LB&I Domestic Survey 2016 Attachment A

Pre-Note Message

The Internal Revenue Service (IRS) Restructuring and Reform Act of 1998 established several mandates for the Internal Revenue Service (IRS) to fulfill. One of those mandates was to survey our customers to determine their level of satisfaction with the IRS's overall job performance, and to solicit ideas for the improvement of our services.

The Large Business and International Division (LB&I) of the IRS is polling taxpayers to obtain feedback on overall performance with recently closed examinations. This letter is to let you know that you may be randomly selected to participate in the survey.

The primary purpose for requesting this information is to help the IRS improve its service to taxpayers. Our authority for requesting the information is 5 USC and 26 USC 7801. Providing information is voluntary. However, if you do not answer all or part of the survey questions, the IRS may lack information it could use to improve taxpayer service. The information you provide may be disclosed to an IRS contractor when authorized by law. The contractor is required to follow confidentiality protections required by the Privacy Act and /or Internal Revenue Code section 6103.

The IRS is not contacting taxpayers directly but has asked an independent research firm, Pacific Consulting Group and their subcontractor Pacific Market Research, to conduct the research. They may be contacting you via phone and asking for your participation in a 25-minute survey. Please take the time to participate in this study and use this opportunity to be candid about our performance.

To verify the authenticity of this survey, please visit IRS.gov and enter the search term "customer surveys." The IRS Customer Satisfaction Survey page contains a list of valid, current and unexpired, IRS surveys and as of this issuance should provide a reference to LB&I Industry and Coordinated Industry Examinations.

If you have any other questions about this survey, please call the Survey Helpline at 1-866-960-7897 or contact Keith Fowler, LB&I Program Analyst, by email at keith.fowler@irs.gov. Thank you in advance for your interest in improving our services.

Sincerely,

Kathryn Greene Director of Technology and Program Solutions Large Business and International Division (LB&I) Internal Revenue Service

L4900

TELE	PHONE NUMBER:
Interv	iewer:
Interv	riew Date: MO,DATE, YR
SAMP	- PLE READ-IN
SO.	COMPANY NAME
S1.	PERSON NAME (IF ANY)
S1A.	ORIGINAL COMPANY NAME
S1B.	NEW COMPANY NAME
S1C.	ORIGINAL CONTACT NAME
S1D.	NEW CONTACT NAME
S1E.	POWER OF ATTORNEY INDICATOR
	YES, POA1
	NO, POA2
S1F.	POA FIRM NAME
S1G.	POA CONTACT NAME
S1H.	ADDITIONAL INFORMATION ON LOOKUP
S2.	DATE OF CLOSURE
	October 20141
	November 20142

	December 20143						
	January 20154						
	February 20155						
	March 20156						
	April 20157						
	May 20158						
	June 20159						
	July 201510						
	August 201511						
	September 201512						
S3.	INDUSTRY CODE (IND AREA TYPE CD)						
S4.	DFO CODE(DIRECTOR TYPE CD)						
COND	OITIONAL:						
IF SAN	IF SAMPLE READS A CONTACT NAME, THEN GO TO A.1						
IF SAN	IF SAMPLE READS <u>NO</u> CONTACT NAME <u>BUT</u> READS A CFO NAME, THEN SKIP TO A.2						

IF SAMPLE READS NO CONTACT NAME NOR CFO NAME THEN SKIP TO A.3

IF SAMPLE READS POWER OF ATTORNEY, THEN SKIP TO C.5

	Hello, t	his is	_ with the nationa	l research firm of Pacif	ic Market	Research. I am calling
	about v	work we are cor	nducting for the Int	ternal Revenue Service	: .	
	A.1	May I please sp	eak to [CONTACT	NAME]?		
	Upda Upda Upda	No longer work No such person Not available/b sed ate phone numbe ate respondent n ate company nan	ks here	6 7 8	GO GO ARF SKIP ARRA ARRA	P TO B.1 TO A 3 TO A.3 RANGE CALLBACK TO B.4 ANGE CALLBACK ANGE CALLBACK ANGE CALLBACK ANGE CALLBACK ANGE CALLBACK
			with the national res for the Internal Reve	search firm of Pacific Ma enue Service.	rket Resear	rch. I am calling about
A.3		-		any's tax department, or nnect me to that person		that handles your
		Don't have a ta Taxes handled Not available/b	x office/don't knov by someone outsid	w who that ise the company	2 3	SKIP TO B.1 GO TO A.4 SKIP TO A.5 ARRANGE
	Upda Upda Upda	Refusedate phone numbe ate respondent n ate company nan	eramespondent name	7 8	5	SKIP TO B.4 ARRANGE CALLBACK ARRANGE CALLBACK ARRANGE CALLBACK RRANGE CALLBACK

	this is with the national research firm of Pa we are conducting for the Internal Revenue Service.	cific Market Research. I a	m calling about
A.4	4 May I please speak to either the head of your finance	e department or your com	pany's Chief
Fin	nancial officer?		
CALL	Yes, Head of Finance	2 SKII 3 SKII	P TO B.1 P TO B.1 P TO B.4 ORD NAME/ ANGE
Upo Upo Upo	Refused6 date phone number	ARRA ARRA ARRA	PTO B.4 NGE CALLBACK NGE CALLBACK NGE CALLBACK IGE CALLBACK
A.5	I need to speak to that person. Can you please gi company and their telephone number? Gave name or company <u>and</u> phone number	ve me their name, the n	
CALI	LBACK Refused2		
	this is with the national research firm of Pa we are conducting for the Internal Revenue Service.		m calling about
B.1.1	[IF CONTACT TYPE IS NOT CPA AND TAX need to speak to the person who is most familiar company name]. Who would that person be? Speaking Someone else Don't know Refused	with federal tax audits f12 GO 5	SKIP TO D.1 FO B.2 SKIP TO B.4
B.1.2	[IF CONTACT TYPE IS CPA OR TAXPAYER speak with the person who is most knowledgeabl COMPANY NAME]. Would that be you or some NAME]? Me	e about IRS audits for [eone else at [INSERT C	INSERT
	Someone at firm		GO TO B.2

	B.2 What	is that person's name and telephone number? Gave name/number1 RECORD NAME/NUMBER, ARRANGE CALLBACK No such person, CPA or taxpayer rep is the correct person2 GO TO D.1 Refused
		IN B.2, READ: S has contracted with Pacific Market Research to conduct this survey to ensure that the data is private to the extent allowed by law. Pacific Market Research is bound by the terms of our contract not to disclose the names of individuals or businesses who participate in the survey. It is important that I speak to the person at [company] who is most familiar with IRS audits of your company's taxes. B.2A Can you please give me that person's name or number or connect me
		to them? Connected
	REAS Hello, this is	Can you please give me the name or title and the mailing address of the person and office that (probably) handles [company's] tax audits or related financial matters? This way, I can send them a letter that further explains the purpose of the survey, and how they might participate. Gave name/address1 RECORD NAME/ARRANGE LBACK Refused2 TERMINATE, RECORD SON with the national research firm of Pacific Market Research. I am work we are conducting for the Internal Revenue Service.
C.1	have compl person in the 2014? Yes, best per No, Someon Don't know	e confirm that I am speaking to the right person. We are interviewing businesses that eted an audit cycle since October 1, 2014 about that IRS audit. Would you be the best ne company to talk with about any IRS audits of (insert company name) since October 1, SKIP TO D.2 The else

C.2 That is the person who I must ask to complete the survey. What is that person's name and telephone number?

	Refu	sed2 GO TO C.3
	C.2 <i>F</i>	A Can you please connect me to him/her? Yes, connected
The priv to d spe	IRS has contra rate to the exte lisclose the na ak to the perso	C.1=4 OR (C.2=2 OR C.2A=3) THEN ASK C.3 acted with Pacific Market Research to conduct this survey to ensure that the data is ent allowed by law. Pacific Market Research is bound by the terms of their contract not mes of individuals or businesses who participate in the survey. It is important that I on at the company who is most knowledgeable about the IRS audit. I will only need to minutes of his or her time.
C.3	Can you plea	se give that person's name or number or connect me to them?
	Yes, conn	name/number
	offic send parti Gave CAI	you please give me the name or title and the mailing address of the person and the that (probably) handles [company's] taxes or financial matters? This way, I can them a letter that further explains the purpose of the survey, and how they might cipate. Personant RECORD NAME/ADDRESS, ARRANGE LLBACK Sed
about v of busi calling	work we are con nesses or their in reference to ycle in which y	with the national research firm of Pacific Market Research. I am calling conducting for the Internal Revenue Service. We are interviewing a random sample representatives that have completed an audit cycle since October 1, 2014. I am to the audit that was conducted for (COMPANY NAME). Did the IRS complete an your company served as Power of Attorney for (COMPANY NAME) during this time
	Yes1 No2 Not sure	GO TO D.1 SCREEN OUT CONTINUE WITH D.1
D.1.	Did the IRS co	omplete an audit cycle at [INSERT COMPANY NAME] since October 1, 2014?
	Yes1 No2 Refused3	
D.2.	Are you the p	person who had the most contact with the IRS audit team during the cycle?

Gave name/number......1 **RECORD NAME/NUMBER, GO TO C.2A**

	Yes (mo	ost or equal)1	SKIP	TOD.4
	No	2	GO TO D.2A	
	Not sur	e3	GO TO D.2A	
	D.2A.	Who would have had	the most contac	ct with the IRS audit team during this cycle?
		Gave name/address. CALLBACK	1	RECORD NAME/ADDRESS, ARRANGE
		Refused	•••••	.2 TERMINATE, RECORD REASON
You are Howev	d by law e under r er, your	and your business and no obligation to continu	individual identue with the inter	e answers you provide will be private to the extent ity information will not be shared with the IRS. rview, it is completely voluntary on your part. er service to the business community. May we

Yes......1 GO TO Q1.

Refused......4 TERMINATE END CALL

Bad time......2

Want to think about it......3

This interview will take about 25 minutes. The OMB Control Number for this study is 1545-2250. If you have any comments concerning the time estimates associated with this study or on how to make this process simpler, I will read to you an address you can write to.

SCHEDULE CALLBACK

SCHEDULE CALLBACK

Special Services Section 1111 Constitution Avenue, NW, SE:W:CAR:MP:T:M:S - Room 6129 Washington DC 20224

TACK-UP #1: FREQUENTLY ASKED QUESTIONS

IF RESPONDENT WANTS A NUMBER TO CALL TO VERIFY SURVEY:

You can call PMR anytime toll-free on 1-866-960-7897. Just say you are calling about the LB&I Domestic Survey.

IF RESPONDENT ASKS FOR IRS 513-518-4905 during business hours and ask for Keith Fowler.

The OMB Number will be provided to each participant.

The OMB Clearance Number is 1545-2250. If you would like, I can give you an address where you can send your comments regarding this survey.

Send your comments and suggestions to:

Internal Revenue Service, Special Services Section, Room #IR-6129, 1111 Constitution Ave. NW, Washington, DC 20224.

IF HESITANT, OR ASKS FOR MORE INFORMATION:

The Internal Revenue Service has asked Pacific Market Research to conduct a survey of medium and large corporations. It is important that I speak to either the company's Chief Financial Officer (CFO), or the person who is knowledgeable about IRS audits of your company's income tax returns. I will only need about 25 minutes of his or her time.

IF RESPONDENT ASKS IF PARTICIPATION IS REQUIRED:

The survey is completely voluntary. You do not have to participate. Furthermore, your responses will not be used to select (or non-select) your company for future examinations. **IF RESPONDENT ASKS HOW NUMBER WAS OBTAINED AND/OR IS STILL RELUCTANT:** You were randomly selected for this survey from list of medium and large corporations that have completed an audit cycle since **October 1, 2014.** Although, IRS provided us with the list, Pacific Market Research selected the sample and will not divulge the names of the company's or their representatives with the aggregate data they provide the IRS.

IF RESPONDENT ASKS IF YOU ARE EMPLOYED BY IRS:

No. We are an independent survey research company that has been hired by the IRS to conduct this survey. Nobody associated with PMR is an employee of the IRS and any information you provide us will be completely private and anonymous to the extent allowed by law.

IF RESPONDENT DWELLS ON AN ON-GOING IRS PROBLEM:

Pacific Market Research is a national survey research company that has been hired by the IRS to conduct this survey. We do not have access to any IRS information on your account.

[Programmer: Include skips for IC and CIC as highlighted below]

I am going to ask you a series of questions about the audit process at [INSERT COMPNAY NAME]. For each one, please tell me how satisfied or dissatisfied you are, regardless of whether you agreed or disagreed with the final outcome. Please use the following rating scale: very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat satisfied, and very dissatisfied. Interviewers: Read scale labels, not numbers. Only reference scale numbers if respondents insist on responding using scale point numbers rather than labels. Please verify label with respondents if other than '3' rating.

Collaboration/Fairness

1. First, how would you rate your satisfaction with the following:

Very	Somewhat	Neither	Somewhat	Very	NA	DK	Ref
Satisfied	Satisfied	Satisfied	Dissatisfied	Dissatisfied			
		nor					
		Dissatisfied					
5	4	3	2	1	97	98	99

- a. Your overall involvement in the audit planning process for this audit cycle
- b. The issues identified were material/substantial
- c. You were given the opportunity to provide an explanation or briefing on the facts and circumstances related to an issue
- d. You were able to provide an explanation of how your company treated the issue as presented on the return
- e. Documents requested were relevant to the issues identified
- f. The team worked with you to help minimize document requests
- g. The team worked with you to identify the appropriate documents to fulfill the request
- h. You had enough time to obtain the required documents in advance of the deadlines
- i. The team's efforts to discuss and resolve taxpaver barriers to responding to IDRs
- j. The team's responsiveness to your questions
- k. The team's ability to handle issues promptly
- l. The frequency with which the team met their deadlines
- m. Team members' knowledge of your industry
- n. Team members' knowledge of your company
- o. Team members' knowledge of your company's audit history
- p. Technical experts and specialists were engaged appropriately
- q. The team members' focus on the accuracy of the return, as opposed to identifying problems
- r. The technical guidance the team provided during the audit process
- s. The instructional guidance the team provided on how to respond to the IDRs
- t. How well the team helped you work through the audit process as quickly as possible
- The team members' discussion of findings prior to issuing Notice of Proposed Adjustment
- v. Team members' consideration of your position on the issues
- w. Level of collaboration/fairness was consistent across all members of the audit team
- x. Taking all factors into account, how would you rate your overall sat w/ collaboration/fairness

Transparency

2. How would you rate your satisfaction with the following [If necessary, say "Again, the scale is very satisfied, somewhat satisfied, neither satisfied or dissatisfied, somewhat dissatisfied, or very dissatisfied."]:

Very Satisfied	Somewhat Satisfied	Neither Satisfied	Somewhat Dissatisfied	Very Dissatisfied	NA	DK	Ref
		nor					
		Dissatisfied					
5	4	3	2	1	97	98	99

- a. The clarity of the team's description of the issue under investigation (audit areas to be addressed)
- b. Agent explained the rationale and justification for how they selected issues to include in the audit
- c. Communication of the overall audit goals
- d. Clearly communicated priorities
- e. Priorities were consistent across agents
- f. Priorities were consistent over the course of the audit
- g. Clarity of information requested in the IDR
- h. Specificity of the IDR
- i. IDR deadlines and milestones were clearly identified
- j. Ability to answer your questions
- k. How well the audit team communicated with you
- l. You were kept informed of any changes to the scope or depth of your audit plan
- m. How well the audit team kept you informed of progress toward milestones
- n. Clarity of explanations provided for adjustments made to your return
- o. Level of transparency was consistent across all members of the audit team
- p. Taking all factors into account, how would you rate your overall satisfaction with IRS transparency during the audit process?

Certainty

3. How satisfied are you that... [repeat scale if needed]

Very Satisfied	Somewhat Satisfied	Neither Satisfied	Somewhat Dissatisfied	Very Dissatisfied	NA	DK	Ref
		nor					
		Dissatisfied					
5	4	3	2	1	97	98	99

- a. The issues identified are unambiguous
- b. There was a thorough discussion of contingencies and/or changes to the audit plan resulting from new developments
- c. The team adhered to the issues identified in the audit plan (The audit remained consistently focused on the issues identified in the audit plan)
- d. Timelines for audit process are clearly defined
- e. Milestones are clearly defined

- f. IRS adheres to its own timelines
- g. Communications were consistent across the audit team members
- h. The audit team gave reasonable consideration to the information you provided
- i. The Notice of Proposed Adjustments (NOPA) was provided in a timely manner
- j. Taking all factors into account, how would you rate your overall satisfaction with the level of certainty during the audit process
- 4. What specific indicators does your firm use to signal that an audit is completed? (Select all that apply)
 - a. No additional material changes from the audit team
 - b. A written agreement
 - c. A no-change letter
 - d. Expired statute
 - e. Other (specify):

Next, I am going to ask you a series of questions about the impact various outcomes might have on your overall tax certainty. For each one, please use the following rating scale: very high impact, high impact, moderate impact, low impact, and no impact.

5. How much of an impact would the following outcomes have on your overall tax certainty?

Very High	High	Moderate	Low	No Impact	NA	DK	Ref
Impact	Impact	Impact	Impact				
5	4	3	2	1	97	98	99

- a. Avoiding or reducing statute extensions
- b. Greater audit currency (fewer audit years open at any one time)
- c. Reduced number of open or un-agreed issues post-filing
- d. Lower dollar amount of open or un-agreed issues post-filing
- e. Faster resolution of complex issues (transfer pricing, restructurings, acquisitions, R&E)
- f. Lower federal, state & international tax reserve dollar amounts
- g. Fewer federal, state & international tax reserve issues
- h. Less interest accrued on tax reserves
- i. Less time spent on audit examinations
- j. Fewer issues going to Appeals/litigation
- k. Lower costs for outside service providers (including legal fees)
- l. Faster tax refunds
- m. Fewer UTPs to document and report
- n. Greater comfort with financial statement reporting of federal income taxes
- o. Improved accuracy of tax projections
- p. Improved accuracy of cash flow projections

Administrative Burden

6. How satisfied are you with... [repeat scale]

Very Satisfied	Somewhat Satisfied	Neither Satisfied nor	Somewhat Dissatisfied	Very Dissatisfied	NA	DK	Ref
		Dissatisfied					
5	4	3	2	1	97	98	99

- a. The amount of time you and your company spent working on this audit?
- b. The length of the entire audit process from opening conference to audit closure?
- 7. What is the single greatest source of burden incurred by the audit process (choose one):
 - a. Financial resources spent on an audit
 - b. Staff resources required for audit
 - c. Amount of time spent gathering information for IDRs
 - d. The cost of having financial reserves to cover future audits
 - e. Cost of record keeping
 - f. Audits held open from one year to the next or over multiple years.
- 8. For each of the following questions, please rate the degree of burden for each of the following activities. Please use the following rating scale: very high burden, high burden, moderate burden, low burden, and no burden.

Very High	High	Moderate	Low	No Burden	NA	DK	Ref
Burden	Burden	Burden	Burden				
5	4	3	2	1	97	98	99

- a. Searching for supporting documentation
- b. The volume (number) of issues identified
- c. The volume (number) of IDRs
- d. The volume of "any and all" IDRs
- e. The volume of technical advice memoranda (TAMs), private letter rulings (PLRs), etc.
- f. The frequency of issues going to Appeals
- g. The number of audit issues requiring litigation
- h. Fees from outside consultants (including legal fees)
- i. The volume of uncertain tax positions (UTPs) reported
- j. The number of adjustments (NOPAs)
- k. The number and volume of RARs requiring preparation, review and processing
- l. The accumulation of interest on tax deficiencies
- m. The need to file amended state and local tax returns
- n. Overall burden on your tax department

Other

9. Did the audit plan you received provide you with sufficient information? (for example, did it cover what you needed in terms of describing the issues to be examined, timeframes, personnel required, processes to be followed, and respective responsibilities for your company and the audit team?) Y/N

[IF NO]: Why not?

- 10. Did you have any issues with the audit team or specialists that you needed to elevate?
 Y/N
- 11. Did you utilize any dispute resolution options to elevate problems? Y/N

[IF NO]: Why not?

- 12. Considering all aspects of the audit, but without regard to the outcome of the audit, how would you rate your overall satisfaction with the audit? Are you very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, or very dissatisfied?
 - 5 Very satisfied
 - 4 Somewhat satisfied
 - 3 Neither satisfied nor dissatisfied
 - 2 Somewhat dissatisfied
 - 1 Very dissatisfied
- 13. Did you agree with the outcome of the audit, disagree with the outcome, or was there no tax change involved?
 - a. Agreed with outcome
 - b. Disagreed with outcome
 - c. No tax change

<i>14</i> . Prior to the audit,	what was your expectation	of the length of	of time in n	nonths for the	e audit
to be completed: _	months				

Demographics

- D1. By job title, [IF CONTACT TYPE IS **NOT** CPA/TAX REPRESENTATIVE: who in your company was in charge of handling the audit] [IF CONTACT TYPE IS CPA/TAX REPRESENTATIVE; who was in charge of handling the audit for [INSERT TAXPAYER ORGANIZATION NAME]]? [Note to interviewers: IF CONTACT TYPE IS CPA/TAX REPRESENTATIVE and they say "me", select item 4 professional outside rep' instead of 'me']
 - Corporate Officer
 - The Tax Manager, Controller or Tax Department
 - The Accounting Manager or Controller
 - Professional outside representative/ tax preparer
 - Another company employee

Specify title

- Accounting Department
- A team of people
- Tax Department
- Someone else

Specify	/ title	!			

Me

Sne	ecify	title		

D2. By job title, who prepared the return for [INSERT TAXPAYER ORGANIZATION NAME]? [Note to interviewers: if professional outside rep/tax preparer, and they say "me", select item 4 - professional outside rep' instead of 'me']? Corporate Officer
D3. Did you reach final agreement of the issues (read 1-7) ?
(IC only) with the Auditor1 (IC only) with the Auditor's Supervisor2
(CIC only) with the Team Coordinator3
(CIC only) with the Case Manager 4
Through the Appeals Office5
Through Litigation, OR6
By some other means7
D4. How many years have you been working in this industry?
1 to 2 years
3 to 5 years
6 to 10 years
11 to 20 years4 21 years or plus5
21 years or plus
D5. How many years have you been with this company?
1 to 2 years
3 to 5 years2
6 to 10 years3
11 to 20 years4
21 years or plus5
D6. How many years have you been working as a tax or finance professional in your company?
1 to 2 years
3 to 5 years2
6 to 10 years3
11 to 20 years4
21 years or plus5
D7. What suggestions would you like to make to the IRS to improve its audit process?_(Open end)

None97
Focus Group Recruitment
FG1. Finally, occasionally, we conduct additional in-depth research in the form of focus groups.
Research participants may receive a small monetary incentive to participate depending on the
survey. Would you be willing to participate in a focus group?
1—Yes: Please provide us with your phone number and email address.
Name:Organization:
Telephone #: Email:
2—No