

ATTACHMENT 4: METHODOLOGY FOR IRS CASE STUDY

The Office of Management and Budget asked Price Waterhouse to assist the IRS in preparing a case study that presents the IRS's strategic management process. In mid-March, Price Waterhouse and the IRS formed a team to develop the case study.

The team developed the case study by interviewing strategic planning personnel and reviewing existing IRS documentation. A contact at the IRS scheduled interviews for the team and provided necessary documentation. By the end of March, the team had constructed an initial draft of the document and identified gaps information and the need for further interviews. Once the interviews were completed, the team began a cycle of preparing a draft, receiving comments from interviewees and Strategic Planning Division personnel, revising the case study, and resubmitting it for review. After the IRS approved the draft case study, the team submitted the case study to the Department of the Treasury and the Office of Management and Budget for review. Their comments were incorporated into the final version of the case study.

The team interviewed the following personnel at the IRS:

- Charlotte Perdue, National Director, Strategic Planning Division
- William Hannon, Director, Analysis and Studies Division
- Frederick DuBois, Chief Compliance Planning and Finance
- Michelle Kaplan, Chief, Compliance Planning
- Elizabeth Scheffler, Program Manager, Office of Economic Analysis
- J. Myers, Chief, Office of Corporate Planning
- Ronald Ridgley, Chief, Office of Organizational Research
- Anna Wuertenberg, Planning Officer

The IRS provided the following documentation for the team to review:

- IRS Organizational Chart
- Strategic Management Process Overview Presentation
- Strategic Business Plan (8-84)
- Strategic Business Plan, FY 1990-1994
- Strategic Business Plan, FY 1991-1995
- Strategic Business Plan, Thru FY 1996
- Strategic Business Plan, FY 1992 and Beyond
- Strategic Business Plan, FY 1993 and Beyond
- Strategic Business Plan, FY 1994 and Beyond
- FY 1994 Annual Servicewide Operating Plan
- Business Master Plan, Fiscal Years 1995-2001
- FY 1996 Business Master Plan - Preliminary Edition
- Chart of IRS Strategic Management Process, FY 1989 - FY 1994
- Chart of IRS Strategic Management Process, FY 1995 - FY 1996
- Chart of IRS Strategic Management Process, Beginning FY 1997
- List of Members of the Executive Committee
- List of Members of the Executive Planning Board
- List of Members of the Measures Advisory Group
- Executive/Managerial Performance Plan