

# Enterprise Journey Map: Process View Summary

	Current Issues Column	Process
<b>Direct Support of Business Goals</b>	<ul style="list-style-type: none"> <li>• Taxpayer access to information is largely a result of their research rather than proactive communication from IRS</li> <li>• Limited information on taxpayers or taxpayer groups constrains employees' service capabilities</li> <li>• Communication strategies are designed to maximize coverage versus customizing or targeting to segment needs</li> <li>• Taxpayer educational programs do not leverage info captured in post-filing activities</li> <li>• Uneven participation in e-filing by third parties limits customer satisfaction and employee productivity</li> </ul>	<b>Educate and Communicate</b>
	<ul style="list-style-type: none"> <li>• Employees lack access to certain taxpayer information that could assist in offering proactive assistance</li> <li>• Automated telephone systems are difficult and confusing to use</li> <li>• Taxpayers have difficulty in reaching the IRS by telephone or e-mail</li> <li>• Employee training is often not focused on specific skills that will enable an employee to better serve taxpayers</li> <li>• Limited access to tax law information makes it difficult for employees to answer taxpayer questions on the subject</li> </ul>	<b>Provide Pre-Filing Assistance</b>
	<ul style="list-style-type: none"> <li>• Taxpayer options to submit, communicate or pay are limited, often complicated and potentially cost time and money</li> <li>• Paper-based system causes heavy peaks in manual workload and delays in returns processing</li> <li>• Taxpayers are dissuaded from trying or using e-file due to third party biases against the added workload, complexity and cost</li> <li>• Taxpayer receive refunds in 4-6 weeks</li> <li>• Taxpayer filing and discrepancy resolution is lengthy</li> </ul>	<b>Accept Filings and Payments</b>
	<ul style="list-style-type: none"> <li>• Taxpayers often cannot obtain refund status through current customer service options</li> <li>• Taxpayer options for obtaining account information are limited</li> <li>• Employees have difficulty properly serving taxpayers because of a lack of accurate account data, contact history or real-time update capabilities</li> <li>• Employee training often not focused on just those skills that will enable an employee to better serve taxpayers</li> <li>• Limited assistance options because no secure mechanisms are in place for taxpayers and third parties to get account assistance electronically</li> </ul>	<b>Provide Account Assistance</b>
	<ul style="list-style-type: none"> <li>• Significant time delays in resolving cases results in increased interest and penalties</li> <li>• Case resolution tools and authority insufficient to allow employees to serve taxpayers</li> <li>• Delays in initiating cases increases tax record-keeping burden</li> <li>• Limited risk-based approach to case selection inhibits productivity</li> </ul>	<b>Correct Non-filing and Under-reporting</b>
	<ul style="list-style-type: none"> <li>• Centralized electronic case history throughout life of case is lacking</li> <li>• Limited use of risk-based case selection impacts productivity</li> <li>• Significant time delays in initiating and resolving cases, which impacts collectability of receivables</li> </ul>	<b>Collect Unpaid or Overdue Balances</b>
<b>Indirect Support of Business Goals</b>	<ul style="list-style-type: none"> <li>• Workforce management hampered by lack of centralized employee skill information</li> <li>• Workforce planning is not tied to recruitment, learning and development</li> <li>• Insufficient control of monies received by IRS</li> <li>• Cost accounting system lacks detail</li> </ul>	<b>Internal Management</b>
	<ul style="list-style-type: none"> <li>• Disjointed or overlapping infrastructure programs result in increased costs and decreased effectiveness</li> <li>• Lack of standards and efficient platforms on which to host e-Services slows their development and implementation</li> </ul>	<b>Infrastructure</b>

**Legend:**

Planned Tier A projects that support business goals

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|--|--|---|
| 1. Customer Communications             | 4. Correspondence and Document on Demand Imaging (CADDI) | 8. CRM Registration                           |
| 2. e-Services                          | 5. Customer Relationship Management (CRM) Core           | 9. Compliance Research                        |
| 3. Customer Account Data Engine (CADE) | 6. CRM Exam  | 10. CRM Outreach                              |
|  | 7. CRM Collection  | 11. Integrated Human Resources Systems (IHRS) |
|  |  | 12. Integrated Financial System (IFS)         |