

## Attachment A: TAS Survey Instrument (Script) FY 2007

[INTRO]

Hello, this is \_\_\_\_\_, calling from ORC Macro on behalf of the Taxpayer Advocate Service, which is part of the IRS. May I please speak with (name from phone file)?

- 1 Yes, respondent available
- 4 No such person (Thank and Terminate)
- 7 Respondent not available/Not a good time (Set time to call back)

The Taxpayer Advocate Service is an independent organization within the IRS which helps taxpayers resolve problems with the IRS. We'll refer to it simply as the Taxpayer Advocate. The Taxpayer Advocate recently worked on a problem that you had with the IRS. Do you recall working with the Taxpayer Advocate?

- 1 Yes (Continue)
- 3 Never used such a service (Thank and Terminate)

The Taxpayer Advocate has asked us to conduct a brief survey of people who used their services to get feedback on how they can improve the service they provide to customers like you. I want to assure you that your answers will be kept confidential by ORC Macro and any data provided to the Taxpayer Advocate will be completely anonymous. Do you have about 5 minutes to speak with me?

- 1 (Continue)
- 8 (Soft Refusal)
- 9 (Hard Refusal) (Thank and Terminate)

[CELL PHONE] [New]

[If the record shows that the call is being made to a cell phone number, continue with CP1.]

CP1. I see that we may have reached you on a cell phone. Is that correct?

- 1 Yes (Continue with CP2)
- 2 No (Confirm number is a land line. Skip to A)

CP2. May we proceed, or would you prefer that I call you back at another number that is more secure or convenient for you?

- 1 Yes – Proceed with survey (Continue to A)
- 2 No - Do not proceed. Willing to be called back on another number. (Record number. Schedule call-back if appropriate. Thank respondent and terminate call)
- 3 No – Do not proceed AND do not call back (Thank and Terminate)

[BACKGROUND]

This survey will ask you questions only about your most recent experiences with the Taxpayer Advocate even though you may have had contacts with other areas of the IRS.

A. Before we get started, are you...? [new]  
[Read list]

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- 1 The taxpayer who worked directly with the Taxpayer Advocate?
- 2 A representative or power of attorney working with the Taxpayer Advocate on behalf of [Taxpayer Name]?

[USE OF TAS]

1. Was this the first time you have used the Taxpayer Advocate? [Sa]
  - 1 Yes
  - 2 No
  - 7 (DK/Don't recall)
  - 9 (Refused)
  
- 2 How did you learn about the Taxpayer Advocate? [S1] (Allow up to three responses)
  - 01 Internal Outreach **IRS employee [06]**
    - a. Written Referral from non-TAS IRS employee
    - b. Oral Referral from non-TAS IRS employee
  - 02 External Outreach
    - a. Meeting/Speeches/Events
    - b. Friend/Acquaintance/Neighbor **Friend/Colleague [11]**
  - 03 Practitioner/Congressional/LITC
    - a. Tax Preparer **Tax Preparer [13]**
    - b. TAS Outreach to Tax Practitioner Community
    - c. Congressman/Congressional Office
    - d. Low Income Taxpayer Clinic (LITC)
  - 04 Telephone Directory Listings
    - a. Blue Pages/Directory Assistance for NTA, NTA Toll-free and Local Offices
  - 05 Media
    - a. TV, radio, newspaper, magazines **Newspaper/Radio [10]**
    - b. IRS Website **Internet [09]**
    - c. TAS Literature/brochures **IRS wall poster [08]**
  - 06 IRS Publications, Forms, Notices and Letters **IRS publication [07];**
    - a. IRS Literature/Brochure
  - 07 Previous contacts/General knowledge of TAS **[Q12/30]**
  - 08 Never used the Taxpayer Advocate [04] (Thank & Terminate; Save Case ID)
  
  - 66 Other 1. [01] \_\_\_\_\_
  - 67 Other 2. [01] \_\_\_\_\_
  - 68 Other 3. [01] \_\_\_\_\_
  - 97 (DK/Don't recall)
  - 99 (Refused)

3. Did you contact anyone else in the IRS before speaking to the Taxpayer Advocate? [3]
  - 1 Yes
  - 2 No
  - 7 (DK/Don't recall)
  - 9 (Refused)

[INITIAL CONTACT WITH TAXPAYER ADVOCATE EMPLOYEE ]

Now I'm going to ask you some questions about the Taxpayer Advocate employee who helped you

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with your problem. We would like to focus solely on the Taxpayer Advocate employee who worked on your problem.

4. When you first spoke to the Taxpayer Advocate employee, did the employee clearly tell you what they would do to help you with your problem? [6]

- 1 Yes
- 2 No
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

5. In your first call with the Taxpayer Advocate employee who helped you, were you given an estimate of how long it might take to solve your problem? [new]

- 1 Yes
- 2 No
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

[If Q5 = 1]

6. Did the Taxpayer Advocate employee solve your problem in the timeframe they told you they would? [new]

- 1 Yes
- 2 No
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

[SUBSEQUENT CONTACT WITH TAXPAYER ADVOCATE EMPLOYEE]

7. Now, I'm going to read you some statements about the Taxpayer Advocate employee who helped you with your problem. For each one, please tell me if you strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree. The Taxpayer Advocate employee...? [Read and rotate A-H] [12]

- 5 Strongly agree
- 4 Agree
- 3 Neither agree nor disagree
- 2 Disagree
- 1 Strongly disagree
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

- A. Listened to your concerns? [A]
- B. Did their best to solve your problem? [E]
- C. (If Case Closed time > 30 days) Kept you informed about progress in solving your problem? [G]
- D. Showed their concern about helping you solve your problem? [new – old H]
- E. Took responsibility for getting your problem solved? [new– old I]
- F. Understood all the issues and requests that you presented? [J]
- G. Returned your calls? [new]

H. Explained to you why your problem happened? [new]

8. If needed, did the Taxpayer Advocate employee ask you to present any additional information to help solve your problem? [12C]

- 1 Yes
- 2 No
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

[If Q8 = 1]

9. Were you able to provide all of the additional information? [new]

- 1 Yes
- 2 No
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

10. Now I'm going to read you some general statements about the Taxpayer Advocate. Again, please keep in mind that these questions deal just with the organization that worked on solving your problem, the Taxpayer Advocate, and not with other areas of the IRS. Please rate the following statements using the same scale—strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree. How about ...? [Read and rotate A-D][14]

- 5 Strongly agree
- 4 Agree
- 3 Neither agree nor disagree
- 2 Disagree
- 1 Strongly disagree
- 7 (DK/Don't recall)
- 8 (Not applicable)
- 9 (Refused)

A. It was easy to reach the person who was helping you at the Taxpayer Advocate by phone. [A]

B. The written correspondence you received from the Taxpayer Advocate was easy to understand. [B]

C. You feel your problem was handled in a reasonable timeframe by the Taxpayer Advocate. [C]

[If Q10C = 1-2]

C1. What would have been a reasonable timeframe for the Taxpayer Advocate to have handled your problem? [Open end] [new]

D. You were treated fairly by the Taxpayer Advocate. [D]

[OVERALL MEASURES]

11. In the end, did you get the results you wanted from the Taxpayer Advocate? [new]  
[Read List]

- 1 Yes
- 2 No
- 3 Partially
- 7 (DK/Don't recall)

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9 (Refused)

12. Thinking only of your experience with the Taxpayer Advocate on your problem and not your other experiences with other parts of the IRS—overall, how satisfied were you with the Taxpayer Advocate? Were you very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, or very dissatisfied? [15]

5 Very satisfied  
4 Somewhat satisfied  
3 Neither satisfied nor dissatisfied  
2 Somewhat dissatisfied  
1 Very dissatisfied  
7 (DK/Don't recall)  
9 (Refused)

[If Q12 = 1-2]

13. What is the single greatest reason you were dissatisfied with the Taxpayer Advocate? [PROBE if multiple reasons given:] If you had to choose only one, what is the most important reason you were dissatisfied? [16]

EMPLOYEE

01 Employee did not keep me informed [16-11]  
02 Employee didn't do enough to help me (Gave up) [16-13]  
03 Employee was not concerned about my issues (Lack of empathy) [16-20]  
04 Employee was not fair [16-20]

PROCESS

05 Took too long to solve my problem [16-08]  
06 The process was unfair [16-20]  
07 The laws/rules are unfair [new]

OUTCOME

08 Problem isn't resolved [16-06]  
09 Didn't receive the outcome I wanted (No refund/No adjustment) [16-07]

96 Other \_\_\_\_\_  
97 (DK/Don't recall)  
99 (Refused)

[If Q12 = 1-2 AND sample record indicates "no adjustment"]

14. Besides changing the outcome, what could the Taxpayer Advocate have done differently to improve your experience with them? [Open end] [new]

[If Q12 = 1-2 AND sample record indicates "no adjustment"]

15. Did the Taxpayer Advocate explain why they could not give you the help you wanted with your problem? [new]

1 Yes  
2 No  
7 (DK/Don't recall)  
8 (Not applicable)  
9 (Refused)

[If Q12 = 4-5]

16. What is the single greatest reason you were satisfied with the Taxpayer Advocate? [PROBE if multiple reasons given:] If you had to choose only one, what is the most

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important reason you were satisfied?] [16a1]

EMPLOYEE

- 01 Employee was very helpful [16a1-08]
- 02 Employee was very informative (Communicative) [16a1-09]
- 03 Employee was concerned about resolving taxpayer's issues (Empathy) [16a1-10]
- 04 Employee followed through very well [16a1- split from old 10]

PROCESS

- 05 Problem was solved in a timely manner [16a1-07]

OUTCOME

- 06 Problem was resolved to taxpayer's satisfaction [16a1-06]

- 96 Other \_\_\_\_\_
- 97 (DK/Don't recall)
- 99 (Refused)

17. In addition to the problem the Taxpayer Advocate worked on for you, did you expect them to work on any other problems that they didn't work on? [16c]

- 1 Yes
- 2 No
- 7 (DK/Don't recall)
- 9 (Refused)

[If Q17 = 1]

18. For the most important of these other problems, BRIEFLY, what was the issue involved? [Probe for clarification] [16d]

[Record verbatim and code below]

- 1 Issue clearly related to a problem SEPARATE from the problem worked on by the Taxpayer Advocate in the current closed case.
- 2 Issue clearly related to the CURRENT problem (The problem handled in current closed case)
- 3 Unable to clearly determine whether issue is related to a separate problem or the current problem
- 6 Other \_\_\_\_\_
- 7 (DK/Don't recall)
- 9 (Refused)

19. Focusing on your entire experience with the Taxpayer Advocate, do you have any SPECIFIC suggestion for how the Taxpayer Advocate could have done a better job for you?

[Probe: What is your most important suggestion or comment?] (Open ended) [18]

- 1 No/Nothing
- 2 Yes/ Record Verbatim \_\_\_\_\_
- 7 (DK/Don't recall)
- 9 (Refused)

20. As a result of your experience with the Taxpayer Advocate, would you say your impression of the IRS in general is much more positive, a little more positive, about the same, a little more negative, or much more negative? [17]

- 5 Much more positive

- 4 A little more positive
- 3 About the same
- 2 A little more negative
- 1 Much more negative
- 7 (DK/Don't recall)
- 9 (Refused)

[READ:] That completes our survey; however, we are required by law to report to you the OMB Control Number for this public information request. That number is 1545-1432. I can give you an address if you have any comments about the time estimate for completing the survey or about ways to improve the survey. Would you like the address? (If "Yes", read:) The address is Tax Forms Committee, Rancho Cordova, California, 95743-00001.

[VALIDATE PHONE NUMBER AND THANK RESPONDENT]

Those are all of the questions I have. On behalf of the Taxpayer Advocate and ORC Macro, I would like to thank you for your time.

## Attachment B: Prenotification Letter

«Name»  
«Address»  
«City», «State» «Zip»

Dear «Name»:

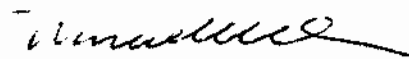
I am sending you this letter to ask for your help in improving the IRS's Taxpayer Advocate Service. We have hired ORC Macro, an independent company, to call taxpayers or their representatives who have recently used the Taxpayer Advocate Service. In about a week, you will be called by an ORC Macro interviewer and you will be asked to evaluate your experience using the Taxpayer Advocate Service. The survey should take about 5 minutes.

ORC Macro will hold your identity confidential. ORC Macro will provide your answers to the IRS without your name or other identifying information. Your participation in this survey is critical so that we can improve our customer service for people who seek help in solving their tax-related problems. Your cooperation in answering these questions will help to ensure that taxpayers like you receive fair, courteous, and timely treatment.

I am committed to improving IRS' service to every taxpayer. Please help me in this effort by providing ORC Macro with your candid feedback.

*If you do not want to be contacted or if you have any questions about this study, please call ORC Macro at the following **toll-free phone number**: 1-800-216-8108.*

Sincerely,



Nina E. Olson  
National Taxpayer Advocate



## TAXPAYER ADVOCATE SERVICE

Attachment C

## CUSTOMER SATISFACTION SURVEY PLAN - FISCAL YEAR 2007

BY OFFICE	2006		Proj 2007		Expected Error Marg	2007 Esc Impact
	Closure Count	Closure Count	Target Samp	Expected Samp		
AUGUSTA	353	402	145	145	5%	5%
PORTSMOUTH	400	456	152	152	5%	5%
BURLINGTON	459	523	160	160	5%	5%
BOSTON	2000	2280	219	219	5%	5%
PROVIDENCE	401	467	152	152	5%	5%
HARTFORD	1337	1524	208	208	5%	5%
ATLANTA CAMPUS	6760	7706	237	237	5%	5%
ANDOVER CAMPUS	4849	5528	234	234	5%	5%
KANSAS CITY CAMPUS	4412	5030	233	233	5%	5%
BROOKLYN	1837	2094	217	217	5%	5%
MANHATTAN	610	695	175	175	5%	5%
ALBANY	481	549	163	163	5%	5%
BUFFALO	3643	4153	230	230	5%	5%
CINCINNATI CAMPUS	4420	5039	233	233	5%	5%
AUSTIN CAMPUS	6106	6961	236	236	5%	5%
BROOKHAVEN CAMPUS	8290	9451	239	239	5%	5%
SPRINGFIELD NJ	2411	2749	223	223	5%	5%
PHILADELPHIA	1426	1626	210	210	5%	5%
PITTSBURGH	1409	1606	209	209	5%	5%
PHILADELPHIA CAMPUS	9723	11084	240	240	5%	5%
OGDEN CAMPUS	9275	10574	240	240	5%	5%
CINCINNATI	1547	1764	212	212	5%	5%
LAGUNA NIGUEL	2896	3301	227	227	5%	5%
CLEVELAND	3092	3525	228	228	5%	5%
INDIANAPOLIS	3987	4545	232	232	5%	5%
CHICAGO	1571	1791	213	213	5%	5%
SPRINGFIELD IL	1196	1363	204	204	5%	5%
DETROIT	3279	3738	229	229	5%	5%
MILWAUKEE	1822	2077	217	217	5%	5%
ST PAUL	1069	1219	200	200	5%	5%
DES MOINES	847	966	191	191	5%	5%
ST LOUIS	5322	6067	235	235	5%	5%
FARGO	520	593	167	167	5%	5%
ABERDEEN	501	571	165	165	5%	5%
OMAHA	662	765	179	179	5%	5%
WICHITA	323	368	140	140	5%	5%
MEMPHIS CAMPUS	5941	6773	236	236	5%	5%
WILMINGTON	556	634	170	170	5%	5%
BALTIMORE	3309	3772	229	229	5%	5%
DISTRICT OF COLUMBIA (new)	750	855	185	185	5%	5%
RICHMOND	2721	3102	225	225	5%	5%
PARKERSBURG	711	811	183	183	5%	5%
GREENSBORO	1991	2270	219	219	5%	5%
COLUMBIA	1265	1442	206	206	5%	5%
ATLANTA	4260	4866	232	232	5%	5%
JACKSONVILLE	5775	6584	236	236	5%	5%
LOUISVILLE	915	1043	194	194	5%	5%
NASHVILLE	4469	5095	233	233	5%	5%
BIRMINGHAM	1399	1595	209	209	5%	5%
JACKSON	1593	1816	213	213	5%	5%
FT LAUDERDALE	4224	4815	232	232	5%	5%
INTERNATIONAL	1055	1203	199	199	5%	5%
LITTLE ROCK	940	1072	195	195	5%	5%
NEW ORLEANS	1125	1283	202	202	5%	5%
OKLAHOMA CITY	1260	1436	206	206	5%	5%
AUSTIN	2574	2934	224	224	5%	5%
DALLAS	7384	8418	238	238	5%	5%
HOUSTON	5585	6367	235	235	5%	5%
HELENA	399	455	152	152	5%	5%
BOISE	332	378	141	141	5%	5%
CHEYENNE	371	423	148	148	5%	5%
DENVER	2215	2525	221	221	5%	5%
ALBUQUERQUE	480	547	163	163	5%	5%
PHOENIX	1661	1894	214	214	5%	5%
SALT LAKE CITY	674	768	180	180	5%	5%
LAS VEGAS	988	1126	197	197	5%	5%
FRESNO CAMPUS	9730	11092	240	240	5%	5%
SEATTLE	5062	5771	234	234	5%	5%
ANCHORAGE	763	870	186	186	5%	5%
PORTLAND	2621	3216	226	226	5%	5%
OAKLAND	3653	4164	230	230	5%	5%
LOS ANGELES	2862	3263	226	226	5%	5%
HONOLULU	541	617	169	169	5%	5%
<b>totals</b>	<b>191590</b>	<b>218413</b>	<b>15022</b>	<b>15022</b>		

Satisfaction Survey