees, including those for mission critical positions. Therefore, the FY2013 actual measure was Not Applicable.

## Definitions of Performance Measures by IRS Strategic Goal

<b>Performance Measures for Strategic Goal 1: Improve Service to Make Voluntary Compliance Easier</b>	
<b>Performance Measure</b>	<b>Definition</b>
Accounts Management Customer Satisfaction (Adjustments)	Total percentage of top ratings given by taxpayers on the Adjustment Customer Satisfaction Survey question rating overall satisfaction. The taxpayer is asked, "Regardless of whether you agree or disagree with the final outcome, how would you rate your overall satisfaction with the way your issue was handled?"
Automated Underreporter Telephone Level Of Service	The percentage of Automated Underreporter phone calls answered by a tax examiner as a percentage of the total calls attempted.
Correspondence Error Rate With Systemic Errors	The percentage of incorrect Submission Processing Master File notices and letters issued to taxpayers.
Cost Per Taxpayer Served – Health Coverage Tax Credit	The costs associated with serving the taxpayers including program kit correspondence, registration, and program participation.
Customer Accuracy – Accounts Phones	The percentage of correct answers given by a live assistor on Toll-free account inquiries.
Customer Accuracy – Tax Law Phones	The percentage of correct answers given by a live assistor on Toll-free tax law inquiries.
Customer Contacts Resolved Per Staff Year	The number of Customer Contacts resolved in relation to staff years expended.
Customer Service Representative Level Of Service	The number of toll free callers that either speak to a Customer Service Representative or receive informational messages divided by the total number of attempted calls.
Deposit Error Rate - Combined	The percentage of errors made by Submission Processing during remittance processing. These errors result in the inaccurate processing of data and may have a negative impact on the taxpayer.
Employee Plans Determination Letters Timeliness - # Days	Average number of days to process an application requesting qualified status from the earlier of the postmark date or the received date to the date a determination letter is issued to the requesting plan.
Exempt Organizations Determination Customer Satisfaction	The percentage of Exempt Organizations determination customers expressing top ratings on a transactional survey where respondents rate IRS performance.
Exempt Organizations Determination Letters Timeliness - # Days	Average number of days to process an application requesting tax-exempt status from the earlier of the postmark date or the received date to the date a determination letter is issued to the requesting organization.
Percent Of Business Returns Processed Electronically	The percentage of electronically filed business tax returns divided by the total business returns filed.
Percent Of Individual Returns Processed Electronically	The percentage of electronically filed individual tax returns divided by the total individual returns filed.

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Percent Individual Returns Processed Electronically	The percentage of electronically filed individual tax returns divided by the total individual returns filed.
Percent of BSM Projects within +/- 10% Cost Variance	The percentage of BSM projects that are within the +/-10% threshold for cost. The cost variance is measured from the initial cost estimate versus current cost estimate.
Practitioner Toll-Free Customer Satisfaction	Total percentage of top ratings given by taxpayers on the Customer Satisfaction Survey question rating overall satisfaction. The taxpayer is asked, "Everything considered, rate your overall satisfaction with the service you received during this call."
Primary Abandoned Call Rate	The percentage of callers who abandon in the phone network before reaching an IRS system.
Refund Timeliness - Individual (Paper)	The percentage of refunds resulting from processing Individual Master File paper returns issued within 40 days or less.
Secondary Abandoned Call Rate	The percentage of callers who abandon in the assistor queue.
Sign-Up Time – Health Coverage Tax Credit - # Days	The length of time between the first program kit mailing and first payment received.
Taxpayer Self Assistance Rate	The percentage of taxpayer assistance requests resolved using self-assisted automated services.
Timeliness Of Critical Individual Filing Season Tax Products To The Public	The percentage of critical individual filing season tax products available to the public in a timely fashion.
Timeliness Of Critical Tax Exempt/Government Entities & Business Tax Products To The Public	Percentage of critical tax-exempt/government entities and business tax products, paper and electronic, available to the public in a timely fashion.
W&I Average Wait Time On Hold (In Seconds) Average Speed to Answer	The average number of seconds customers waited in an assistor queue before receiving service.

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**Performance Measures for Strategic Goal 2:  
Enforce the Law to Ensure Everyone Meets Their Obligations to Pay Taxes**

<b>Performance Measure</b>	<b>Definition</b>
Automated Collection System Accuracy	The percent of taxpayers who receive the correct answer to their Automated Collection System question.
Automated Underreporter Coverage	The total number of W&I and SB/SE contact closures divided by the total return filing for the prior year.
Automated Underreporter Customer Satisfaction (SB/SE)	Customers' overall satisfaction with their Automated Underreporter experience stated as percent satisfied.
Automated Underreporter Customer Satisfaction (W&I)	Total percentage of top ratings and bottom ratings given by Automated Underreporter Customer Satisfaction Survey question rating overall satisfaction. The taxpayer is asked, "Regardless of whether you agree or disagree with the final outcome, how would you rate your overall satisfaction with the way your discrepancy was handled?"
Automated Underreporter Efficiency	The total number of W&I and SB/SE contact closures divided by the total full-time equivalent, including over-time.
Collection Coverage	The volume of collection work disposed compared to the volume of collection work available.
Collection Efficiency	The volume of collection work disposed divided by total collection full-time equivalent.
Compliance Services Collection Operations Customer Satisfaction (SB/SE)	Customers' overall satisfaction with their Compliance Services Collection Operations experience stated as percent satisfied.
Compliance Services Collection Operations Customer Satisfaction (W&I)	Total percentage of top ratings given by Compliance Services Collection Operations Customer Satisfaction Survey question rating overall satisfaction. The taxpayer is asked, "Regardless of whether you agree or disagree with the final outcome, how would you rate your overall satisfaction with the way your correspondence collection issue was handled?"
Compliance Services Collection Operations Days To Close - Business	The average time to close a case based on its "Days in Department" receipt date.
Compliance Services Collection Operations Days To Close - Individual	The average time to close a case based on its "Days in Department" receipt date.
Conviction Efficiency Rate	The cost of Criminal Investigation's program divided by the number of convictions. The number of convictions is the total number of cases with the following statuses: guilty plea, nolo contendere, judge guilty, or jury guilty.
Conviction Rate	The percent of adjudicated criminal cases that result in convictions.
Correspondence Exam Customer Satisfaction (SB/SE)	Customers' overall satisfaction with their Campus Examination experience stated as percent satisfied.

Correspondence Exam Customer Satisfaction (W&I)	Total percentage of top ratings (top boxes) and bottom ratings given by Correspondence Exam customer Satisfaction Survey question rating overall satisfaction. The taxpayer is asked, "Regardless of whether you agree or disagree with the final outcome, how would you rate your overall satisfaction with the way your audit was handled?"
Criminal Investigations Completed	The total number of subject criminal investigations completed during the fiscal year, including those that resulted in prosecution recommendations to the Department of Justice as well as those discontinued due to a lack of prosecution potential.
Exam Timeliness Business (Assets>\$10M) - # Months	The average number of months from file date to completion of the examination process for all Coordinated Industry and Industry Combined returns closed during the prior twelve months.
Examination Coverage – Business (Assets >\$10M)	The number of C and S Corporations with assets over \$10 million and all partnerships examined and closed during the current fiscal year divided by the number of filings for the preceding calendar year.
Examination Coverage - Individual	The sum of all individual 1040 returns closed divided by the total individual return filings for the prior calendar year.
Examination Efficiency - Individual	The sum of all individual 1040 returns closed divided by the total full-time equivalents expended in relation to those individual returns.
Examination Quality - Large Business	Average of the scores of business with assets over \$10 million. Case scores are based on the percentage of elements passed within each auditing standard.
Field Collection Customer Satisfaction	Customers' overall satisfaction with their Field Collection experience stated as percent satisfied.
Field Collection National Quality Review Score	The score awarded to a reviewed collection cases by a Quality Reviewer using selected attributes.
Field Exam Customer Satisfaction	Customers' overall satisfaction with their Field Examination experience stated as percent satisfied.
Field Exam National Quality Review Score	The score awarded to a reviewed field examination case by a Quality Reviewer using selected attributes.
Number Of Convictions	The number of criminal convictions.
Office Examination National Quality Review Score	The score awarded to a reviewed office examination case by a Quality Reviewer using selected attributes.
Percent Of Offers-in-Compromise Field And Campus Cases Closed In Less Than 9 Months	The percent of cases closed in Field and Campus in 0-9 months.
SB/SE Correspondence Exam Cycle Time (EITC) - # Days	Average number of calendar days from the start of a SB/SE EITC examination to closure.

SB/SE Correspondence Exam Cycle Time (Non-EITC) - # Days	Average number of cycle days from the start of a Discretionary examination to closure.
Tax Exempt/Government Entities Determination Case Closures	The number of cases closed, regardless of type of case or type of closing.
W&I Service Center Correspondence Exam Timeliness (Discretionary) - # Days	Average calendar days from the initiation of an examination or correction contact to closure.
W&I Service Center Correspondence Exam Timeliness (EITC) - # Days	Average calendar days from the initiation of an examination or correction contact to closure.

<b>Performance Measures for Strategic Foundations: Invest for High Performance</b>	
<b>Performance Measure</b>	<b>Definition</b>
End-To-End Availability	Availability of various IT-related systems. Metrics will be developed and fine-tuned with the goal of FY 2013 as baseline year. The measure will ultimately be reflected as a percentage of availability.
Internal Customer Satisfaction	Beginning in FY 2012, IT will use Customer Focus group interviews to determine overall Customer Satisfaction.
Occupancy Cost Per Rentable Square Foot	The total occupancy cost (rent, building delegation, custodial, utilities, and labor in support of the Real Estate portfolio) per rentable square foot in the current inventory.
Percent Of Business Systems Modernization Projects Within +/- 10% Cost Variance	The percentage of Business Systems Modernization projects that are within the +/-10% threshold for cost. The cost variance is measured from the initial cost estimate versus current cost estimate.
Percent Of Business Systems Modernization Projects Within +/- 10% Schedule Variance	The percentage of Business Systems Modernization projects that are within the +/-10% threshold for schedule. The schedule variance is measured from the initial schedule estimate to the current schedule estimate.
Percent Of Critical Systems With Compliant IT Security Standards	Number of Critical Infrastructure Protection (CIP) assets 90% or > compliance threshold for policy checker divided by the total number of CIP assets.
Percentage Of Managers Receiving Leadership Training Timely	Frontline managers receiving leadership training within 9 months of effective date and Department and Senior managers within 1 year of effective date.
Percentage Of Mission Critical Positions Hires Achieved	Percentage of business unit mission critical position hiring goals met.