

Appendix B

Office of Management and Budget (1545-1432)
Summary of Projects Submitted for Approval and Results of Data Collections
(November 2009 - October 2012)

Control # and Name: CS-09-195 **Re:** Customer Base Survey

Participants: 2,503 (8,909 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 3/10 **Burden Hours:** 1,155

Cost: \$345,311 **Response Rate:** 28%

Purpose: The research is designed to help SB/SE understand who their taxpayers are, recognize how customers are contacting the IRS, develop new strategies for improving the taxpayers' effectiveness and ease of dealing with the IRS and, ultimately, their satisfaction, and develop new strategies to address the Tax Gap in support of SB/SE's current goals. Specifically, the research documents taxpayer behavior patterns in their pre-filing, filing, and post-filing experiences and links key improvement opportunities to these patterns; shows differences among customer groups; and provides taxpayer feedback on the IRS Web site, e-filing, and other services

Findings: 66% of SB/SE taxpayers are satisfied with their 2008 tax experience. Satisfaction ratings are generally the same this year as last year. In general, different taxpayer groups (e.g., new filers those who file different forms, use a practitioner, or self-file) do not give significantly different satisfaction ratings. Taxpayers who file Form 1040 with Schedule F gave significantly lower satisfaction ratings in 2009 compared to 2008. When asked how to improve service in each arena, taxpayers consistently mention making forms and instructions easier to understand and providing better explanations of the changes from previous years among the top three. Preparing/Filing Your Tax Return and Keeping Your Tax Records are the top two improvement priority arenas. Half of taxpayers (50%) e-filed their 2008 income taxes, according to the IRS, a significant increase from last year. 20% of taxpayers received a notice from the IRS in 2008 or 2009 and 67% of the notices stated that the taxpayer owed money. 73% of taxpayers were surprised to receive a notice.

Actions taken or lessons learned: Overall directions from the Customer Base and Tax Professional surveys: Improve pre-filing preemptive service, Improve post-filing service, and Improve compliance processes.

Control # and Name: CS-09-196 **Re:** Media/Pub External Customer

Participants: 3,730 (22,287 Requests)

Data Collection Began: 2/10 **Data Collection Ended:** 6/10 **Burden Hours:** 1,109

Cost: \$163,278 **Response Rate:** 17%

Purpose: To measure external customer satisfaction with publications, forms, and other documents it produces with respect to content, usefulness, format, graphics, delivery mode (electronic, paper, CD-ROM, etc.), availability and delivery.

Findings: Overall satisfaction rate for all groups was 69%.

Actions taken or lessons learned: M&P plans to use the results to improve our products and services. This data will be used to select products to test in focus groups. In addition, the Taxpayer Advocacy Panel Committee will be given publications with low satisfaction scores to review and provide comments for improvement.

Control # and Name: CS-09-197 **Re:** eStrategy

Participants: 3,002 (5,158 Requests)

Data Collection Began: 9/10 **Data Collection Ended:** 10/10 **Burden Hours:** 786

Cost: \$191,984 **Response Rate:** 58%

Purpose: Research is an integral part of the IRS e-file marketing cycle and monitoring of e-product development. It will also be used in development of a new e-Strategy for IRS, an effort led by the Electronic Tax Administration. A key objective of this initiative is to determine if the current electronic applications and/or services that are available to the IRS' different constituent groups are sufficient and/or

what other needs or requests they may have. The two constituent groups who under study in this research were: (1) Taxpayers filing a Form 1040 Return; and (2) Taxpayers filing a Form 1040C, 1040E, or 1040F Return. The specific objectives of the research were to determine each constituent group's needs, interest in, and expected level of usage of proposed new IRS electronic applications and services in order to determine the potential level of demand for the proposed new IRS e-applications and services.

Findings: First, regarding the sufficiency of current electronic tax applications and services: while only just over one-third of these Constituent segments say that they have ever contacted/interacted with the IRS (higher among Self/VITA Prepared), results show that at least one-half or more HAVE been to IRS.gov and 9 in 10 of these say they found what they were looking for at the IRS website. They apparently do not think of visits to IRS.gov as either "contact/ interaction" or "Internet contact" (and asked directly about "Internet contact with IRS", about 6 in 10 had concerns – mainly "security"). So, even though they do not think of online interaction with IRS as "Internet contact", about half ARE already interacting with IRS on that basis and most say they are satisfied with what the IRS is providing. Nonetheless, about 60% of each Constituent group identified questions or issues they have had in the past for which they wished they could have "easily contacted IRS" – the top ones being: How To Get A Specific Tax Form, Questions About A Notice/Letter From The IRS, Special Topics (credits/deductions, MT, pensions, home sale, etc.), Refund Status, Effects Of New Legislation, Questions About Unresolved Tax Issues, Tax Law. Finally for sufficiency of current e-Apps/Services, it was clear that Schedule F Filers stood apart from the other segments in being less tech-oriented and lower in past Internet contact with IRS. Next, of the five e-Application/Service concepts tested here, two emerged as having higher likelihood of use than the others. These were: IRS Account Information & Update Service, Electronic Notices Service. Those two concepts were followed in likelihood of use by...Payment History, Arrangements & Balance Due Service, IRS Appointment Scheduling Service, With one concept having notably lower interest than the others...Tax Return History Service. This rank order of the five concepts held across all four Constituent groups, though here too, Schedule F Filers stood out with notably lower interest in all concepts than each of the other three groups. Diagnostic evaluation of the five new e-Apps/Services showed that... Among those with any interest in usage, the top perceived benefits were Convenience, Time Saving, and Gives Me More Control of My Tax Situation. The main reasons for likely non-use varied by concept, with Lack of Need the main mention for IRS Account Info & Update Service, Payment History, Arrangements & Balance Due Service, and IRS Appointment Scheduling Service; while Prefer To Have It Mailed To Me was the top reason for Electronic Notices Service; and Need Copies/Paper Trail was the main reason for Tax Return History Service. Across all concepts, the average number of expected annual usages per person was about 1.5 to 3 times per year.

Actions taken or lessons learned: Further research may be done – surveys and/or focus groups Survey results socialized with responsible parties and recommendations considered for application changes. More usability testing needed to address customer's "Drivers to Satisfaction" prior to deployment

Control # and Name: CS-09-198

Re: C&L Tax Forum Survey

Participants: 2,192 (4,779 Requests)

Data Collection Began: 7/10 **Data Collection Ended:** 10/19 **Burden Hours:** 365

Cost: \$ 38,053 **Response Rate:** 54%

Purpose: The purpose of the Tax Forum Survey was multi-faceted: To gauge overall customer satisfaction with the program; determine what our customers' value; assess the need for change in program administration; identify areas needing improvement to strengthen the program; and to ensure customer input is included in strategic program planning.

Findings: For the Tax Forum this research was conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer, employee, and stakeholder satisfaction with the service provided. The objectives of this study were to: identify what Nationwide Tax Forum staff and managers can do to improve customer service, gauge customers' preferences for various aspects of the program, and track customer satisfaction with the program over time. The survey audience included participants of the IRS-sponsored Nationwide Tax Forums held in six locations: Atlanta, Chicago, Las Vegas, New York, Orlando, and San Diego. It represents the opinions of the 2,192 survey respondents who completed the Nationwide Tax Forum online survey between July and October 2010. Though slightly lower this year

compared to the prior year, customers overall continue to give high satisfaction ratings to the Nationwide Tax Forum program. This year 95% of customers were satisfied (giving a rating of 4 or 5 on a 5-point scale with the information, products, and services they received. Only 3% were dissatisfied (giving a rating of 1 or 2). The average overall satisfaction rating was 4.52. The overall satisfaction rating of 4.52 for the period (July through October 2010) is significantly lower than the 4.59 rating for the previous period (July through October 2009). Almost all of the individual rating items show a statistically significant difference (increase) from the previous period. Nationwide Tax Forum customers remain most satisfied with Ease of Using Registration Process (4.81) and Professionalism of Forum Representatives (4.66), though lower than last year's results of 4.84 and 4.70 respectively. Opportunity to Network with Peers continues to receive the third lowest satisfaction rating of 4.01 compared to last year's rating of 4.03. Questions receiving the first and second lowest ratings were Ease of Access to Presenters and Depth of Seminar Content with ratings of 3.97 and 4.00 respectively.

Actions taken or lessons learned: The results of the survey bear evidence that customers' perceptions of the Nationwide Tax Forum are somewhat lower. Past survey data indicated that participants desired more robust courses and lengthier courses. We strived to continue to improve the overall technical content of the Tax Forum, providing some longer workshops that were more interactive and hands on that provided line-by-line instruction. We will continue to offer more technical subject matter as well as explore other methods of delivery. We were successful in launching a web based Tax Forum Online consisting of presentations taped at the face-to-face sessions. These sessions are available for CPE credit and traffic thus far has been significant.

Control # and Name: CS-09-199

Re: Stay Exempt Web Based

Participants: 7,216 (8,810 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/11 **Burden Hours:** 601

Cost: \$ 24,000 **Response Rate:** 82%

Purpose: The office of Customer Education and Outreach within the Exempt Organizations (EO) division of TEGE developed and implemented a web-based learning tool to teach tax-exempt organization how to receive exemption and what to do to keep from losing that exemption. The purpose of developing the web-based training was to reach thousands of EO customers who were unable to attend EO's standard in-person tax-exempt organization training sessions. The training originally consisted of five interactive modules that users could complete individually. After each module, the user could elect to take a survey regarding the effectiveness of that particular training module. Now, the website includes an additional 19 "mini-courses" as well as a plethora of useful tax-exempt subjects, definitions and other resources.

Findings: Eighty percent of those who completed the survey at the end of the five modules and 19 Mini-courses rated the courses "effective" or "very effective" the two highest (of five choices) ratings. Other ratings included "ineffective," "very ineffective" and "neither effective nor ineffective." In addition, most users continued to say they would recommend the course to executives, managers and volunteers of other small non-profit organizations. Some users suggested other course subjects, which we hope to add during 2012.

Actions taken or lessons learned: In 2010 and again in 2011, the site underwent redesigns based in part on the feedback from these surveys. The new site functionality allowed users to easily navigate the site depending on what category their organizations fell into: *New Organizations* or *Existing Organizations*. There was also a new *In-Depth Topics* section added.

Control # and Name: CS-09-200

Re: Automated Collection System

Participants: 1,006 (2,600 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10 **Burden Hours:** 954

Cost: \$ 109,827 **Response Rate:** 41 %

Purpose or Objective: The survey was conducted as part of the IRS' agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided. The objectives of this study are: to identify what W&I ACS staff and managers can do to improve customer service and to track customer satisfaction with ACS progress over time.

Findings: Ninety three percent (94%) of ACS Customers are satisfied with the services they received, while only two percent (2%) are dissatisfied. The overall satisfaction rating of 4.67 for the current period is not significantly different from the 4.68 rating for the previous period (July-September 2010); compared to a year ago, none of the rating items show a significant difference.

Actions taken or lessons learned: To increase customer satisfaction with ACS, we should commend representatives for maintaining their helpful and friendly attitudes towards customers; attempt to review and possibly rewrite the standard language used in notices, bills, and letters so that it is easier to understand and less intimidating for customers; find ways to reduce hold times and make it faster for customers to reach a representative; ensure representatives are able to assist customers in a timely manner and have all of the necessary tools available to them; make sure that those customers that need follow-up at a later date are given enough time to do so.

Control # and Name: CS-09-201

Re: Practitioner Priority Service

Participants: 652 (1641 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10

Burden Hours: 463

Cost: \$96,055

Response Rate: 40%

Purpose or Objective: The survey was conducted as part of the IRS' agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided. The objectives of this study are: to identify what PPS staff and managers can do to improve customer service and to track customer satisfaction with PPS's progress over time.

Findings: In the current period (October – December 2010), 90% of PPS customers are satisfied with the service they received (giving a rating of somewhat satisfied or completely satisfied), while only 2% are dissatisfied (giving a rating of completely dissatisfied or somewhat dissatisfied). The average overall satisfaction rating for PPS is 4.51. Compared to last period (July – September 2010) and to a year ago (October – December 2009), overall satisfaction with PPS service has remained stable.

Actions taken or lessons learned: PPS need to ensure that before representatives end the call, they ask customers if their issues have been completely resolved. Additionally, PPS need to provide representatives with more authority to make decisions regarding customer cases. If an issue is too complicated or beyond the representative's capacity, PPS need to ensure another resource is being offered.

Control # and Name: CS-09-202

Re: Toll Free Survey

Participants: 11,216 (30,868 Requests)

Data Collection Began: **Data Collection Ended:**

Burden Hours:

Cost: \$0

Response Rate: 36%

Purpose: The key goals of the Toll-free Customer Satisfaction Survey are to investigate what specific actions IRS can take to improve customer satisfaction with the current Toll-free W&I service and to gauge the effectiveness of changes to the Toll-free W&I service. W&I uses the survey to detect changes in customer satisfaction before and after specific changes are made to the Toll-free W&I services, such as adding new scripts and features to Toll-free W&I.

Findings: For the annual overall satisfaction results, 93% of Toll-Free customers are satisfied with the service they received this year, and only 2% are dissatisfied. The annual overall satisfaction rating is 4.58.

Actions taken or lessons learned: Top improvement priorities: Callers are most dissatisfied with the length of time to get through to the IRS because the wait time is longer than expected, and customers experience too many transfers.

Toll-Free customers remain discouraged with the automated phone system. They would like the options to be more specific and understandable. Customers who did not get the information they wanted feel the customer service representatives could not answer their questions and lacked knowledge regarding certain issues. When asked why they called more than once, customers stated that they needed more information or wanted to check the status of their case.

Control # and Name: CS-09-203

Re: TE/GE Toll Free Survey

Participants: 1,273 (2,355 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10

Burden Hours: 167

Cost: \$0 **Response Rate:** 54%

Purpose: The key goals of the TE/GE Toll-free Customer Satisfaction Survey are to: Survey and track customer satisfaction by site and overall, with the TE/GE Toll-free line, analyze respondent data and identify actions IRS can take to improve customer satisfaction with the TE/GE toll-free service; and Gauge the effectiveness of changes to such service. The TE/GE Toll-free Customer Satisfaction Survey results will also be used to track changes in customer satisfaction attributable to specific changes made to this service, such as adding or changing scripts and/or features of the system.

Findings: Customers continue to give high overall satisfaction ratings to TE/GE Toll-Free service. In the current period (July through September 2010), most customers (95%) are satisfied with the service they received from TE/GE Toll-Free (giving a rating of somewhat satisfied or very satisfied), while only 1% of customers are dissatisfied (giving a rating of very dissatisfied or somewhat dissatisfied). The average overall satisfaction rating is 4.68.

Actions taken or lessons learned: Improvements were focused on getting the information needed during the call because this was a leverage item.

Control # and Name: CS-09-204

Re: Spec Partner National/Local

Participants: 976 (2,495 Requests)

Data Collection Began: 3/10 **Data Collection Ended:** 4/10 **Burden Hours:** 407

Cost: \$ 177,081 **Response Rate:** 39 %

Purpose: The 2010 SPEC Partner Survey was conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided. The objectives of this study are—To identify what SPEC staff and managers can do to improve customer service to their Local Partners, and to track customer satisfaction with SPEC progress over time

Findings: Overall satisfaction with SPEC products and services is 85%, with 3% being dissatisfied. Based on the driver analysis, the three areas that most drive local partners' overall satisfaction were—SPEC's guidance, tools, and support for Quality Site Requirements—for Tax Prep partners only; the strongest overall driver of overall satisfaction, The relationship manager—for all partners, Marketing products and materials—for Asset Building and Education partners only. Results indicate that 91% of partners are likely to continue partnering with SPEC again next year, which is consistent with the results in 2009. Only 3% said they are unlikely to continue in 2010, identical to the results in 2008 and 2009.

Actions taken or lessons learned: Based on the driver analysis, the Partner study provides the following recommendations: Satisfaction with the SPEC Volunteer Site Coordinator's Handbook is high (86%), Recommend additional research, formal or informal, and to solicit this already well-received resource. Implementing the best of these suggestions would in turn increase overall satisfaction. Marketing Products and Materials, consider additional research on changes in these products that the users would value. This in turn would increase overall satisfaction. Improving the perception that relationship managers are responsive to partners' concerns, questions, and suggestions would have greatest impact on the overall satisfaction with the relationship manager. This in turn would increase overall satisfaction.

Control # and Name: CS-10-205

Re: Compliance Center Exam

Participants: 2,308 (10,814 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10 **Burden Hours:** 555

Cost: \$108,399 **Response Rate:** 21%

Purpose: This research is being conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided by the Compliance Center Exam (CCE) program. The objectives of this study are to: To Measure customer perceptions/expectations, Track customer satisfaction progress at a national level, Identify operational improvements for CCE.

Findings: For October – December 2010 closed cases, 49% of CCE customers are satisfied overall with how their audit was handled. More than one-third (37%) are dissatisfied. There are slightly less "very satisfied" (22%) customers as there are "very dissatisfied" customers (23%). In terms of individual aspects of the examination experience, customers are most satisfied with the following attributes: courtesy and professionalism of IRS employees, time you were given to respond to the IRS, clarity of notices in explaining what records you needed to send customers are least satisfied with the following:

amount of time you had to spend on this audit, length of the audit process, from start to finish, the length of time you had to wait to talk to an IRS representative by phone

Actions taken or lessons learned: To increase customers' overall satisfaction with the W&I CCE program, focus improvement efforts on the following: amount of time you had to spend on this audit, Explanation of why adjustments were made, Fairness of treatment by the IRS, Ease of understanding the examination report you received.

Control # and Name: CS-10-206

Re: Compliance Services Collection

Participants: 2,004 (7,330 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10 **Burden Hours:** 444

Cost: \$130,625 **Response Rate:** 27 %

Purpose: This research is being conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided. CSCO is responsible for resolving taxpayer accounts using correspondence in a method that reduces taxpayer burden and increases voluntary compliance. The objectives of this study are to identify ways to improve customer service and to track customer satisfaction with CSCO's progress over time.

Findings: In the current period, 71% of CSCO customers are satisfied with the service they received (giving a rating of very dissatisfied or somewhat dissatisfied). The average overall satisfaction rating is 3.89. The average overall satisfaction rating of 3.89 for the current period (October – December 2010) is not significantly different from the 3.88 rating for the period 3.88 (July – Sept, 2010) or a year ago 3.84 (Oct – Dec 2009).

Actions taken or lessons learned: To increase customers' overall satisfaction with CSCO, focus improvement efforts on the following: Be sure the correspondence addresses all customer issues. Correspondence from Collection Operation addressing all of your issues is the top improvement priority for customers as a whole and for those who called the phone number listed on their letter (62%). Customers also commented that letters could be clearer. Find ways to streamline the resolution process. Length of time to resolve issue is the second highest improvement priority for customers as a whole and for customers who called the phone number on their letter. Provide full explanations of the actions that were taken to resolve a customer's issue. Explanation of actions Collection Operation took to resolve your issue is the third highest improvement priority for customers as a whole.

Control # and Name: CS-10-207

Re: EP Phone Survey

Participants: 443 (814 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 11/10 **Burden Hours:** 47

Cost: \$0 **Response Rate:** 54 %

Purpose: The purpose of this study was to obtain feedback from individuals who participated in 2010 EP phone forums. Participants were asked to give their opinions on a range of issues including, but not limited to, the ease of registering and participating in the phone forums, the clarity of the speakers, and suggestions for future forum topics.

Findings: Across surveys, respondents consisted mostly of tax practitioners. Respondents indicated that they participated in the phone forums because the topic was of interest to them. Additionally, numerous respondents indicated that they needed CPE credit. While the most common means of finding out about the phone forums was through IRS.gov, numerous other mediums were identified. Overall, evaluations by respondents on all surveys were positive. They considered the topics to be interesting and informative, and found the speakers to be clear.

Actions taken or lessons learned: In addition to providing valuable information that has assisted IRS Employee Plans (EP) identifies their population, this survey allowed EP to obtain suggestions for future phone forums. With this information, EP can identify areas of particular interest to their retirement plans community. It should be noted, however, that while the response rate is high for a voluntary online survey, the substantial number of non-responders makes generalizations to the entire populations difficult. Additional research will be needed to make conclusions about the entire phone forum population

Control # and Name: CS-10-208

Re: Innocent Spouse

Participants: 1,779 (6,329 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10 **Burden Hours:** 389

Cost: \$ 98,243 **Response Rate:** 28%

Purpose: The survey was conducted as part of the IRS' agency-wide initiative to monitor and improve taxpayer satisfaction with the Innocent Spouse program. The objectives of this study are: to identify what Innocent Spouse staff and managers can do to improve customer service; and to track customer satisfaction with Innocent Spouse's progress over time, to identify operational improvements

Findings: In the current period (October – December 2010), 47% of customers are satisfied with the service they received from Innocent Spouse (giving an overall rating of somewhat satisfied or very satisfied), while 42% are dissatisfied (giving a rating of very dissatisfied or somewhat dissatisfied). The overall satisfaction rating of 3.06 for the current period (October – December 2010) compared to last period (July – September 2010), overall satisfaction with Innocent Spouse service has decreased due to changes in respondent characteristics.

Actions taken or lessons learned: To increase customers' overall satisfaction with the W&I Innocent Spouse Program, focus improvement efforts on the following: Make sure customers understand the claim process so they know why it might take some time to resolve an issue. Try to help customers who have questions about their claim and the process so they do not have to spend too much time resolving themselves. Be sure to explain the outcome of a claim in a thorough and straightforward way.

Control # and Name: CS-10-209

Re: Adjustment Survey

Participants: 3,470 (14,231 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10

Burden Hours: 563

Cost: \$135,000 **Response Rate:** 54%

Purpose: The objective of the survey is to gauge customer expectations and perceptions about the Accounts Management process. This Adjustments customer satisfaction survey project has two primary goals: 1) Track customer satisfaction at the ten W&I Adjustment sites; and, 2) Identify operational improvements.

Findings: For the annual results, 64% of Adjustments customers are satisfied with the way their issue was handled, and 22% are dissatisfied. The annual average overall satisfaction rating is 3.69.

Actions taken or lessons learned: The following recommendations apply to all customers because the leverage analysis combines Adjustments BMF and Adjustments IMF customers: Make it easy for customers to retrieve information about their issue. Ease of getting more information about your issue is the top improvement priority for all Adjustments customers and for non-correspondence customers. It is the second-highest priority for correspondence customers. Ensure customers are kept aware of the status of their case. Keeping you informed of status of your case is the second-highest improvement priority for all customers and for non-correspondence customers (pages 12 and 14). Look into possible ways of streamlining the resolution process. Length of time to resolve your issue is the third-highest improvement priority for all customers and the top priority for correspondence customers. Improve the clarity of correspondence. Ease of understanding responses from the IRS is the third-highest improvement priority for correspondence customers

Control # and Name: CS-10-210

Re: Automated Underreporter Survey

Participants: 1598 (6,301 Requests)

Data Collection Began: 1/10 **Data Collection Ended:** 12/10

Burden Hours: 346

Cost: \$112,187 **Response Rate:** 25%

Purpose or Objective: The survey was conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided for the Automated Underreporter program. The objectives of this study are: to identify customer expectations of Automated Underreporter, to track customer satisfaction at the three W&I Automated Underreporter sites and nationwide, and to identify operational improvements.

Findings: For the current period (October – December 2010), 67% of all AUR customers are satisfied with the service they received from AUR W&I (giving an overall rating of somewhat satisfied or very satisfied); while 15% are dissatisfied (giving a rating of very dissatisfied or somewhat dissatisfied). The average overall satisfaction rating is 3.79%. Compared to last period (July – September 2010) and to a

year ago (October – December 2009), the overall satisfaction with AUR W&I service has remained stable.

Actions taken or lessons learned: To increase customers' overall satisfaction with the W&I AUR program, focus improvement efforts on the following: Attempt to review and possibly rewrite the explanatory language used in documents sent to customers so that it is easier to understand. Ease of understanding documents explaining action taken is the top improvement priority for AUR customers as a whole. Try to notify customers of their discrepancy as soon as possible. Length of time to hear from IRS that you had a discrepancy is the second highest improvement priority for AUR customers as a whole and the top priority for AUR customers who called the Toll-Free line. Find ways to reduce the time it takes to reach an employee by phone. Length of time to get through to IRS employee is the third highest improvement priority for AUR customers who called the Toll-Free line.

Control # and Name: CS-10-211

Re: GLD Survey

Participants: 149 (244 Requests)

Data Collection Began: 5/10 **Data Collection Ended:** 6/10

Burden Hours: 25

Cost: \$ 0 **Response Rate:** 57%

Purpose: The SB/SE Office of Government Liaison and Disclosure (GLD) conducts an annual customer satisfaction evaluation. GLD customers include state tax agencies, state workforce agencies, city tax agencies, and federal agencies, such as the Department of Housing and Urban Development. The evaluation asks opinions on GLD programs and services, including the Data Exchange Program extracts, State Reverse File Match Initiative (SRFMI), Questionable Employment Tax Practices (QETP), State Audit Reports, and Disclosure of Information to Federal State and Local Agency (DIFSLA). The results are anecdotal, offering GLD reliable indications of where to explore to effect the most improvement in their operation.

Findings: Key findings from the GLD 2008 evaluations for Primary Agency Liaisons and for Users of IRS GLD Services and Products include:¹ Approximately 91% of the Primary Agency Liaisons and 86% of the Users were satisfied with services and products. Primary Agency Liaisons reported the average rating for satisfaction with their working relationship was 4.52. State users are not very technical, GL's response time to state inquiries, data security requirements. For Users' Opinions on Services/Programs: Disclosure – Users' average ratings on most aspects of disclosure support were right below 4.0. Safeguards/Security – Ability to Carry Out Security Responsibilities was 4.17, while Assistance on Incidence-Response Issues was 3.88. Compliance Services – Timeliness and Format received the lowest average rating on five aspects of compliance support (3.93) Clarity of information received an average rating of 4.11. Data Exchange Program – This program received the lowest average ratings, with four of the six aspects rated below 4.0. Secure Data Transfer (SDT) – The average rating on the Handbook was 3.67, and on the SDT help desk the average rating was 3.87.

Actions taken or lessons learned: Satisfactory Relationship between GLD and Its Customers: Our findings indicate that there is an overall satisfactory relationship between the IRS GLD and its customers. The customers do value the services and products provided by GLD. Primary Agency Liaisons appear to be very satisfied with the services and products that GLD provides. Overall, other users are also satisfied with the majority of services and products. Two frequent obstacles to implementation of GLD programs may be the difficulty to understand Publication 1075 and response time. Potential Opportunities for Improving Services: There were some indications of potential opportunities for improvement in services. There is opportunity for GLD to increase user satisfaction with compliance services and products. Other programs and services with specific aspects that may be causing problems are IRS explanations for denials or delays of requests; IRS incident response; Secure Data Transfer (SDT) procedures and help desk support; and the Data Exchange Program. In addition, based on Research experience with the positive impact of customer evaluations, GLD should continue to conduct this customer satisfaction evaluation periodically in the future, tailoring the questions to address current concerns. GLD may also find that publicizing the results of the evaluations in corporate messages to their customers and to potential new customers may help in building their partnerships.

Control # and Name: CS-10-212

Re: Extension TAC Service Hours

Participants: 6,571 (50,106 Requests)

Data Collection Began: 2/10 **Data Collection Ended:** 4/10

Burden Hours: 692

Cost: \$ 3,203 **Response Rate:** 13%

Purpose: To evaluate the success of the expanded hours of operations at select TACs so that FA could determine whether to expanded their service hours at other TAC sites.

Findings: According to the Expanded Service Hours Survey, 39% of respondents reported knowing the TAC they visited was offering service outside of normal business hours during the filing season. Nearly two-thirds (63%) of survey respondents had *not* visited a TAC in the past 18 months – they were considered “new” customers. In addition, 70% of Saturday respondents were “new” customers as well. Consistent with the “Your Opinion Counts” TAC customer survey, 93% of respondents reported that the IRS provided the assistance they needed to resolve their main issue. In addition, 87% reported they were satisfied to very satisfied with the service they received. Regardless of the day and time respondents arrived at TACs, overall customer satisfaction was not significantly different. However, respondents who visited during expanded weekday hours or on Saturdays reported a significantly higher level of satisfaction on promptness of service. Volume at about one-half of all TACs was lower in 2010 than in 2009. There was no substantial decrease in efficiency, or increase in wait or service times at test sites due to factors related to the test such as employee engagement. Saturday hours sites had an increase in service time as FA often used Saturday hours for scheduling tasks anticipated to require more service time (e.g., return preparation). WIRA recommends that FA: Analyze and evaluate the costs of providing expanded service hours at TACs based on value-added assessments by both taxpayers and FA. Explore and evaluate optimal advertising methods for expanded service hours. Conduct controlled tests of different marketing messages and methods to determine the best ways for FA to target the desired market (taxpayers) with appropriate service task offerings. Consider the potential impact on employees (i.e., physical and emotional well being, burnout, etc.) if FA decides to continue or expand service hours at other TACs. FA should explore staffing options, such as, hiring more seasonal or part-time employees to lessen possible negative impacts on employees, which could affect service during expanded hours and May optimize business efficiencies if they offered both expanded weekday and Saturday services at future TAC sites if they continue the initiative or expands service hours to other TACs during filing season. Management should consider factors such as location of TACs when making decisions regarding future selection of expanded hour sites.

Actions taken or lessons learned: Field Assistance has shared the report with its leadership and plans to review results and recommendations to determine the

Control # and Name: CS-10-213

Re: Simplicity Lab Communications

Participants: 2,960 (3,289 Requests)

Data Collection Began: 3/10 **Data Collection Ended:** 8/10 **Burden Hours:** 800

Cost: \$38,370 **Response Rate:** 90%

Purpose: The primary objective of this web-based research is to understand respondent perception, behavior, and comprehension of existing IRS notices and proposed redesigns. The research data and findings will be used to validate the utility and appeal of IRS communications, provide guidance for additional improvements, and create a benchmark for future comparison. The research focused on the following documents: CP 8, CP 501, CP 59, CP 11, CP 14 and Field Notice for Examination.

Findings: The revised CP8 tested about the same as the original version. There was slightly less confusion with the revised CP 8. The majority of people correctly identified why they received the document. There was a significant improvement in the comprehension around what people needed to do next year to receive the notice.

The revised CP501-The majority of people correctly identified why they received the document.

Significant improvement in the after document about the exact amount owed to the IRS. After document greatly improved respondents’ ability to comprehend they should pay as much as they can. The revised CP59-Respondents clearly understood why they received the notice and what was needed if they had to file a return. Respondents preferred the before version because it provide a clearer explanation of what was needed. The revised CP 11-There was less confusion with the revised version. People were able to correctly why they received both documents. Comprehension of the interest amount was higher in the after document. The revised CP 14-There was less confusion with the revised version. Both before and

after documents clearly communicated the total amount owed to the IRS. The after version respondents better understood why they would be incurring penalties. The revised Field notice- The after notice caused the least confusion. Respondents clearly understood what the follow-up actions were. Clearly communicated the consequences of non-response

Actions taken or lessons learned: CP8-Better explain to taxpayers how and why they should fill out the worksheet. Remove if you qualify headings. Streamline the next steps section. CP501-Respondents overwhelmingly preferred the after version, no further action is needed. CP 59-Relocation the action taxpayers need to take. Streamline the “Next steps” section. Summarize payment options. CP11- Respondents overwhelmingly preferred the after version, no further action is needed. CP14-Respondents overwhelmingly preferred the after version, no further action is needed. . Field Notice-Respondents overwhelmingly preferred the after notice format over the letter. Provide a clearer explanation for what was needed during an audit

Control # and Name: CS-10-214

Re: Compliance Center Exam

Participants: 1,268 (6,305 Requests)

Data Collection Began: 1/10

Data Collection Ended: 12/10

Burden Hours: 605

Cost: \$95,488

Response Rate: 20%

Purpose: This research is being conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided by the Compliance Center Exam (CCE) Toll-Free program. The objectives of this study are to: To Measure customer perceptions/expectations, Track customer satisfaction progress at a national level, and Identify operational improvements for CCE-Toll-Free.

Findings: For the current period (October – December 2010), 85% of customers are satisfied with the service they received from CC Exam Toll-Free (giving an overall rating of somewhat satisfied or very satisfied), while 9% are dissatisfied (giving a rating of very dissatisfied or somewhat dissatisfied). The average overall satisfaction rating is 4.36.

Actions taken or lessons learned: To increase customers’ overall satisfaction with the W&I CCE Toll-Free program, focus improvement efforts on the following: Commend representatives for their willingness to help customers, Focus on ways to shorten the amount of time it takes to reach a representative, Look into ways to word correspondence so that customers can easily understand them, and Give customers adequate time to follow-up on their case.

Control # and Name: CS-10-215

Re: Oversight Board Attitude

Participants: 1,634 (23,576 Requests)

Data Collection Began: 8/10

Data Collection Ended: 8/10

Burden Hours: 605

Cost: \$ 24,000

Response Rate: 7%

Purpose: The IRS Oversight Board conducted a survey to better understand what influences taxpayers’ tax compliance, their opinions of IRS and their customer services preferences.

Findings: The majority of people responding disapprove of tax cheating. Paying taxes is seen as a civic duty, and accountability for cheaters is strongly favored. Integrity, more than the worry about being caught or peer pressure, top the reasons taxpayers say they pay their taxes honestly. Taxpayers feel that corporations and top earners should be the focus of IRS compliance efforts. Overall satisfaction with services is high, and there’s a rise in the use of paid professionals.

Actions Taken/Lessons Learned: The results from the study will be considered by the IRS Oversight Board as it provides recommendations on how the IRS can best serve taxpayers. The feedback received will not institute new policy, yet will enable the Oversight Board to help IRS effectively meet taxpayer needs

Control # and Name: CS-10-216

Re: AUR Online Tools Survey

Participants: 315 (630 Requests)

Data Collection Began: 8/10

Data Collection Ended: 9/10

Burden Hours: 32

Cost: \$6,888

Response Rate: 50%

Purpose Statement: The objective of the survey was to gain feedback on interactions with AUR telephone representatives to allow the IRS to evaluate and improve its telephone services.

Findings: IRS agents using their tools (including the new tool being tested), skills, and experience were able to listen to and understand the situation (91% very satisfied), answer questions (97% somewhat satisfied or better), explain what actions were necessary to resolve an open case (90% very complete), resolve cases (84% partially resolved or better), and overall satisfy the respondent (95% satisfied or better). An area for improvement is in explaining the timeline for resolution of the case—only 77% of the respondents said that the agent did this.

Actions taken or lessons learned: Improvements were made to the tools provided to telephone representatives

Control # and Name: CS-10-218

Re: ACS Support Survey

Participants: 3,847 (7,694 Requests)

Data Collection Began: 4/10 **Data Collection Ended:** 12/10

Burden Hours: 227

Cost: \$96,298

Response Rate: 21%

Purpose: The survey was conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided. It assesses customer satisfaction with the ACS Correspondence Support process. The objectives are to identify customer expectations of ACS Support through this research, to track customer satisfaction at 2 ACS Support sites and nationwide, and to identify actionable improvement opportunities.

Findings: In the current period, (October – December 2011) 60% of all ACS Support customers are satisfied with the service they received (giving a rating of somewhat satisfied or very satisfied), while 19% of customers are dissatisfied (giving a rating of very dissatisfied or somewhat dissatisfied). The average overall satisfaction rating is 3.59. The overall satisfaction rating for this period (3.59) is also not significantly different from the rating last period (3.62) or a year ago (3.61).

Actions taken or lessons learned: We need to consider the following recommendations for the ACS Support Survey: Simplify the way customers resolve matters through correspondence. Ease of resolving matters through written correspondence is the top improvement priority for all customers as well as Fresno customers. Be sure to notify customers when their case is resolved. Notifying customers of case resolution is the second highest improvement priority for all customers, Fresno and Kansas City. Make sure that any actions promised to customers be followed through. Completion of actions promised by the IRS is the third top improvement priority for the Kansas City customers. Treat customers fairly by taking their individual situations into consideration. Consideration IRS gave to the records/additional paperwork sent and Fairness of treatment by IRS are high priorities for Kansas City customers.

Control # and Name: CS-10-219

Re: Conjoint Analysis Survey

Participants: CANCELLED

Data Collection Began: **Data Collection Ended:**

Burden Hours:

Cost: \$ **Response Rate:** %

Purpose: The purpose of conjoint analysis is to help LMSB determine what our customers' value and prefer in terms of the products, processes, and policies that we offer or that we might be able to offer. Framing this task not in the open marketplace but recognizing that LMSB is in the unique position of a government agency tasked with insuring voluntary tax compliance and enforcement of tax laws. The goal of the conjoint analysis is to assist LMSB in improving customer relationships by offering services and processes that meet customer needs while furthering LMSB's primary directives.

Findings: None – This survey was cancelled. Based on the results of the preceding conjoint analysis focus groups and some subsequent telephone conference calls with executive assistants, it was determined that identifying meaningful attributes to use in the full Conjoint Analysis survey would be very difficult. Additionally an unrelated program requiring taxpayers to report Uncertain Tax Positions (UTP) was rolled out that would have significant impact on any future survey in this area. The findings were shared with LB&I Commissioner and other executives. The LB&I Commissioner determined that the full Conjoint Analysis survey should be cancelled.

Control # and Name: CS-10-220

Re: Exit Survey

Participants: 1,313 (3,749 Requests)

Data Collection Began: 5/10 **Data Collection Ended:** 9/10

Burden Hours: 64

Cost: \$ 362 **Response Rate:** 35%

Purpose or Objective: The Purpose of Event was to provide taxpayers more opportunity to resolve tax problems by working directly with IRS employees. The goal is for every taxpayer to leave the IRS office with their tax issue resolved. During various Open House events targeted populations were identified. This information was not gathered or measured but the events were still open to all taxpayers seeking issue resolution.

Findings: Respondents indicated that IRS Personnel and social networks were the most common sources of awareness for the three Open House events included in the study. Throughout the study respondents reported that they visited the Open House events for three top reasons: 1) IRS Notice or Letter; 2) Return Preparation; and 3) Installment Agreement. While return preparation was consistently the second highest reported issue, its demand declined over the three events. The majority (82 percent) of respondents indicated that they attempted prior resolution of their main issue which is consistent with the other Open House events included in the study. Taxpayer reported issue resolution has steadily increased for the three Open House events – from 73 percent reported for the May 15 event to 80 percent for the September 25 event. Reported taxpayer satisfaction with services at the three Open House events was approximately 80 percent.

Actions taken or lessons learned: Open House provided an opportunity for multiple IRS business units to work collaboratively to provide one stop customer service. The flexibility and dedication shown by IRS employees in working cases provided a seamless taxpayer experience. By continuing to focus on improving issue resolution, the IRS can have a positive impact on taxpayers by resolving issues more efficiently. Additionally, taxpayers had a chance to get assistance from the IRS outside of normal business hours. Data gathered from Open House events expands the IRS's understanding of the characteristics, needs, and behaviors of taxpayers who attend these special events. Field Assistance can use this information to plan future events if the organization decides to hold Open House events in FY2011.

Control # and Name: CS-10-221

Re: International Individual Compliance

Participants: 1,325 (5,149 Requests)

Data Collection Began: 8/10

Data Collection Ended: 4/11

Burden Hours: 307

Cost: \$88,000

Response Rate: 26 %

Purpose: A primary goal is to use the customer feedback to identify and prioritize service improvements the IRS should make in the improvement of overall customer satisfaction.

Findings: For the annual results, 51% of LB&I International customers are satisfied with the service they received, while 33% of customers are dissatisfied. The annual average overall satisfaction rating is 3.22 on a 5 point scale. Depending on their needs and experiences, customers can evaluate LMSB International service differently, which can cause significant variations between customer subgroups. Customers remain most satisfied with Courtesy of Examiner (3.97) and least satisfied with Time You Spent on Examination (3.07).

Actions Taken/Lessons Learned: Reports were communicated to all Industry Directors and their staff. Specific improvement items noted in the reports were used to draft sample management performance commitments for all levels of management to include in their Management Official Performance Agreement. Talking points are provided executives when meeting/presenting to industry groups. Findings are used in the strategic assessment and in developing strategic and tactical initiatives.

Control # and Name: CS-10-222

Re: Industry/Coordinated Industry Survey

Participants: 1,309 (3,449 Requests)

Data Collection Began: 11/10

Data Collection Ended: 2/11

Burden Hours: 551

Cost: \$225,000

Response Rate: 38%

Purpose: A primary goal is to use the customer feedback to identify and prioritize service improvements the IRS should make in the improvement of overall customer satisfaction.

Findings: IC: Most IC customers (81%) are satisfied with their audit experience during the FY 10 period. Customers remain most satisfied with Your Treatment as a Taxpayer (88%) and least satisfied with Audit Completion (75%). CIC: Most CIC customers (81%) are satisfied with their audit experience

during FY 10 period. Customers are most satisfied with Taxpayer Treatment (86%) and least satisfied with International Examiner (64%).

Actions taken or lessons learned: Reports were communicated to all Industry Directors and their staff. Specific improvement items noted in the reports were used to draft sample management performance commitments for all levels of management to include in their Management Official Performance Agreement. Talking points are provided executives when meeting/presenting to industry groups. Findings are used in the strategic assessment and in developing strategic and tactical initiatives.

Control # and Name: CS-10-223

Re: Business Taxpayer Burden

Participants: 5,256 (19,187 Requests)

Data Collection Began: 7/10

Data Collection Ended: 4/11

Burden Hours: 2,250

Cost: \$855,283

Response Rate: 27%

Purpose: Collect taxpayer compliance burden data for all business, including medium and large sized businesses. Taxpayer burden is defined as the time and money spent by the taxpayer in complying with their federal tax filing requirements. The data collected are to be used by the Business Taxpayer Burden Model to estimate taxpayer burden for the population of business filers.

Findings: We gathered data on the taxpayer burden experienced by all business taxpayers for tax year 2009. This was the first update to the small business taxpayer burden data since tax year 2004 and the first burden data collection for medium and large sized business taxpayers. The new data will ultimately drive population estimates using the Business Taxpayer Burden Model. The survey results provide us with burden data for various taxpayer groups, including those who prepared their returns themselves and those who used a paid professional. The data are further broken out by those who used software and those who didn't, those who used IRS services and those who didn't, etc.

Actions Taken/Lessons Learned: It will take some time for us to incorporate the data into the burden model, and since the IRS never had direct access to the prior survey data, we can't compare the results to that earlier effort. However, we plan to continue working to incorporate the new data into the model, and will prepare new burden estimates based on the survey results this fall.

Control # and Name: CS-10-224

Re: CLD Market Segmentation

Participants: 388 (2,500 Requests)

Data Collection Began: 8/10

Data Collection Ended: 9/10

Burden Hours: 52

Cost: \$80,000

Response Rate: 15%

Purpose: The purpose of the project was to identify, connect with and collect data from emerging market segments within the small business community. Feedback from each identified market segment will enable the IRS to meet three specific objectives for the project: Objective #1: Determine the preferred methods that small business owners have for receiving business information. Objective #2: Identify the trusted and most common sources of information that small business owners rely upon for conducting business. Objective #3: Understand the attitudes and business practices of small business owners that influence compliance. Data collected will be used to develop and deliver new outreach approaches and messages to selected market segments in the small business community that are not being reached through traditional points of contact and mainstream messaging. In addition, insights into the tax-related behaviors of business owners contribute to communication efforts to increase the tax compliance of small business owners (SBO).

Findings: MITRE, working with SB/SE Research and CLD, developed questions to gather feedback regarding 3 areas: preferred methods of communication, trusted sources of information, and attitudes and business practices. Preferred Methods for Receiving Information-Many SBOs are seeking a concise information package that contains the necessary information for starting a business. SBOs indicated that email is their preferred method for receiving communication, though not the only method desired. Effort should be focused on directing the SBO to more of the self-help features on IRS.gov. SBOs are looking for an enhanced customer service experience when communicating with the IRS. The ability to contact a customer service representative via web chat and then print the web chat record would enhance information sharing with the SBO. Additionally, if a customer representative can be "assigned" to specific industries, he/she would be able to provide more accurate information and focused guidance about tax issues. Trusted Sources of Information-Results show that a local CPA, accountant, tax preparer,

or tax lawyer is heavily relied upon as a leading source of information pertaining to tax obligations and responsibilities. Almost all Small Business Owners (SBOs) use the internet to search for answers to specific issues, particularly IRS.gov. Attitudes and Business Practices-Small business owners identified a number of factors that influence their ability to be compliant, including economic issues such as a poor economy and variable cash flow issues. Other areas affecting non-compliance include a lack of tax knowledge, language barriers, and tax forms that are too difficult to understand and complete. Business traits that affect an SBO's ability to understand issues and tax requirements vary among business types. These traits include, but are not limited to: Industry-based concerns (credits, expense deductions, etc.), Size of business (number of employees and revenues) and Seasonal business concerns (e.g., estimated taxes, quarterly payments).

Actions taken or lessons learned: The results from the survey will be used to develop a marketing strategy and improve outreach for small business owners.

Control # and Name: CS-10-225

Re: Language Service Needs

Participants: 806 (2100 Requests)

Data Collection Began: 7/10 **Data Collection Ended:** 9/10

Burden Hours: 58

Cost: \$63

Response Rate: 38%

Purpose or Objective: The Language Services Needs Assessment 2010 Tax Forum Survey was designed to collect data (demographic, levels of awareness, usage, and satisfaction, proposed enhancement) on what IRS products and services tax professionals need when serving Limited English Proficient (LEP) taxpayers.

Findings: The significant findings resulting from this project can only be attributed to the respondents in our sample since it was based on a convenience sample. Based upon demographic characteristics, our respondents tended to classify themselves as a tax professional, e.g., an accountant/bookkeeper (28%), Enrolled Agent (23%), or a tax preparer (19%). In addition, when contacting the IRS, most of them preferred to speak (64%) or correspond (68%) in English. Generally, they served their clientele consisted of individual taxpayers. On the question of awareness, usage, and satisfaction of select IRS products and services, respondents (67%) were more aware of IRS.gov/espanol while least aware (44%) of "Opening the Door" brochures. Usage patterns amount respondents were similar to awareness: 43% used IRS.gov/espanol but only 32 % used the brochures. Of those (roughly one quarter) who commented on the "most valuable service the IRS could provide," many indicated they wanted more Spanish services and publications available.

Actions taken or lessons learned: MLI surveys of tax preparers are conducted every 1-2 years as part of their on-going mission to provide the LEP population with "meaningful access" to IRS products and services. So far, most IRS documents have been translated into Spanish with many documents translated into Chinese, Korean, Vietnamese, and Russian. In addition, the IRS has a Spanish website (IRS.gov/espanol) and the Multilingual Gateway website which provides LEP taxpayers a variety of tax-related information.

Control # and Name: CS-10-226

Re: e-help Desk Survey

Participants: 138 (2,831 Requests)

Data Collection Began: 7/10 **Data Collection Ended:** 9/10

Burden Hours: 75

Cost: \$0

Response Rate: 5%

Purpose: To evaluate the level of customer satisfaction with e-help Desk operations, determine customer needs, and identify work processes that need improvement.

Findings: Resetting the e-services password remains the most used service. 108 respondents knew about e-services prior to visiting the IRS Preparer Services Room with 51 attempting to register for e-services themselves. Respondents rated their satisfaction with the IRS Preparer Services Room at 4.84 with the highest score being 5. The products used most frequently were: e-file application-98; Transcript Delivery Service -34; Disclosure Authorization-26; TIN Matching-17; Electronic Account Registration-17.

Actions Taken/Lessons Learned: Many respondents requested that additional computers be available in the IRS Preparer Services Room. 2011 will most likely be the last year for the RIS to offer these services at the tax forums. While working one on one with tax practitioners, we are trying to assist them, and show them the online tools so they can help themselves. Overall, we noticed the practitioners who had

not yet registered for e-services are complying primarily because of the e-file mandate, are less computer savvy, and require more time and assistance. There was also a request to have more Spanish-speaking assistants available at the tax forums and on the e-help Desk line.

Control # and Name: CS-10-227

Re: Appeals Telephone Survey

Participants: 4,577 (15,782 Requests)

Data Collection Began: 11/10

Data Collection Ended: 1/11

Burden Hours: 595

Cost: \$270,500

Response Rate: 29%

Title of Study: Appeals Customer Satisfaction Survey (telephone based)

Purpose: To survey Appeals external customers regarding their expectations and to track customer satisfaction progress for operational improvements.

Findings: Overall customer satisfaction was 63%, showing a decrease from the previous year; with a 2% increase in "Neutral" off-setting the decline. Appeals "Overall Satisfaction" percentage, from the inception of the survey is 63%, thus the current survey shows that Appeals is maintaining its customer satisfaction scores over a period of time.

Actions taken or lessons learned: The decrease in satisfaction during FY 2010 can be attributed to a combination of increased workloads (inventory), progress of two waves of new hires and an increase in Collection-based inventory. Appeals customers surveyed recognized that Appeals is making strides to deal with a burgeoning inventory by hiring additional personnel.

Control # and Name: CS-10-228

Re: Indian Tribal Governments

Participants: 151 (675 Requests)

Data Collection Began: 10/10

Data Collection Ended: 12/10

Burden Hours: 100

Cost: \$1,040

Response Rate: 22%

Purpose: ITG conducted the 2011 Customer Satisfaction Survey to obtain feedback from our customers that will allow us to measure customer satisfaction with our products and services. This research is an important part of measuring our performance within the context of the aforesaid "Customer Satisfaction" balanced measure. The information collected from this survey is important for several reasons. One, it will enable ITG to identify program areas where we are meeting our customers' expectations as well as those areas where improvement is needed. The survey feedback will allow ITG to reallocate/assign resources within our annual Work Plan to produce and/or improve those products/services that are important to our customers. Two, it will allow us to contrast the level of customer satisfaction espoused by our customers with the results from similar surveys conducted in previous years. This annual assessment will create opportunities for us to identify areas where our initiatives are working or have failed, and will allow ITG to modify and/or design new programs and initiatives to better address our customers' needs.

Findings: ITG received 151 responses from the tribes during this period. This results in a response rate of 22%. From "The Survey Research Handbook," by Alreck and Settle, the researchers' state, "Mail surveys with response rates over 30 percent are rare. Response rates are often only about 5 or 10 percent."² Previous contact with the North American Indian Housing Council indicated they have 500-600 customers and mainly deal with the housing authority within federally recognized tribes. Our contact said they have conducted many surveys and they usually receive a response rate between 7-13%. Based upon our historical response rates, ITG is disappointed with a response rate of 22% (down from 31% in 2009), yet still striving to reach previous response levels such as the 35% received in 2004. One question and the responses submitted will allow ITG to focus on how we might improve the delivery of our products/services to our customers. For example the lowest figure calculated in the difference column in Table 3 was 66, which occurred with question (statement) 12. Question 12 reads, "Assistance given by the Office of ITG interferes with Tribal Sovereignty." This is one area where ITG might reexamine its products/services and the way they are delivered to see if any changes can be made that would improve the tribes' satisfaction with our performance in this area. Conversely, in Table 3 one can observe the widest difference was 132, which occurred with question (statement) 5. Question 5 reads, "Forms, Publications and other written materials are available on the IRS internet site". ITG scored relatively high

in this area. It would be a good idea to share this information within the ITG organization to let the employees know where ITG is performing relatively well.

Actions taken or lessons learned: ITG will consider and take actions during the remainder of the fiscal year, where appropriate, relevant to Customer Satisfaction. Post the results of the survey on the ITG web site. Share the results with all ITG employees. Reconsider the timing of the survey (moving it from summer to late fall) in relation to the low response rate received this year. Review areas where ITG scored relatively low, revisit the corresponding program/ services relevant to those areas, and develop actions to implement methods to improve performance. Review areas where ITG scored relatively high to see what program /services are working and if any best practices might be ascertained. Utilize the regional Consultation Listening meetings (four per year are scheduled in differing BIA regions) in areas where further study is needed to ascertain the reasons for responses/response rates. Continue to implement innovative alternative approaches for delivering products/services to tribes located in Alaska and Navajo Chapters. Review the processes for actions measured in “Compliance - Subsequent Interactions” to determine ways to keep the customers better informed. Develop and implement communication mechanisms to address the issue of horizontal equity, through ITG News and Consultation Listening meetings. Review the effectiveness of the survey effort to determine what changes should be made for next year’s survey.

Control # and Name: CS-10-229

Re: TAS Survey

Participants: 15,752 (51,752 requests)

Data Collection Began: 12/09

Data Collection Ended: 11/10

Burden Hours: 2,374

Cost: \$626,400

Response Rate: 37%

Purpose: To measure the satisfaction of taxpayers who received assistance from TAS in resolving their tax issues.

Findings: In FY 2010, 85% of all TAS customers surveyed reported being satisfied overall with the services they received. Questions that showed the highest correlation to overall satisfaction are: Did their best to solve your problem, Took responsibility for getting your problem solved, Showed their concern about helping you solve your problem; and resolved your problem in a reasonable timeframe

Action taken or lessons learned: TAS Initiatives-Office Consultation Visits. TAS continues to engage office employees in improving the customer experience through office improvement consultations. Offices visited prior to the third quarter FY 2010 have shown an average improvement of 2.5 percent in overall satisfaction. This compares with a .5 percent improvement for all other offices. Sixteen offices were visited during FY 2010, bringing the total to 30 office visits since March 2008. During FY 2010, 97 percent of employees responding to an exit survey reported overall satisfaction with the visit. Office selection is determined by the Executive Director, Case Advocacy (EDCA) in consultation with Area Directors. Selection is generally based on customer satisfaction trends along with consideration of other business measures. The consultation team, consisting of representatives at all levels within TAS, uses a DMAIC (Define-Measure-Analyze-Improve-Control) continuous improvement methodology to guide the office through review of its data. The process engages all office employees to identify where the greatest improvement opportunities exist, along with the causes and barriers to improvement. Employees use this information to develop initiatives/process changes to overcome the barriers and positively influence customer satisfaction. Formal action plans are developed to monitor progress and results achieved. TAS schedules follow-up meetings with each office to provide assistance, reinforce the process principles presented during the consultations, and to monitor the post-visit results. On a bimonthly basis an alumni call is held with the visited offices to encourage sharing experiences and initiatives that are producing positive results. The office consultation plan for FY 2011 includes initial visits to 14 offices and nine refresher visits to offices where the need for additional support has been identified. B. Customer Satisfaction Toolkit. The EDCA office developed a Customer Satisfaction “Toolkit” which is available to all TAS offices on the TAS intranet web site. The toolkit provides our case advocates and managers access to various customer satisfaction tools created by other offices or from external sources to help them provide better service to taxpayers. C. Customer Satisfaction Action Plans. Each Local Taxpayer Advocate (LTA) is required to annually review their results and, if needed, develop an action plan(s) to address customer satisfaction attributes needing improvement. This process requires using the DMAIC

methodology to engage all employees in the development of process changes to improve the service and satisfaction they provide to their customers.

Control # and Name: CS-10-230 **Re:** National Phone Forums/Webinars

Participants: 4,717 (17,541 Requests)

Data Collection Began: 10/10 **Data Collection Ended:** 9/11 **Burden Hours:** 236

Cost: \$0 **Response Rate:** 27 %

Purpose: Stakeholder Liaison-Headquarters (SL-HQ) Tax Information Webinar events take place monthly. The programs are designed to provide presentation on key topics that enable the IRS to address issues involving the tax professional community, professional associations and small business/self employed individuals. The Chief, Payroll and Practitioner Liaison uses an “Event Evaluation Form” to survey the participants to determine whether these events are useful and to measure the participant’s level of satisfaction. The objectives of the project were to determine the quality of event sessions, determine the satisfaction levels of the participants, and to identify event features needing improvement.

Findings: 87.7% of the Webinar participants were either satisfied or very satisfied with the Webinar events for FY 2011. The average percentage of participants who stated that they were either satisfied or very satisfied with the overall event quality of FY2011 for the Webinar events was 88.6%. The event participants were asked to rate three additional items; The main presenter’s knowledge of the subject matter discussed was rated 94.5%; the technical content of the presentation was rated 89%; the time set aside for participant’s questions was rated 79.2%

Actions Taken/Lessons Learned: Research recommended that the client consider gathering input from the participants regarding future topics to be presented. The client may also consider taking advantage of Social Networks and other media outlets to advertise the future Webinars. Research also recommended the SL-HQ identify potential opportunities to increase event attendance throughout the various regions listed on the survey.

Control # and Name: CS-10-231 **Re:** TLC Utilization Profile Research

Participants: 669 (1,117 Requests)

Data Collection Began: 9/10 **Data Collection Ended:** 10/10 **Burden Hours:** 271

Cost: \$138,847 **Response Rate:** 60%

Purpose or Objective: The Internal Revenue Service (IRS) commissioned the third in a series of research projects exploring taxpayer perceptions of the IRS.gov to determine how the updated website is impacting taxpayer access and utilization of tax law content.

Findings: The results of the phase four survey confirm that IRS.gov provides the best on-line tax law content available to taxpayers. This content, however, is consistently beyond the reach of one quarter to one third of taxpayers. The problem – they lack the ability to properly articulate their tax law question in a manner that can be used to connect them with the appropriate tax law content. Delivering the additional level of guidance required to help five different segments effectively navigate this challenge via mass media would be prohibitively expensive.

Actions taken or lessons learned: We recommend that IRS.gov create a series of “intelligent” tax forms that are posted on IRS.gov. These on-line forms would have built in questions to help a tax payer formulate a precise statement of his/her tax law content need. The logic used to clarify the tax law question would provide the information required to automatically connect the tax payer with the appropriate tax law content. The “intelligence” in the forms comes from user friendly questions that help clarify the context of the tax law need and ultimately determine which tax law content will be of use. Creation of these on-line “intelligent” tax forms provides a single focus for marketing and advertising activities which will reach every taxpayer with tax law content need, irrespective of demography, need or level of education.

Control # and Name: CS-10-232 **CANCELLED** **Re:** FA-PRAS Online Survey

Participants:

Data Collection Began: **Data Collection Ended:** **Burden Hours:**

Cost: \$ **Response Rate:** %

Purpose or Objective: Field Assistance is seeking full deployment of the FA-RPAS system, which is an online appointment scheduling tool. It is crucial to determine taxpayer satisfaction prior to deploying any new online scheduling tool nationwide to all 401 TACs. Results from the data collected will impact future decisions regarding the usage of FA-RPAS.

Reason Cancelled: The RPAS project has been put on hold pending funding and we will be making a new request once the funding has been resolved.

Control # and Name: CS-10-233

Re: Tax Professional Survey

Participants: 1,814 (5,826 Requests)

Data Collection Began: 11/10

Data Collection Ended: 1/11

Burden Hours: 973

Cost: \$273,849

Response Rate: 31%

Purpose: The research is designed to help SB/SE understand who their practitioners are, recognize how practitioners are contacting the IRS and their success with different methods, develop new strategies for improving the practitioners' effectiveness and ease of dealing with the IRS and, ultimately, their satisfaction, and develop new strategies to address the Tax Gap in support of SB/SE's current goals. Specifically, the research documents practitioner behavior patterns in their pre-filing, filing, and post-filing experiences on behalf of their SB/SE clients and links key improvement opportunities to these patterns; provides practitioner feedback on the IRS Web site, e-filing, and other services; and suggests tactics for improving practitioner satisfaction and business results.

Findings: Overall satisfaction remained steady this year (62% satisfied) compared to last year (64% satisfied). Resolving Your Clients' IRS Notices and Using IRS Website are the two highest priority improvement arenas. 86% of practitioners filed a form to request Power of Attorney (POA) authorization and 23% of these practitioners had problems with any of the POA forms they submitted in the past year. Nearly all practitioners (99%) are aware of the requirements to register with the IRS and for some paid tax return preparers to take a return preparer competency test (95%). Three-quarters (76%) have used the new registration system, and two-thirds (65%) are satisfied with it. E-file usage increased in 2010 compared with 2009: 66% e-filed all or most of their clients' income tax returns in 2010 versus 62% in 2009.

Actions taken or lessons learned: Overall directions from the Tax Professional survey will be included in a Joint Recommendations report together with directions with the Customer Base Survey.

Control # and Name: CS-10-234

Re: NRP Mail Survey

Participants: 1,755 (4,849 Requests)

Data Collection Began: 7/11

Data Collection Ended: 12/11

Burden Hours: 147

Cost: \$92,441

Response Rate: 36%

Purpose or Objective: We wanted to measure NRP customer satisfaction for TY 2008 audits. Then we compared the results to previous studies.

Findings: Compared to 2006 data, there was a slight decrease in customer satisfaction in 2008. Also, the satisfaction for Face-to-Face interviews was significantly higher than Correspondence audits.

Actions Taken/Lessons: NRP has to do a better job training of Correspondence auditors. Also, all auditors need to do a better job with high-driver activities, such as "consistency of information received from IRS" and "explanation of why adjustments were made."

Control # and Name: CS-10-235

Re: HCTC Supplemental Survey

Participants: 1,030 (2,640 Requests)

Data Collection Began: 10/10

Data Collection Ended: 10/10

Burden Hours: 164

Cost: \$52,008

Response Rate: 39%

Purpose: Traditionally, the HCTC was designed to assist workers who lose their jobs due to the effects of international trade and who are eligible for certain Trade Adjustment Assistance (TAA) benefits (i.e., for workers who have been certified to have lost their jobs, or whose hours of work or wages are reduced due to increased imports); or who are eligible for benefits under the Alternative Trade Adjustment Assistance (ATAA) program and people who receive benefits from the Pension Benefit Guaranty Corporation (PBGC) and who are at least 55 years old.

Findings: Awareness of the Health Coverage Options Available-Half of HCTC enrollees were aware of the health coverage options available to them when they first enrolled in the program. TAA enrollees are more likely (54%) to have been aware of the options compared to PBGC enrollees (46%). Roughly half (51%) of enrollees had COBRA when they enrolled in the HCTC program. Twice as many TAA enrollees reported having COBRA than PBGC enrollees (67% and 33%, respectively). Variety of Health Coverage Options Available-Over half (57%) of HCTC enrollees said they had only one type of health coverage option available when they first enrolled in the HCTC program. Of these respondents, the majority (69%) said COBRA was the only available option. TAA enrollees were more likely than PBGC enrollees to say only one option was available (63% and 49%, respectively). COBRA was available to the majority (86%) of TAA enrollees who reported only having one option. Among PBGC enrollees with only one option, fewer than half (46%) reported having the COBRA option. Almost three-quarters (73%) of enrollees who had multiple health coverage options reported researching the options available to them. More PBGC enrollees than TAA enrollees reported doing this research (78% and 68%, respectively). HCTC enrollees were most likely to say the health coverage options they had were “fine” or “good” (35%), although many commented that they were expensive (16%) or that their options were limited (9%). Enrollees often mentioned that they liked the HCTC program (15%) or that it had helped them (10%).

Satisfaction with Health Coverage Options Available Approximately half (51%) of enrollees who had multiple health coverage options were satisfied with them. TAA enrollees were more satisfied than PBGC enrollees with the options they had to choose from (59% and 42%, respectively). Enrollees who did not research their options were more satisfied (58%) with the health coverage options available than those who did research their options (49%). When asked why they did not research their options, PBGC enrollees were most likely to say that someone else made the decision for them or made the recommendation that they ultimately chose (39%). TAA enrollees who did not research their options were most likely to have decided to simply continue coverage with their current plan and/or COBRA (34%). Enrollees who had COBRA or a state’s state-qualified health plan when they enrolled in the HCTC program were among the most satisfied with the available health coverage options (57% and 55%, respectively).

Satisfaction with Costs and Benefits of Health Coverage Options Fewer than half (40%) of enrollees were satisfied with the range of premiums and out-of-pocket costs, such as deductibles and co-pays. PBGC enrollees were much more dissatisfied (42%) than TAA enrollees (27%) with the premiums and out-of-pocket costs available. Just over half (53%) of enrollees were satisfied with the range of benefits and provider networks available to them. TAA enrollees were more satisfied (56%) than PBGC enrollees (48%) with the range of benefits and provider networks.

Actions taken or lessons learned: Those who were satisfied with the options available to them often did not elaborate beyond saying that they were generally happy with the options (13%). Many pointed to having plenty of options, that the cost was not too high, the availability of coverage, or mentioned being satisfied with a specific health plan (11% for all). Enrollees who were dissatisfied with their options were most likely to say the options were too expensive (36%), and this was especially true among dissatisfied PBGC enrollees (44% compared with 29% of dissatisfied TAA enrollees). Many dissatisfied enrollees mentioned that their options were too limited (18%), that a specific health plan was too expensive (13%), or that the plans’ coverage was limited (13%).

Control # and Name: CS-10-236

Re: e-Services

Participants: 1,907 (3,111 Requests)

Data Collection Began: 10/10

Data Collection Ended: 11/10

Burden Hours: 517

Cost: \$ 93,509 **Response Rate:** 61 %

Purpose: The overall objective of the 2010 e-Services Customer Satisfaction Study were to continue the trending of e-Services tracking data, specifically: to assess current levels of satisfaction with the e-Services Program among Users while also assessing awareness and reasons for non-usage among Non-Users; and to compare current levels to those of the past tracking surveys. Results will be used to assist the IRS with making policy decisions related to expanding e-Services usage, thus the study must provide a level of detail needed to indicate appropriate targeted marketing strategies.

Findings: Results showed higher Overall Satisfaction with e-Services in 2009, with the increase coming from Medium and Light Users (Satisfaction remained very high among Heavy Users). Analysis of Drivers to Satisfaction with e-Services showed that many factors play a role, but with 7 attributes having

greater impact on Satisfaction than the others... How Long Takes to Find Info You're Looking for Availability of Specific Services That You Need, How Long It Takes to Complete an Action Having the Type of Information That You Need, Ease of Understanding Content at e-Services Site, Determining the Status of Your Actions/Queries, and Ease of Navigation of the e-Services Site. e-Services was rated high on each key driver in 2009, though ratings of these and other attributes (especially the strongest rating, "very satisfied") should be closely monitored over time. Specific Likes of the program centered on Ease/Convenience, Having Access To Client Info, Speed, and Liking Specific Services. And each service had high satisfaction ratings, though there were clearly areas of improvement for each. While Non-Users were sampled the same as in '08, their results pointed down, with 5-6 point drops in awareness and claimed registration and with lower perceived qualification for and likelihood of use of specific e-Services. Still...75% were very/somewhat likely to use the program, with perceived benefits being Ease/Convenience and Speed and with main reasons for non-use being Lack of Need and Lack Of Awareness. Services with highest interest were DA, TDS, and EAR; services with lowest interest were TIN Matching, Online e-file Application, and PTIN Application. Finally, regarding e-Notices, survey results showed that interest was again high among both Users and Non-Users (even if receiving e-Notices requires e-Services registration).

Actions taken or lessons learned: MITS is currently in the process of re-engineering the entire e-services suite of products for ease of use purposes. The first product scheduled for re-engineering is the Transcript Delivery System (TDS), since it the most heavily used. The re-engineered TDS is anticipated to be implemented in mid-May, 2011, with the subsequent products to follow (dates to be determined).

Control # and Name: CS-10-237

Re: TAC Comment Card

Participants: 1,168 (25,661 Requests)

Data Collection Began: 10/10

Data Collection Ended: 11/10

Burden Hours: 39

Cost: \$59,726

Response Rate: 5%

Purpose: For the Wage & Investment (W&I) Division, an important service delivery channel is the 401 Taxpayer Assistance Center (TAC) offices serving walk-in customers. Information collected from the customer satisfaction survey is used to provide meaningful feedback to managers and staff in those TAC offices. The IRS has been measuring customer satisfaction in its TAC offices since 1998. The survey is currently administered by having Individual Taxpayer Advisory Specialists (ITAS) give out a survey comment card to each customer who is provided a service to be completed and left at the TAC office. The goal of the comment card survey is to provide specific qualitative feedback and comments for the TAC offices. Objectives of Data Collection: The comment cards retain rating questions, which are tabulated and reported monthly and in depth for three reporting periods annually. However, the comment card mode is cumbersome, labor intensive, expensive to administer, and lacks statistical validity. The purpose of this follow up study is to test two additional delivery modes for this survey. The two additional modes are computer supported kiosks and telephone Interactive Voice Response (IVR).

Findings: Response Rate Differences (October/November 2010)-The kiosk survey administration mode received a higher overall response rate than either the comment card or the IVR modes; the IVR mode yielded the lowest overall response rate. 298, 441 customers visited a Field Assistance office. Of these, 16,405 completed a comment card, resulting in a response rate of 5% 9,521 customers visited an office in the Buffalo, Grand Rapids, New Orleans, Wichita, or Spokane territories. Of these, 82 completed an IVR survey, resulting in a response rate of 1% 16,140 customers visited an office in the Baton Rouge, Indianapolis, Los Angeles, Phoenix, or South Portland territories. Of these, 1,086 completed a kiosk survey, resulting in a response rate of 7%. Response Pattern Differences-For the most part, kiosk survey participants are just as satisfied as comment card participants. However, they are more satisfied than IVR participants across all rating items. Kiosk participants gave an overall satisfaction rating of 4.65 compared to 4.57 for comment card and 3.78 for IVR participants. More kiosk participants reported being satisfied (92% giving a somewhat or very satisfied rating) compared to comment card or IVR participants (90% and 73% satisfied, respectively). IVR participants reported the highest percentage of overall dissatisfaction (27%) compared to either kiosk or comment card participants (where only 5% for each mode reported being dissatisfied).

Actions taken or lessons learned: Create a cost analysis of all costs associated with the comments cards (PCG's contract, the GPO print contract, shipping costs, labor efforts at each TAC, etc.) to determine

what method, or combination of methods, is most cost effective and operationally efficient for Field Assistance. Adopt kiosk method if budget is available and if concerns concerning wait time to use kiosk and the issues with use among older taxpayers are addressed. If kiosks are used, consider having more than one at larger locations. All of the test sites (except for South Portland, Maine) stated multiple kiosks would work better because taxpayers would not have to stand in line after the service interaction to wait for the kiosk survey. Continue to administer the Field Assistance survey using the current comment card method if the kiosk method cannot be rolled out widely across most TACs. Discourage adoption of IVR survey mode to due extremely low response rates. A very low response rate is subject to high non-response bias.

Control # and Name: CS-10-239

Re: Taxpayer Experience

Participants: 4,037 (10,022 Requests)

Data Collection Began: 12/10 **Data Collection Ended:** 1/11 **Burden Hours:** 2,213

Cost: \$365,734 **Response Rate:** 67%

Purpose or Objective: The Taxpayer Experience Survey, also known as Market Segment Survey, provides insight into the needs, opinions, and behaviors of the overall Wage and Investment (W&I) taxpayer market (1040 filers), including Schedule C, E, and F filers. Pacific Consulting Group has administered this survey six times since 2001. Questions have been tailored over the years to align with key initiatives and service changes (e.g., effective contact resolution, Economic Stimulus Package, Affordable Care Act).

Findings: The customer's view of the service provided by the IRS was divided into six service categories: Ease of Getting General Tax Information, including Forms/Pubs through IRS Sources, Person Who Prepared/Completed Your Return (Non Self-Preparer), Filing Process (Non Self-Preparer), Preparing and Filing Federal Return (Self-Preparer), Getting Your Refund from IRS for 2009 Tax Season, and Overall Notice Process. Customers were asked to rate their satisfaction with each rating item and their satisfaction with each category. Additionally, customers were asked to rate their overall satisfaction with filing their 2009 federal taxes. Respondents rated their satisfaction with various aspects of preparing and filing their taxes, as well as their overall satisfaction with the entire tax experience. All ratings are on a 5-point scale where 1 is very dissatisfied and 5 is very satisfied. The overall satisfaction rating for the entire 2009 tax filing process was 3.77; 68% were somewhat or very satisfied with W&I's services. The rating was slightly lower than last year 3.82; 71%. However, satisfaction with Filing Process (Non Self-Preparer) and Preparing and Filing Federal Return (Self-Preparer) was higher than last year (page 100).

Actions taken or lessons learned: Improvement priorities for individual taxpayers is understanding leverage analysis. Leverage analysis is a measure of relative improvement potential. It tells service providers where to concentrate effort to have the greatest chance of improving customer satisfaction. A ranking of "10" on the leverage index means high improvement potential, "1" means low potential. Overall Notice Process was the top improvement priority for individual taxpayers. Taxpayer's suggestions for improving the notice process were for the IRS to use simple language, to the notice more accurate and to make the notices easier to understand (pages 114 and 116). The second improvement priority was, Preparing and Filing Federal Return (Self-Prepared). To increase self-filers' overall satisfaction with filing their taxes, focus improvement efforts on items related to *Preparing and Filing Federal Return, particularly on Time you spent completing your return and Ease of understanding what materials and documents to include with your return* (page 114 and 117).

Control # and Name: CS-10-245

Re:

Participants:

Data Collection Began: **Data Collection Ended:**

Burden Hours:

Cost: **Response Rate:**

Purpose:

Findings:

Actions Taken/Lessons Learned:

Control # and Name: CS-10-246

Re: CSCO Survey

Participants: 2,751 (5,880 Requests)

Data Collection Began: 1/11 **Data Collection Ended:** 3/12 **Burden Hours:** 1,010

Cost: \$202,067 **Response Rate:** 21%

Purpose or Objective: The objectives of this study are: 1) to identify what CSCO staff and managers can do to improve customer service; and 2) to track customer satisfaction with CSCO's progress over time.

Findings (Provide a brief summary-one or two paragraphs-of significant/important findings):

Compared to a year ago, (July - September 2010), overall satisfaction with CSCO service has remained stable. The current overall satisfaction rating (3.82) is not significantly different from the rating for a year ago (3.88).

Actions taken or lessons learned: To increase customer's overall satisfaction with CSCO, focus improvement efforts on the following: Focus on keeping customers informed on the status of their case.

Control # and Name: CS-10-248

Re: Media & Pub Survey

Participants: 4,221 (13,675 Requests)

Data Collection Began: 4/11 **Data Collection Ended:** 6/11 **Burden Hours:** 1,190

Cost: \$123,317 **Response Rate:** 34%

Purpose or Objective: The primary purpose of the survey are to survey external customers who use the documents and services provided by M&P (i.e., individual taxpayers, business taxpayers, tax preparers, volunteer (SPEC) partners). More specifically to: assess the level of customer satisfaction with M&P's products and services; provide M&P with suggestions for product and service improvements; produce actionable results that can be used to improve specific products and business processes; and, generate an understanding of customer satisfaction with all aspects of a document (e.g., ease of use, readability, clarity of language).

Findings: Overall Satisfaction: Overall satisfaction was 64% down from 69% in 2010. The proportion of Individual Taxpayers who were 'satisfied' or 'very satisfied' in 2011 was 48%, down from 55% in 2010; however, levels of dissatisfaction in 2011 did not increase from those in 2010. Satisfaction also dropped for Business Taxpayers 45% in 2011 from 51% in 2010, Tax Preparers 71% in 2011 vs. 75% in 2010, Forms Distributors 77% in 2011 from 86% in 2011 and SPEC partners 78% in 2011 vs. 80% in 2010. Dissatisfaction did not increase in 2011. Rather, a large increase can be found in the number of individuals responding, 'Neither Satisfied nor Dissatisfied'.

Actions taken or lessons learned: The primary drivers of overall satisfaction were: 1) usage of the IRS website (negative relationship); and 2) satisfaction with the IRS Website, forms clarity, and change communication (positive relationship). Priorities for increasing satisfaction using Quadrant Analysis were: 1) make it easier to find answers in the publications; 2) make the forms easier to understand; and 3) make the instructions easier to understand

Control # and Name: CS-10-249

Re: Reporting Compliance IVR/Mail

Participants: 8827 (22,539 Requests)

Data Collection Began: **Data Collection Ended:** **Burden Hours:**

Cost: **Response Rate:**

Purpose or Objective: The purpose of this study is to obtain survey data that is representative of the taxpayer's experience in each of the AUR, CCE and ISP Mail and IVR Telephone programs; to identify the customer's expectations of these programs; to track customer's expectations; and to identify operational improvements.

Findings: For the AUR program for fiscal year 2011, 71% of all AUR taxpayers reported being satisfied overall with the way the IRS handled their possible discrepancy, while 14% reported being dissatisfied. For the CCE program, 48% of CCE taxpayers reported being satisfied overall with the way the IRS handled their audit (giving an overall rating of somewhat satisfied or very satisfied), while 38% reported dissatisfaction (giving a rating of somewhat dissatisfied or very dissatisfied). For the ISP program, 53% of Innocent Spouse taxpayers were satisfied overall compared to 40% that indicated dissatisfaction. For the AUR IVR Telephone program for fiscal year 2011, 91% of AUR taxpayers are satisfied with the service they received from toll-free representatives (giving an overall rating of somewhat satisfied or very satisfied), while 4% are dissatisfied (giving a rating of somewhat dissatisfied or very dissatisfied). For fiscal year 2011, for the CCE IVR Telephone program, 84% of CCE IVR taxpayers are satisfied or very

satisfied, while 9% are dissatisfied (a rating of somewhat dissatisfied or very dissatisfied). For fiscal year 2011, for the ISP-IVR Telephone, nearly all 93% of taxpayers were satisfied with the overall satisfaction rating of somewhat satisfied or very satisfied), while 3% reported dissatisfaction with service (giving an overall satisfaction rating of somewhat dissatisfied or very dissatisfied).

Actions Taken/Lessons Learned: The recommended top improvement priorities developed from analysis of the new survey data for the AUR-Mail program include: Consistency of information provided by IRS throughout the process; How well the IRS kept taxpayers informed on case status; and Length of process to resolve possible discrepancy. The top improvement priorities for the CCE-Mail program include: Improve how well the experience reflects the described audit process; Consistency of information provided by IRS throughout the process; How well the IRS letter explained why taxpayers' documentation/explanations were or were not accepted. The top improvement priorities based on Target Analysis for the ISP-Mail program include: Decreases in the length of the claim process; Improvements of taxpayer notification regarding Innocent Spouse claim status; Improvements in the consistency of information provided, and Increased clarification with explaining the claim result to the taxpayer. The recommended top improvement priorities for the AUR-IVR Telephone program include: Clarity of explanation of taxpayers' issues; Length of time to complete call after reaching a representative; How well representatives listened to taxpayers' concerns; Ease of understanding the automated answering system menu and instructions. The recommended top improvement priorities for the CCE-IVR Telephone program include: The IRS representatives' knowledge; decreasing the time it takes to complete calls; and clarity of the issue provided by the IRS representatives. The recommended top improvement priorities for the ISP-IVR Telephone program include: Knowledge of representative; Length of time to complete call; Clarity of explanation of taxpayer's issue.

Control # and Name: CS-10-250

Re: ACS Survey

Participants: 3,751 (9,909 Requests)

Data Collection Began: 1/11 **Data Collection Ended:** 3/12 **Burden Hours:** 830

Cost: \$198,002 **Response Rate:** 38%

Purpose or Objective: to identify what ACS staff managers can do to improve customer service and to track the progress of ACS Customer Satisfaction over time.

Findings: In Fiscal Year 2011, 95% of customers are satisfied with the service they received from W&I-ACS, giving an overall rating of somewhat satisfied or very satisfied, while only 2% are dissatisfied giving a rating of very dissatisfied or somewhat dissatisfied. The overall customer satisfaction rating is 4.69.

Actions Taken/Lessons Learned: Review the wording used in customer documents to ensure the tone is pleasant and non-threatening. Tone of IRS notice, bill, or letter is the top improvement priority for ACS customers who called about these documents (86% of respondents) and the second-highest priority for Spanish-speaking customers who also called about these documents.

Control # and Name: CS-10-252

Re: ACS Support Survey

Participants:

Data Collection Began: 1/11 **Data Collection Ended:** 3/12 **Burden Hours:** 685

Cost: \$205,502 **Response Rate:** 19%

Purpose or Objective: This study was conducted as part of the IRS agency-wide initiative to monitor and improve customer satisfaction for the services provided. It assesses customer satisfaction with the ACS Correspondence Support process. The objectives are: 1) to identify customer expectations of ACS Support; 2) to understand how well the ACS Support Sites are addressing customer satisfaction related issues; and 3) to identify areas in which the ACS Support Sites can improve service to taxpayers.

Findings: Compared to last period (July – September 2011) and to a year ago (Oct – December 2010), overall satisfaction with ACS Support service has remained stable. Compared to last period, none of the rating items show a significant increase.

Actions taken or lessons learned: ACS Support customers who feel the IRS completely resolved their issues are most satisfied with Notification of how case was resolved. Customers as a whole remain most satisfied with Tone of Correspondence you received.

Control # and Name: CS-10-253

Re: EPEO/FSL Survey

Participants: 7562 (17,455 Requests)

Data Collection Began: 11/10 **Data Collection Ended:** 2/12 **Burden Hours:** 1.008

Cost: \$290,574

Response Rate: 47%

Purpose: IRS has replaced the traditional measures of accomplishment with a balanced measurement system, consisting of business results, customer satisfaction, and employee satisfaction, to assess how well it is achieving its mission and objectives. The IRS Tax Exempt and Government Entities division (TE/GE) has administered four ongoing monthly mail surveys since 2001. TE/GE collects feedback from four customer segments: Employee Plan (EP) Determination, Exempt Organization (EO) Determination, EP Examination, and EO Examination. Beginning in 2007, TE/GE began collecting feedback from another customer segment: Federal, State, and Local Government (FSLG) Examination. EP and EO Determination customers are those that have submitted an application to TE/GE to be determined tax exempt. EP, EO, and FLSG Examination customers are Plans, Organizations, and Government Entities that have been examined (audited) by TE/GE. TE/GE collects feedback from these five customer segments to identify what TE/GE can do to improve service, to track progress in improving customer satisfaction over time, and to identify improvement opportunities. **Findings: In EP Examinations,** satisfaction with agent drives overall satisfaction with the IRS, followed by satisfaction with length of process and satisfaction with communication. In addition, satisfaction with length of process uniquely and negatively impacts dissatisfied customers. Timeliness of the agent in responding is a dissatisfier of satisfaction with agent and is the strongest driver of satisfaction with length of process. Improvements to this area will likely result in an increase in satisfaction with agent and satisfaction with length of process. Overall satisfaction increased from FY2010 (64%) to FY2011 (65%). **In EO Examinations,** satisfaction with agent drives overall satisfaction with the IRS, followed by satisfaction with length of process and satisfaction with communication. Knowledge of the agent is one of the strongest drivers of satisfaction with agent and is also a dissatisfier of satisfaction with agent. Improvements to this area will likely result in an increase in satisfaction with agent. Additionally, Communication about the status of the exam is the strongest and lowest rated (62% for FY11) driver of satisfaction with communication. Improvements to this area will likely result in an increase in satisfaction with communication. Overall satisfaction increased slightly from FY2010 (67%) to FY2011 (68%). **In FSLG Examinations,** satisfaction with length of process is the strongest driver of one's overall satisfaction followed by specialist and communication. Length of process is also a satisfier (i.e., has a unique and positive impact on satisfied customers) of overall satisfaction. Satisfaction with length of process is the lowest rated driver (60%) of overall satisfaction. Timeliness of the specialist in responding and time spent responding to requests are drivers of satisfaction with length of process. Timeliness of the specialist in responding is also a driver of satisfaction with specialist. While these attributes have either increased or remained the same from FY10, improving in these areas will likely result in higher levels of satisfaction with length of process. Overall satisfaction decreased slightly from 72% in FY2010 to 71% in FY2011. **In EO Determinations,** satisfaction with agent drives overall satisfaction with the IRS, followed by satisfaction with length of process and satisfaction with communication. In addition, satisfaction with length of process uniquely and negatively impacts dissatisfied customers. Time it took the IRS contact you is the strongest driver of satisfaction with length of process and satisfaction with communication. It also has a relatively low satisfaction rating of 61% for FY11. While satisfaction for this attribute increased significantly from FY10, continuing to focus improvements in this area will likely result in an increase in satisfaction with length of process and satisfaction with communication. This will likely also result in an increase in overall satisfaction. Overall satisfaction with EO Determinations increased slightly (73% to 74%) from FY2010 to FY2011. **In EP Determinations,** satisfaction with agent drives overall satisfaction with the IRS, followed by satisfaction with communication and satisfaction with length of process. In addition, satisfaction with length of process uniquely and negatively impacts dissatisfied customers. Time it took the IRS to contact you continues to be the strongest driver of satisfaction with length of process. It is also the lowest rated driver with a rating of 36% in FY11. Both this attribute and satisfaction with length of process decreased significantly from FY10. The time it took the IRS to contact you is also a driver of satisfaction with communication. Focusing improvements in this area will likely lead to an increase in satisfaction with length of process and satisfaction with communication. Overall satisfaction with EP Determination decreased slightly from FY2010 (65%) to FY2011 (64%).

Actions taken or lessons learned: EO Examinations: Participating on a TE/GE Exam Process Improvement Team. This team identified 28 recommended actions that should have positive impact on customer satisfaction. The actions are in various stages of implementation. During the Director's all managers meeting, the Director discussed excellence in quality as part of her key message to the managers. The theme of "Destination Excellence" was communicated as a top priority and its importance was carried forward into FY 2011 in Messages from the Director, e-mails, and an EPR Digest article on customer satisfaction. EO is also improving customer letters by: Pre-populating fields such as the address and signature lines to RCCMS letters in order to reduce errors; Revising initial contact letters to ensure plain language is used and to add the contact information of the group manager; and, Updating the employment tax letters for law changes and customizing it for EO customers. Four employment tax letters have been added to RCCMS thus far. As part of their commitments, front line managers are required to have a brainstorming session with their agents on ways to improve customer satisfaction. Senior managers will now incorporate customer satisfaction into their group operational reviews. Discussions have been held at several staff meetings with topics including the need for continuous communication during examinations, direct managerial contact with taxpayers when appropriate, and improved documentation in work papers regarding customer interaction. EP Examinations: Participating on a TE/GE Exam Process Improvement Team. This team identified 28 recommended actions that should have positive impact on customer satisfaction. The actions are in various stages of implementation. TE/GE examination managers were given shared customer satisfaction commitments. EP Exam group managers and employees identified areas for improvement and formulated action plans that have been shared with their Area Managers. Examinations functions are also collaborating to improve customer service to both internal and external stakeholders by working on joint initiatives to address common issues, including the coordination and processing of referrals on open examination. FSLG Examinations: Participating on a TE/GE Exam Process Improvement Team. This team identified 28 recommended actions that should have positive impact on customer satisfaction. The actions are in various stages of implementation. The FSLG Customer Satisfaction Survey Team implemented an action plan to improve examinations including implementing new actions directed at improving inventory management and communication with taxpayers. Developed "Keys to Success" tool which focuses examiners on key actions to improve communications and inventory management. The action plan also includes revising the initial appointment letters and designing an exam process flow chart for FSLG customers. EO Determinations: EO Determinations has taken several steps to support customer satisfaction improvement efforts including: Moving the IP cases more quickly; Revamping the Failure To Establish (FTE) program to put cases in suspense rather than close them out; Having senior specialists in each group working with other agents in their groups to review aged inventory and make recommendations for disposition; and, Having Processing Section employees help with the upfront work for Accelerated Processing (AP) cases to get them moved quicker, which also allowed those working AP cases to shift their time to help with IP or full development cases. EP Determinations: A team from R&A has met and made recommendations to improve customer satisfaction in the determination letter area. EP Determinations believes that goals will be achieved as the impact of these modifications and improvements made to the determination letter process (i.e. auto-closures, batching applications by POA, etc.) is felt by the pension community in improved service. A TE/GE team made several recommendations to EP determinations including clarifying several survey questions, adding new survey questions, revising the acknowledgement letter to better explain the determination letter process, and developing communication products to improve survey response rates. EP Determinations implemented the recommendations from the Employee Plans Determination Letter Study (EPDLS) which they anticipate enhancing future customer satisfaction scores.

Control # and Name: CS-10-254

Re: Customer Base Survey

Participants: 2,501 (10,053 Requests)

Data Collection Began: 1/11 **Data Collection Ended:** 3/11 **Burden Hours:** 936

Cost: \$349,219 **Response Rate:** 25%

Purpose: The research is designed to help SB/SE understand who their taxpayers are, recognize how customers are contacting the IRS, develop new strategies for improving the taxpayers' effectiveness and ease of dealing with the IRS and, ultimately, their satisfaction, and develop new strategies to address the

Tax Gap in support of SB/SE's current goals. Specifically, the research documents taxpayer behavior patterns in their pre-filing, filing, and post-filing experiences and links key improvement opportunities to these patterns; shows differences among customer groups; and provides taxpayer feedback on the IRS Web site, e-filing, and other services

Findings: 68% of SB/SE taxpayers are satisfied with their 2009 tax experience. Satisfaction ratings are generally the same this year as last year. Taxpayers who filed a new form in 2008 or 2009 tend to be less satisfied with the tax experience overall. When asked how to improve service in each arena, taxpayers consistently mention making forms and instructions easier to understand and providing better explanations of the changes from previous years. Preparing/Filing Your Tax Return and Keeping Your Tax Records are the top two improvement priority arenas. E-file use continues to increase among all SB/SE taxpayers, from 50% in 2009 to 54% in 2010. Those who e-file have fewer compliance problems. 17% of taxpayers received a notice from the IRS in 2009 or 2010 and 61% of the notices stated that the taxpayer owed money. 83% of taxpayers were surprised to receive a notice.

Actions taken or lessons learned: Overall directions from the Customer Base and Tax Professional surveys: Improve pre-filing preemptive service, Improve post-filing service, and Improve compliance processes.

Control # and Name: CS-10-256

Re: ETA Risk Assessment

Participants: 350 (434 Requests)

Data Collection Began: 3/11 **Data Collection Ended:** 4/11 **Burden Hours:** 133

Cost: \$89,038 **Response Rate:** 81%

Purpose: A February, 2009, a GAO report stated that "In 2007, over 39 million income tax returns were prepared by individuals using commercial tax software such as TurboTax, TaxCut, or TaxAct, and that more than 66 percent of those returns were then filed electronically. This volume makes commercial tax preparation software a critical part of the tax administration system." The GAO report also stated that "Many Taxpayers Rely on Tax Software and IRS Needs to Assess Associated Risks." This research examined Risk issues among both Software Vendors and Transmitters. In the future, IRS will also be looking at Risks associated with Preparers with regards to tax software. The specific objective of this research is, per GAO's recommendation, to "assess the extent to which the reliance on tax software creates significant risks to tax administration, particularly in the areas of tax return accuracy, the security and privacy of taxpayer information, and the reliability of electronic filing."

Findings: This project was coordinated with the Russell Research Organization (RMR) and MITRE. RMR delivered the raw data to MITRE in March and April, 2012 for them to complete the research and analysis. The full report from MITRE is due the end of June, 2011.

Actions taken or lessons learned: TBD by IRS product team.

Control # and Name: CS-10-257

Re: NRP Study

Participants: 105 (2,023 Requests)

Data Collection Began: 4/11 **Data Collection Ended:** 6/11 **Burden Hours:** 76

Cost: \$62,611 **Response Rate:** 5.2%

Purpose or Objective: For returns we closed in classification, the IRS does not have the opportunity to ask if the taxpayer used IRS services. This study was designed to see if those people used IRS services.

Findings: It turns out that people in this population actually do not use IRS services very much. Only 105 people participated in the survey, and of that group, less than 15% used any IRS services.

Actions taken or lessons learned: There is no difference in the use of IRS services between people whose returns we closed in classification and those who went through the audit process.

Control # and Name: CS-10-258

Re: SPEC Partner Web Survey

Participants: 985 (2831 Requests)

Data Collection Began: 3/11 **Data Collection Ended:** 4/11 **Burden Hours:** 573

Cost: \$95,970 **Response Rate:** 35%

Purpose or Objective: The 2011 SPEC Local Partner Survey was being conducted as part of the IRS agency-wide initiative to monitor and improve taxpayer satisfaction with the service provided. The

objectives of this study are: 1) To identify what SPEC staff and managers can do to improve customer service to their Local Partners; and 2) To track customer satisfaction with SPEC progress over time.

Findings: Overall satisfaction with SPEC products and services is 86%, with 3% dissatisfied. This is a slight increase in satisfaction from 2010 (85%). Overall satisfaction exceeded the target of 84% and overall dissatisfaction is lower than the target of 4%. Most partners reported no change in their overall satisfaction from 2010 (74%), while 19% reported being more satisfied in 2011 than in 2010. Overall satisfaction varies by area with Area 1 being the most satisfied (87%) and Area 4 being the least satisfied (83%). Partners who serve Military customers are more satisfied (93%) than those who serve other types of customers (83%-86%). Partners who serve 100 or fewer customers are more satisfied overall (91%) than partners who serve more customers (83%-86%).

Actions taken or lessons learned: The majority of partners are likely to continue partnering with SPEC again next year (92%); this figure has remained almost constant since 2006. Only 3% said they are unlikely to continue partnering with SPEC in 2010; this figure has remained unchanged since 2007. Satisfaction with the SPEC Volunteer Site Coordinator's Handbook is high (83%) but lower than in 2010 (86%). We recommend SPEC conduct additional research, formal or informal, to solicit partner suggestions for ways to improve this publication. Identifying productive suggestions and incorporating them into the Handbook is likely to increase satisfaction with SPEC's guidance, tools, and support for Quality Site Requirements. This, in turn, would have a positive impact on overall satisfaction. Offering recommendations for improvement concerning the relationship managers is challenging when satisfaction remains consistently very high every year, and has increased by 2% in 2011. That said, the recommendation made in 2010 still holds true. Improving the perception that relationship managers are responsive to partners' concerns, questions, and suggestions would have greatest impact on the overall satisfaction with the relationship manager. This, in turn, is likely to increase overall satisfaction.

Control # and Name: CS-10-268

Re: Charities Communication Survey

Participants: 1,202 (2,154 Requests)

Data Collection Began: 3/11 **Data Collection Ended:** 4/11 **Burden Hours:** 480

Cost: \$160,000

Response Rate: 56%

Purpose or Objective: The objectives of this study were to find out how small to mid-sized exempt organizations (EOs) learn about their tax related responsibilities, where they go for information about securing and maintaining that status, how the IRS can best communicate with them, EO's awareness, usage, and perceptions of current IRS communications and outreach programs, and ways IRS communications and outreach programs can be improved.

Findings: The primary source of learning about tax-related responsibilities among 990-series Preparers is IRS.gov, with accounting and tax professionals also important. The IRS.gov and accounting/tax professionals are the most important in securing exempt status; with IRS.gov critical to maintaining status. Regarding "confidence", at least one-third of preparers need more IRS proactivity. Specifically, almost half of them need help with determining how tax law changes affect them and in understanding the language in EO tax forms. Regarding communication preferences, Survey results were surprising in showing far higher acceptance of electronic communications methods, especially Email, than found in past EO studies. Importantly, 3/4ths would volunteer their Email address to IRS for communications purposes. The program with highest awareness, usage, and perceived value to compliance is IRS.gov. However, there is high potential in both *EO Update* and StayExempt – both with weak awareness, but strong conversion of awareness to usage and relatively strong perceived value. Improvements to the EO programs should include increasing awareness of *EO Update* and StayExempt, collecting EO Email addresses and deploying Email communications as a part of EO outreach programs, and improving three aspects of the TE section of IRS.gov: language, navigation & search engine.

Actions taken or lessons learned: The results of this study, and those of previous focus groups, are being used to plan for a follow-up cost-benefit analysis of IRS Exempt Organization division's outreach and education programs and materials for small and mid-sized tax-exempt organizations. This study will test out the success of the various outreach methods that participants in this study indicated they had a preference for. This cost-benefit analysis will help Exempt Organizations evaluate the most effective and efficient programs and methods to communicate tax-related rights and responsibilities to these organizations.

Control # and Name: CS-10-269

Re: Individuals Living Abroad

Participants: 1,753 (6,000 Requests)

Data Collection Began: 5/11 **Data Collection Ended:** 7/11 **Burden Hours:** 642

Cost: \$95,266 **Response Rate:** 32%

Purpose or Objective: The purpose of this task was to develop a more thorough understanding of international taxpayers' experiences with, preferences and expectations for, and preferred alternatives to an IRS international telephone line. In addition to international taxpayers in general, other specific populations of interest included expatriates and non-resident aliens.

Findings: The 2011 Survey of Individuals Living Abroad was a mixed study. ICF Macro contacted respondents by mail to participate in the survey either by completing a paper copy of the survey or by accessing a web-based version of the survey. The sample for the survey consisted of 4,700 Filers (2,316 Civilians, 1,500 Military Personnel, and 884 Non-Resident Aliens), 300 Non-filers, and 1,000 Expatriates (U.S. citizens who relinquished citizenship or a long term resident who ceased to be a lawful permanent resident). Seventeen hundred (1,700) individuals responded to this survey; 62% completed it by web and 38% by mail (84% Filers, 12% Expatriates, and 5% Non-Filers). Survey responses were received from 81 countries. The top 10 countries represented in responses were Canada, the United Kingdom, Germany, China, Japan, France, Switzerland, Israel, Australia, and Italy. Filers were most satisfied with the IRS website (66%), while 53% to 60% were satisfied with the other listed IRS resources that they had used. They were most dissatisfied with the IRS telephone line (24%).

Actions taken or lessons learned: The top recommendations for improvement are as follows: Focus IRS resources on improving online services. When improving online services to international taxpayers, focus first on creating language that will make it easier for individuals to understand. Maintain the IRS telephone line and make targeted improvements as necessary, but do not focus resources on converting it to an international toll-free line. Encourage the major tax software firms to adapt their products to accommodate taxpayers living abroad. Extend deadlines for individuals living abroad to account for longer mailing times to and from international destinations.

Control # and Name: CS-11-270

Re: LEP LITCs Taxpayer Survey

Participants: 298 (19,006 Requests)

Data Collection Began: 3/11 **Data Collection Ended:** 7/11 **Burden Hours:** 396

Cost: \$9,915 **Response Rate:** 33%

Purpose or Objective: The purpose of this project is to determine how well the IRS is meeting the needs of Limited-English Proficient (LEP) taxpayers and the LITCs that serve them. Specifically, the objectives are to identify the characteristics of LEP taxpayers that seek assistance from LITCs, reassess whether IRS multilingual products and services meet the current needs of LITCs and their LEP clients, and determine the effectiveness of non-English IRS products and services.

Findings: The project covered 166 LITCs covering the United States, District of Columbia, and Puerto Rico. The response rate for the directors' survey was 33% (55 respondents). For the clients' survey, 243 surveys were completed. The client survey was based on a convenience sample and, therefore, no response rate was required. The findings from each of the surveys are presented below. LITC Clients' Survey Highlights- Of the top 5 non-English languages, 93% of respondents indicated Spanish was their primary language. In addition, the majority reported household incomes under \$25,000 and less than a high school education. Close to three-quarters of the respondents had limited-English proficiency, that is, they could not speak, understand, and/or read English. As a result, many respondents depended upon family/friends (20%), LITCs (16%), paid preparers (15%), TV news (15%), or volunteer tax preparation clinics (15%) as their main source of tax law information. LITCs were used mainly for legal representation (47%) or for other (22%) reasons, e.g., ITINs, tax return preparations, or general tax information/assistance. About a third or less of respondents was aware of the traditional IRS products and services offered in English while less than a quarter were aware of or had used the non-English versions. Between 10% - 20% of respondents were aware of IRS website resources (Where's My Refund, EITC Assistant, Free File, and Online Payment Agreement). About 20% of respondents were aware of "Where's My Refund" on either the English or Spanish website. Suggestions given by respondents to improve IRS service included using television for outreach/information besides indicating that

information needs to be in “clear, plain language with a good translation to Spanish. Improve the clarity of the website (and) have more support by phone.” LITC Clinic Directors’ Survey Highlights-Most respondents indicated the LEP taxpayers were a quarter or less of their total client base. The main IRS products and services provided by respondents to ESL-LEP taxpayers included IRS forms, publications, and instruction booklets (71%), IRS website access (64%), or foreign language versions of IRS forms, publications and instruction booklets (60%). Most respondents used the Spanish version of the IRS website to download Spanish-language forms and publications (71%). They also use the website to access tax law (42%) or other IRS information (36%) in Spanish. Suggestions for additional IRS services that should be provided to LITCs to better assist them in helping ESL-LEP taxpayers include multilingual/multicultural staff at walk-in sites and at the Taxpayer Advocate’s Office as well as more resources in non-English languages outside of Spanish, e.g. Arabic, Somali, Hmong, and Portuguese. Note: There was a lack of participation in the client survey by many ESL-LEP taxpayers but especially for those whose primary languages were Chinese, Vietnamese, Korean, or Russian. This may be due to cultural issues in supplying personal information to the government in general. As one director respondent wrote, “many low income LEP not literate in own language. Verbal translation needed. Many immigrant communities do not like to fill out forms to government unless necessary. The survey is a government form to them. Reluctant to do them – too many personal questions.”

Actions taken or lessons learned: LITC Clients’ Survey Conclusions-As with previous reports, Spanish-speaking respondents comprised the largest non-English speaking group that replied to the LITC survey during 2011. Other language groups (Chinese, Vietnamese, Korean, or Russian) did not respond as we had hoped partly due to the survey being administered after the tax filing season and thus limiting our pool of ESL-LEP respondents. Cultural beliefs about government entities may also have played a part as well. For those that did respond, the majority of respondents were limited in English proficiency; three-quarters could barely, if at all, speak, understand, or read English. They tended to rely on family, friends, or others to help them navigate through the tax filing process. Though many were aware of or even used the traditional IRS products and services (e.g., telephone, walk-in sites, forms and instructions), very few were aware of (or had used) products and services (e.g., irs.gov/Espanol, foreign language translations of IRS forms/instructions, IRS Multilingual Gateway) the IRS provided in other languages. Neither English proficiency nor website usage impacted the satisfaction with IRS.gov, which tended to be “middle of the road” or “neutral.” Suggestions given by respondents to improve IRS service included using television for outreach/information as well as provide translated information clearly, plainly, and accurately. LITC Clinic Directors’ Survey Conclusions-While LITCs work with low income taxpayers in general, this survey also examined those that help ESL-LEP taxpayers. Though about a quarter of their client base is composed of ESL-LEP taxpayers, most respondents offered services in languages other than English – mainly Spanish. However, the languages that services were offered depended upon their locales. Services offered to ESL-LEP taxpayers include low cost or pro-bono representation, tax advice, and outreach/information in their primary language. When they do use the Spanish version of the IRS website, it is to download Spanish-language forms and publications. Though the majority of respondents were aware of the IRS Multilingual Gateway, very few had used it. Additional services they feel the IRS should provide to better assist ESL-LEP clients included having multilingual/multicultural staff at walk-in sites and the Taxpayer Assistance office. WIRA Recommendations for Future Actions-Because many cultures are wary of the government, the main recommendation is to have research arm of the Taxpayer Advocate’s Office continue the research of ESL-LEP taxpayers that visit LITCs. These taxpayers may find it less threatening to answer research surveys posed by them since the Taxpayer Advocate’s Office is not a part of the IRS, is an advocate for taxpayer’s rights, and because they also interact with the LITCs. Other possible actions might be to work with community groups as well as colleges/universities in establishing additional translation services. At this time, the customer (Language Services Branch – MLI) has not received the draft report yet. The report was to help in developing the 2011 Customer Base Report to Congress. However, it is too early to tell what other actions might be taken in the future.

Control # and Name: CS-11-271

Re: Exam Conjoint Survey

Participants: 446 (754 Requests)

Data Collection Began: 4/11 **Data Collection Ended:** 4/11 **Burden Hours:** 206

Cost: \$183,368

Response Rate: 59%

Purpose: As part of the Field Exam improvement project, the Field Exam Conjoint Survey was designed to provide to the improvement team customer feedback on some of the proposed creative to help develop these ideas into successful initiatives. The goals of this survey are to assess the current customer needs, expectations, and preferences for assistance with an audit.

Findings: Customer value increases when the number of hours of audit training goes from baseline of 16 hours to 32 hours/year. Having that training be done by the IRS adds significant value. Specificity of training is desirable even if number of hours stays at 16 hours/year. Customer value increases when preparers have access to electronic tools for CPAs and Enrolled Preparers. Enrolled agents who receive audit and industry-specific training from IRS, 20 hours of training per year and have electronic tools to communicate with IRS increase their value to taxpayers by 127% and would increase their business by 28% (from 36% to 64% share) from taxpayers in the <\$5K liability scenario. Taxpayer choices and business impact are even higher for the >\$25K scenario with Enrolled Agents gaining 32% more business, mostly from CPAs—taxpayer value would increase 114%. The model was provided to Field Exam executives for use in the future.

Actions taken or lessons learned: The taxpayer preference model will help the Field Exam improvement team develop their ideas into successful initiatives.

Control # and Name: CS-11-272

Re: Forrester Mail Omnibus Survey

Participants: 10,802 (27,000 Requests)

Data Collection Began: 5/11 **Data Collection Ended:** 7/11 **Burden Hours:** 3,500

Cost: \$19,735 **Response Rate:** 40%

Purpose or Objective Statement: The objectives of the Omnibus mail survey are to assist TAS to leverage data to better understand the demographic, behavioural, and attitudinal aspects of today's taxpayers and to profile the underserved taxpayers by studying their psychographics, demographics, on- and off-line behaviours, and tax-related behaviours.

Findings: Findings showed that our underserved populations are likely to be employed and married, have household incomes of about \$52,000, and to be online. About half believe they have rights before the IRS, but 75 percent don't know what they are. Survey results, when analyzed in conjunction with Forrester Research's Social and Mobile Technographics, gave an overview of an average taxpayer and an underserved one.

Actions taken or lessons learned: TAS is working to incorporate these findings into our outreach and communication strategies, particularly to reach underserved taxpayers. Additionally, we are using the information from the Technographics to consider new ways to reach and help taxpayers based on their commonly used communication practices.

Control # and Name: CS-11-273

Re: TEGE 5307 Non-Filer Survey

Participants: 346 (1,288 Requests)

Data Collection Began: 5/11 **Data Collection Ended:** 7/11 **Burden Hours:** 29

Cost: \$59,074 **Response Rate:** 27%

Purpose: The purpose of this study is to improve our understanding of these customers' behavior, including factors that contributed to their decision to adopt a pre-approved plan and their decision to file or not to file.

Findings: TEGE should provide more clear guidance to practitioners/attorneys and to large organizations on voluntary filing nature of Form 5307. TEGE should communicate the situations when not filing Form 5307 is an option. TEGE should consider ways to motivate individuals and companies to rely solely on the pre-approved plan letters.

Actions Taken/Lessons Learned: TEGE Strategic Planning convened a meeting of Executives and key persons to discuss the findings of the 5307 Study and to generate recommendations on steps to take to enhance customer satisfaction and reduce the number of 5307 filings. Out of this meeting, the participants decided to develop a type of 5307 filing check sheet outlining when taxpayers should and should not file Form 5307. Being that IRS.gov was the primary source for the participants to obtain filing information, the check sheet will be posted there.

Control # and Name: CS-11-275

Re: Spanish LEB Web Conjoint

Participants: 300 (908 Requests)

Data Collection Began: 6/11 **Data Collection Ended:** 7/11 **Burden Hours:** 66

Cost: \$ 119,839 **Response Rate:** 33%

Purpose: The purpose of this project is to provide the IRS with survey information that helps address key issues such as: LEP group awareness and opinion of existing IRS and non-IRS services, Preferred communication channels among LEP taxpayers for addressing their various service needs, Allocation of service and communication resources across the various LEP groups and by service needs and channels, Role practitioners play in support of the various LEP groups, Differentiation of services by geographic area to best meet LEP group needs

Findings: For all four service needs, the conjoint analysis reveals that Spanish LEP taxpayers prefer to contact the IRS Toll-Free line and speak with a representative for all their service needs. Their second choice was interactive web applications. When asked if they have visited any social media websites in the last two years, 21% of Spanish LEP taxpayers responded positively. 10% of Spanish taxpayers report that they currently own smartphones. An additional 21% of Spanish LEP taxpayers say that they are considering buying a smartphone and would use them to get tax information if it was available in Spanish. For Spanish LEP taxpayers, *Tax Information Required* and *Personal Information Required* are the most important attributes across three of the four service needs. In addition, *Time Required to Get a Question Answered or Service Completed* is the second most important attribute for participants *Getting Assistance Determining Tax Credits and/or Deductions*. Spanish LEP taxpayer preference for contacting the IRS by speaking with representatives on the IRS Toll-Free line is further supported by taxpayer use information from the *LEP Taxpayer Experience Report*. More Spanish LEP taxpayers who contacted the IRS in the last 12 months did so by speaking to an IRS representative using the IRS Toll-Free line, more so than other IRS channels. The primary reasons for calling the Toll-Free line instead of using less costly channels such as IRS.gov are “*I’ve called Toll-Free line before*” and “*The letter from IRS said I should call*.” 85% of Spanish LEP use a practitioner to prepare their tax returns. Given the increasing adoption rates of social media and smartphones, IRS should consider investing in these channels in the future. Note that the successful use of any service channel begins with strong communication strategies to promote the awareness and use of those channels. Given the heavy reliance on practitioners among Spanish and Chinese LEP respondents (95% and 93%, respectively), the IRS should leverage preparers to educate taxpayers about what is already available and to encourage practitioners to inform their clients that these services exist.

Actions taken or lessons learned: MAS Branch received valuable information on Spanish LEP preferences and the trade-off they are willing to make in communication with the IRS. As a result, MAS Branch will conduct research with practitioners to help determine how best to improve existing service, to identify what services to develop, optimize migration strategies, and to develop best communication strategies (messaging and media).

Control # and Name: CS-11-278

Re: SIS Survey

Participants: 86 (232 Requests)

Data Collection Began: 9/11 **Data Collection Ended:** 11/11 **Burden Hours:** 11

Cost: \$0 **Response Rate:** 37%

Purpose: To measure the level of customer satisfaction concerning services provided to the customer during the most recent inquiry, as well as to identify key problems that customers encounter when contacting the SIS office.

Findings: The universe of this survey consists of Statistical Information Services (SIS) Office customers who called or emailed the SIS office with an inquiry. From the survey, it was found that 85 percent of respondents rated their overall satisfaction with their latest inquiry to SIS as either ‘satisfied’ (36 percent) or ‘totally satisfied’ (49 percent). The majority (73 percent) said that their request was satisfied, whereas 21 percent said it was partially satisfied. Of those respondents that said that their request was either partially or not satisfied, 77 percent said that the data they requested was not available.

Actions taken or lessons learned: The feedback provided helped the SIS office determine some areas that need improving. For example, many callers were not aware of the products we offered and were looking for something other than what was available. The feedback also highlighted a possible issue with

the navigation of the SOI Tax Stats website. The SIS Office will pass this information along to those responsible for the design of that website.

Control # and Name: CS-11-280

Re: Impact of Video Relay System

Participants: 83 (200 Requests)

Data Collection Began: 11/11 **Data Collection Ended:** 1/12 **Burden Hours:** 27

Cost: \$353 **Response Rate:** 41%

Purpose or Objective Statement: The overall objective of the survey is to gauge customer satisfaction with the service they received during an outcall made by AUR tax examiners using the VRS and ASPECT systems. The data will also be used to determine the impact, if any, that the VRS system may have had on the level of satisfaction taxpayers had with service. Additionally, the data will be used to compare the level of satisfaction of taxpayers who received outgoing calls via VRS compared to the satisfaction of taxpayers who received calls that were made via the ASPECT system.

Findings: Because the report findings became more qualitative than quantitative in nature due to the surveys' small sample sizes, they could not be generalized to the total population. However, the data provided an indication of taxpayers' level of satisfaction with various characteristics of their calls and experiences with the outcalls. Based on survey data, respondents were satisfied overall with the outcall service that AUR tax examiners provided regardless of the system used (ASPECT vs. VRS). However, slightly more ASPECT respondents indicated that they were satisfied with the overall service received compared to VRS respondents. When considering respondents' satisfaction with certain attributes of the tax examiners, satisfaction with the measures appeared lower for VRS respondents compared to those who received calls via standard phones. In regards to issue resolution, slightly more respondents who were contacted via standard phones indicated that their issue was resolved compared to VRS respondents. Additionally, a few more VRS respondents indicated that they needed to call the IRS back compared to respondents who received calls through standard phones. Respondents' expectations about the call also seemed to vary by the phone system used. VRS respondents' expectations were lower than those for ASPECT respondents'. This may be due to some VRS respondents' believing they were talking directly to a tax examiner instead of going through an interpreter. Slightly more ASPECT respondents appeared to be satisfied with the amount of time it took to complete the service call compared to VRS respondents (32 out of 42 ASPECT respondents were satisfied; 25 out of 39 VRS respondents were satisfied). About half of the VRS respondents expressed problems or concerns they had with the VRS system and in general (regarding their tax issues). Generally, these respondents: 1) were uninformed about the VRS process or didn't like it, 2) had service or communication problems, or 3) spent too much time on the call.

Actions taken or lessons learned: Since we just closed the project, it is too early to tell what actions will be taken.

Control # and Name: CS-11-281

Re: Publication Re-Design

Participants: 800 (38,727 Requests)

Data Collection Began: 11/11 **Data Collection Ended:** 11/11 **Burden Hours:** 312

Cost: \$10,052 **Response Rate:** 2.1

Purpose or Objective Statement: The primary purpose of this web-based research was to understand respondent perception and comprehension for an IRS publication. Due to its length the publication was separated into two separate surveys. Each survey contained certain document sections that were tested in pairs whereby each pair included an existing section along with its redesigned version. This enabled Siegel + Gale (S+G) to evaluate differences in perception and comprehension. By comparing differences in perception and comprehension among pairs or against S+G benchmarks, we were able to meet our secondary objective; identify areas that could be improved and what those potential refinements might be.

Findings: Comprehension: Overall comprehension of the Pub 594 part 1 improved with the After version, particularly on fundamental topics such as what the publication is about. For part 2, while the After version was more effective in communicating facts, the Before version was more effective in communicating actions, which resulted in similar overall comprehension scores across both documents. Perception: The After version of the Pub 594 demonstrated significant improvement over the Before across all pillars of perception. For both parts of the publication, the After version demonstrated greatest improvement in perceived clarity.

Actions taken or lessons learned: Although the After version of the Pub 594 was more effective than the Before on both comprehension and perception, the team utilized the research results to identify opportunities for further improvement. Use information graphics to help explain a process, reduce acronyms and legalese, avoid cross-referencing publications and consider reordering appeals information.

Control # and Name: CS-11-283

Re: CLD Small Business Tax Workshop

Participants: 67 (289 Requests)

Data Collection Began: 10/11 **Data Collection Ended:** 11/11 **Burden Hours:** 7

Cost: \$0

Response Rate: 23

Purpose: The purpose of this survey was to initiate a formal process for measuring stakeholder satisfaction with the services and materials that IRS Communications, Liaison, and Disclosure (CLD) provides for the Small Business Tax Workshops. CLD will use the results of this survey to gauge where improvements could be made to their materials and services as it relates to Small Business Tax Workshops. CLD may also use the comments to improve other similar products and services they provide to their stakeholders. CLD provides training materials to external stakeholders under the “Leveraged Small Business Workshops” (LSBW) initiative. Under the initiative, classroom style workshops are provided to small business owners as well as taxpayers interested in business ownership. IRS CLD provides the material and a point of contact (POC), but the stakeholder secures the location and instructors for the workshop, which is why the term “leveraged” is used. (CLD is now referred to as Communications and Stakeholder Outreach (CSO).) The objectives of this project were to: determine the satisfaction levels of stakeholders with support provided by CLD for the LSBWs, identify opportunities for improvement, and provide recommendations to improve the overall customer satisfaction levels.

Findings: LSBW Stakeholders indicated high levels of satisfaction with CLD workshop support and products. LSBW stakeholders were asked to rate their overall satisfaction with CLD products on a scale from 1 (very dissatisfied) to 5 (very satisfied). Most of the respondents to this question (92%), rated the materials at 4 or 5. None of the respondents rated them at a 1.

Stakeholders were also asked to rate their satisfaction with the IRS POC for the workshops. Most of the respondents to this question, (91.4%), rated their satisfaction at a 4 or 5. In response to the open-ended questions, several stakeholders requested that workshop products be available on-line, rather than only by CD.

Actions taken or lessons learned: SB/SE Research suggests that CSO consider maintaining an accurate e-mail address list of sponsors of the LSBWs to facilitate future outreach and feedback initiatives. SB/SE Research also suggests that CSO review the feasibility of providing workshop products on-line rather than only on CD.

Control # and Name: CS-11-286

Re: Oversight Board Attitude Survey

Participants: 1,765 (21,752 Requests)

Data Collection Began: 8/11 **Data Collection Ended:** 8/11 **Burden Hours:** 622

Cost: \$ 25,000 **Response Rate:** 8%

Purpose or Objective Statement: The IRS Oversight Board conducted a survey with the objective of understanding what influences taxpayers’ tax compliance, their opinions of IRS, and their customer service preferences. The information will be used to help develop a taxpayer compliance strategy based on the needs and preferences of taxpayers that is consistent with the IRS’ strategic objectives and responsibilities under RRA 98.

Findings: Honesty is valued; with paying taxes seen as a civic duty. Accountability for those who don’t pay their fair share of taxes is strongly favored. Integrity is viewed as a major reason for paying taxes. Corporations and the affluent are viewed as an appropriate focus for IRS compliance.

Actions taken or lessons learned: The findings will be used to help develop a taxpayer compliance strategy based on the needs and preferences of taxpayers that is consistent with the IRS’ strategic objectives and responsibilities under RRA 98.

Control # and Name: CS-11-287

Re: AUR/CCE IVR Survey

Participants: 1,661 (18,467 Requests)

Data Collection Began: 11/11 **Data Collection Ended:** 3/12 **Burden Hours:** 277

Cost: \$ 37,709 **Response Rate:** 9.5%

Purpose or Objective: This research was conducted as part of the IRS agency-wide initiative to monitor taxpayer satisfaction with the service provided. The objectives of this study were to identify what AUR/CCE staff and managers can do to improve customer service and monitor taxpayers' satisfaction with the AUR/CCE Toll-Free services.

Findings: During the most recent period of January to March 2012, 88.5% of customers are satisfied with the service they received from SB/SE AUR/CCE IVR (giving an overall satisfaction rating of 4 or 5 on a 5-point scale), while 5% are dissatisfied (giving a rating of 1 or 2). The average overall satisfaction is 4.5. The top improvement priorities are: "How clearly representatives explain the taxpayer's issue" and "How well the representative listened to taxpayer's concerns."

Actions taken or lessons learned: AUR/CCE continues to monitor the findings actively, as legislated.

Control # and Name: CS-11-288

Re: Taxpayer Segmentation

Participants: 5,751 (46,866 Requests)

Data Collection Began: 10/11

Data Collection Ended: 11/11

Burden Hours: 2,893

Cost: \$ 247,779

Response Rate: 12%

Purpose or Objective: Conduct online and phone surveys with W&I and Business taxpayers to understand taxpayers' behavior and their needs and preferences. The survey is used to answer questions such as: How do taxpayers relate to taxes in general and view the importance of tax compliance? What are taxpayers' needs and preferences in relation to interacting with IRS? How do taxpayers prefer to communicate? Through this engagement, IRS will get answers to these and other related questions. It can design, evaluate, and target services and compliance efforts in a manner that will result in a more effective communication with the taxpayer and drive compliance.

Findings: Tax compliance is more related to behaviors and attitudes around taxes, rather than simple demographics. For example, current IRS practice is to look at compliance risks based on those who have the highest and lowest incomes – but when viewed through the lens of behaviors and attitudes, we find that each of these income bands contains both compliant and non-compliant taxpayers. Thus we used a segmentation approach to determine groups of individuals and businesses that have relatively similar attitudes and practices, resulting in a similar risk of non-compliance. Among W&I taxpayers, seven behavioral/attitudinal segments have been identified that predict various levels of compliance risk. Primary determinants of compliance among these taxpayers include: approach to income withholding, number of schedules filed and complicating conditions, use of tax preparation software or a tax professional, likelihood to have contacted the IRS in the past, how much attention is paid to changes in tax law, the extent to which tax form language is a challenge, and whether the taxpayer considers their taxes to be complex or difficult. Among Business taxpayers, four behavioral/attitudinal segments have been identified. Primary determinants of compliance among Business taxpayers include: company size (by assets), approach to accounting, number of complicating conditions, how proactive the company is in minimizing its tax burden, whether they have difficulty determining relevant sources of revenue, and annual income variability.

Actions Taken/Lessons Learned: Several segmentation solutions for each taxpayer population (W&I, Business) were prepared and proposed to the IRS. The IRS agreed on a single solution for each population, and we are currently in the process of developing profiles of each segment group. An algorithm for identifying segment membership has also been created. Next steps include developing personas for each of the segments, to bring each profile fully to life so that IRS personnel can better understand and relate to their needs. Ultimately, understanding of the motivations behind each segment's approach to taxes, and the compliance risks associated with it, will enable the IRS to design products, services, and communications that will enhance compliance overall.

Control # and Name: CS-11-290

Re: Notice Effectiveness Web Survey

Participants: 3,200 (253,474 Requests)

Data Collection Began: 11/11 **Data Collection Ended:** 12/11 **Burden Hours:** 1,219

Cost: \$ 43,295,85

Response Rate: 1.3%

Purpose: The primary purpose of this web-based research was to understand respondent perception and comprehension for 8 pairs of IRS notices. Each survey was inclusive of the existing notice (Before) along

with its redesigned version (After). This enabled us to evaluate differences in perception and comprehension. By comparing these differences among pairs or against S+G benchmarks, we met our secondary objective; identifying areas that could be improved and what those potential refinements might be.

Findings: Comprehension: Of the eight After notices tested, comprehension increased on all but three After versions for the following reasons; clearer reason for receiving the notice, clear articulation of facts, and actions. The CP22A, CP75 and 2501 had slightly lower comprehension scores due to unclear language stating the notice's purpose. Perception: Of the eight notices tested many were perceived more positively than their corresponding Before versions. Among the highest scoring were the 523, 2501 and 2566R. The notable exception to the increase was the CP 22A, which scored lower on all pillars with the greatest decline on Honesty and Inspiration.

Actions taken or lessons learned: Based on these research results the team has identified opportunities for further improvement of the after versions and will work on editing current prototypes to address key findings. Edits generally fall into either content (removing extraneous information, clarifying language, improving tone) and/or design (further simplifying charts, making key information prominent).

Control # and Name: CS-11-310

Re: Appeals Survey

Participants: 4,328 (16,798 Requests)

Data Collection Began: 10/10

Data Collection Ended: 12/11

Burden Hours: 649

Cost: \$ 270,500

Response Rate: 36%

Purpose: The objective of the customer satisfaction survey was to examine customer expectations and perceptions about Appeals services. Each customer surveyed was given an opportunity to express their opinion about the services they have received. The product of the customer satisfaction survey scores facilitates more effective management of Appeals by: Providing insight from the customer's perspective about possible improvements. Providing useful input for program evaluation.

Findings: Overall Satisfaction increased to 65% when compared to 63% in FY2010 and it is the third highest percentage it has been since the inception of the study. Represented taxpayers are more satisfied than individual taxpayers (72% and 56%, respectively). Satisfaction varies by Category of Work—LB & I (Coordinated Industry Case) customers reported relatively high satisfaction at 89%. OIC, Penalty Appeals and Other category customers were least satisfied (59%, 59% and 53%, respectively). Field Operations customers are slightly more satisfied than Campus Operations customers. Customers were most satisfied with "Degree of respect shown" (81%) and "Professionalism of Appeals person" (80%). Customers were least satisfied with Time to Hear from Appeals (48%) and Length of Appeals Process (49%). Alternative Dispute Resolution (ADR): Of those who used the ADR process, 70% were satisfied overall with the ADR process. Customers who used the ADR program were most satisfied with the impartiality of the mediator/arbitrator (82%), that the ADR process helped create realistic options for settling disputes (70%) and the effectiveness of the ADR process (70%). Most of the ADR customers reported saving money (74%) and time (82%) by using the ADR program. Note there were only 33 respondents who used the ADR program.

Action Taken Lessons learned: Drivers of overall satisfaction--- The survey identified 4 attributes that were drivers of overall satisfaction, meaning they have the strongest impact on customers' perceptions of their experience: Listening to your concerns, Consideration of information presented, Application of the law to facts in your case, Clarity of records and documents needed, and Adequacy of resources applied by Appeals.