

E TREASURY

TIGTA

Treasury Inspector General for Tax Administration

Strategic Plan FY 2022–2026



Strategic Plan Overview

Goal 1:

Promote the Economy, Efficiency, and Effectiveness of Federal Tax Administration



Goal 2:

Protect the Integrity of Federal Tax Administration from Internal and External Threats



Goal 3:

Sustain an Inclusive Work Environment Where Employees Are Valued



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DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20024

The Treasury Inspector General for Tax Administration's (TIGTA) Strategic Plan (Plan) for Fiscal Years (FY) 2022-2026 offers a blueprint of how TIGTA intends to fulfill its mission over the next five years in support of the Department of the Treasury's (Treasury) mission and vision.



The passage of the Inflation Reduction Act of 2022 (IRA) will have a significant impact on Federal tax administration. TIGTA received over \$400 million in supplemental funding that will remain available through the end of FY 2031. This funding will provide TIGTA with the resources needed to oversee the implementation of numerous IRA tax provisions, further protect the integrity of Federal tax administration, and improve our infrastructure to enable us to achieve this goal.

The Plan charts the path for TIGTA's operations as we continue to work diligently to provide oversight of the Internal Revenue Service's (IRS) efforts to implement the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the American Rescue Plan Act of 2021 (ARPA) and protect the integrity of Federal tax administration.

For more than 23 years, TIGTA has steadfastly pursued its mission to provide quality professional audit, investigative, and inspection and evaluation services that promote integrity, economy, and efficiency in the administration of the Nation's tax system. Our success in achieving our mission is tangible and quantifiable. Moreover, our results are critically important to the Federal Government, as it is increasingly challenged to improve the effectiveness and efficiency of its operations and to provide high-quality services to the American taxpayer.

This Plan builds upon our success and promotes continuous improvement and assessment. It presents three primary goals and a set of strategies to guide us in our efforts to meet each of those goals, along with specific indicators and measures to help us monitor and demonstrate our progress. Additionally, this plan will also help us to maintain and promote an environment in which our employees can realize their full potential through training, development, and a diversified workplace.

As TIGTA works toward achieving its mission and goals, I remain confident that we will continue to successfully carry out our important role in overseeing the fair and impartial administration of the Nation's tax system.

Sincerely,

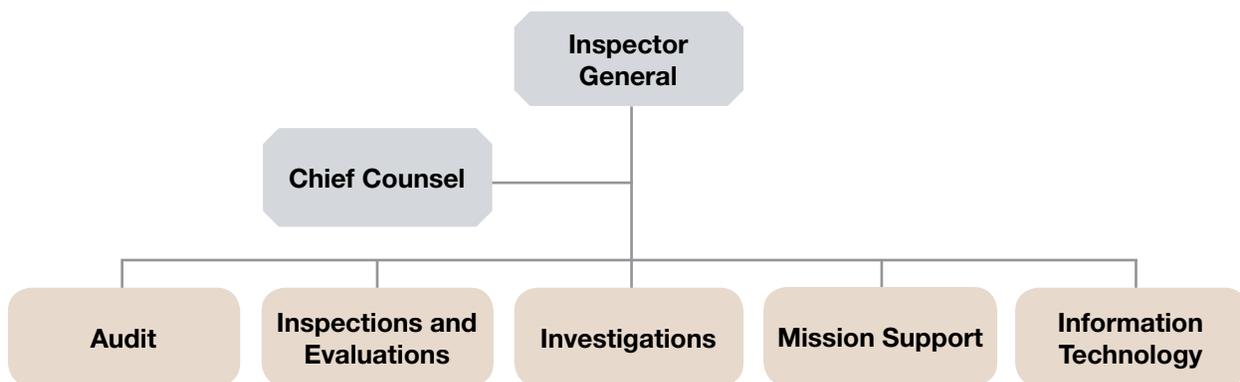
J. Russell George
Inspector General



Organizational Profile

TIGTA provides independent oversight of matters of the Department of the Treasury involving activities of the IRS, the IRS Oversight Board, and the IRS Office of Chief Counsel. Although TIGTA is placed organizationally within the Department of the Treasury and reports to the Secretary of the Treasury and to Congress, it functions independently from all other offices and bureaus within the Treasury.

TIGTA's organizational structure is comprised of the Office of the Inspector General and six functional offices: the Office of Chief Counsel; the Office of Audit; the Office of Inspections and Evaluations; the Office of Investigations; the Office of Mission Support; and the Office of Information Technology.



Authorities

TIGTA has all of the authorities granted to Inspectors General under the Inspector General Act of 1978, as amended (Inspector General Act).¹ In addition to the standard authorities granted to Inspectors General, TIGTA has access to tax information in the performance of its tax administration responsibilities. TIGTA also reports potential criminal violations directly to the Department of Justice when TIGTA deems that it is appropriate to do so. TIGTA and the Commissioner of Internal Revenue (Commissioner or IRS Commissioner) have established policies and procedures delineating responsibilities to investigate potential criminal offenses under the Internal Revenue laws. In addition, the Internal Revenue Service Restructuring and Reform Act of 1998 (RRA 98)² amended the Inspector General Act to give TIGTA the statutory authority to carry firearms, execute search and arrest warrants, serve subpoenas and summonses, and make arrests as set forth in Internal Revenue Code (I.R.C.) § 7608(b)(2).

¹ 5 U.S.C. § 401, et seq.

² Pub. L. No. 105-206, 112 Stat. 685 (codified as amended in scattered sections of 2, 5, 16, 19, 22, 23, 26, 31, 38, and 49 U.S.C.).

TIGTA's Vision, Mission, and Core Values

Vision

Maintain a highly skilled, proactive, and diverse Inspector General organization dedicated to working in a collaborative environment with key stakeholders to foster and promote fair Federal tax administration.

Mission

Provide quality professional audit, investigative, and inspection and evaluation services that promote integrity, economy, and efficiency in the administration of the Nation's tax system.

Core Values

- **Integrity** – Maintain the highest professional standards of integrity, personal responsibility, independence, objectivity, and operational excellence in pursuit of TIGTA's mission.
- **Organizational Innovation** – Pursue innovative practices in organizational structure; operational programs and processes; audit, investigative, and inspections and evaluations methodologies; and the application of advanced information technology.
- **Communication** – Achieve effective organizational approaches and solutions by encouraging open, honest, and respectful communication among TIGTA's executives, employees, offices, and functions, as well as between TIGTA and its external stakeholders.
- **Value Employees** – Respect the dignity, contributions, and work-life balance of employees, and recognize diversity as fundamental to the strength of the organization.
- **Commitment to Collaboration** – Establish and maintain collaborative and professional relationships with other Government and non-Government stakeholders.

The Strategic Planning Process

The Government Performance and Results Act of 1993 (GPRA) provided the original foundation for performance planning, reporting, and budgeting for Federal agencies. GPRA requires Federal agencies to develop strategic plans with long-term goals, related strategies, and performance measures that gauge program results. The Government Performance and Results Modernization Act of 2010 (GPRAMA) was enacted to modernize and refine the GPRA requirements to encourage Federal agencies to produce more frequent and relevant data to inform decision makers and agency operations. This strategic plan conforms to the statutory requirements of GPRA and GPRAMA.

TIGTA's strategic management process was executed in collaboration with senior TIGTA personnel and the Department of the Treasury's Office of Strategic Planning and Performance Improvement.

TIGTA's primary functions of investigations, audits, and inspections and evaluations align with the following goals in the Department of the Treasury's Strategic Plan for FY 2022-2026:

- Goal 1: Promote Equitable Economic Growth and Recovery
- Goal 2: Enhance National Security
- Goal 4: Combat Climate Change
- Goal 5: Modernize Treasury Operations

TIGTA's Goals, Strategies and Performance Indicators and Measures

TIGTA consists of a number of distinct disciplines. These disciplines are united by the agency's common mission of strengthening the Nation's tax administration system, its integrated goals and strategies, and its mutually shared set of values. These elements are equally important in defining the agency's identity as an organization and are integral to the success of TIGTA's mission.

Promote the Economy, Efficiency, and Effectiveness of Federal Tax Administration

TIGTA's audits, investigations, and inspections and evaluations identify opportunities to improve the administration of the Nation's tax laws.

The agency's comprehensive independent audits of IRS programs and operations focus on mandated reviews and on high-risk management and performance challenges that confront the IRS. These audits address a variety of IRS issues relating to security of taxpayer data, tax systems, identity theft, tax compliance, taxpayer service, and improper payments. TIGTA's recommendations not only result in cost savings, but have other quantifiable impacts, such as revenue protection, improving IRS systems and operations, and ensuring fair and equitable treatment of taxpayers. TIGTA is also involved in addressing requests from Congress and other external stakeholders. TIGTA responds to these requests through individual activities, and during the performance of audits, investigations and/or inspections and evaluations.

Strategies Related to TIGTA Goal 1

- 1.1 Utilize a risk-based approach to identify opportunities to increase the economy, efficiency, and effectiveness of IRS programs, operations, and resources.
- 1.2 Allocate the agency's limited resources to audits, investigations, and inspections and evaluations that address the highest risk and most vulnerable areas within the Federal tax administration system.

1.3 Focus on oversight of the IRS multiyear strategy to implement the Inflation Reduction Act provisions. This will require continuing coverage because of its significance to, and impact on, Federal tax administration, such as tax compliance and enforcement, service to taxpayers, human resources, and modernization.

1.4 Provide useful and timely information, conclusions, and recommendations to IRS management.

1.5 Acquire updated forensic and analytical tools that enhance the detection of misuse and/or exploitation of Federal tax administration programs administered by the IRS in cyberspace.

1.6 Respond in a timely manner to inquiries requested by internal and external customers and stakeholders.

1.7 Establish external communication protocols to promote information exchange and outreach activities with stakeholders and other public and private entities.

1.8 Acquire and judiciously deploy up-to-date information technology equipment and other physical resources to increase the efficiency and effectiveness in carrying out the agency's mission.

1.9 Evaluate IRS controls for sharing and protecting taxpayer data in a secure and confidential manner.

Indicators and Measures Related to Goal 1

By assessing its performance in accordance with the following indicators and measures, TIGTA seeks to quantify its progress toward accomplishing its goal of promoting the economy, efficiency, and effectiveness of Federal tax administration.

Percentage of New Audit Reports With Recommendations to Improve Tax Administration

This measure includes the number of new audit reports issued during the reporting period that contain recommendations by TIGTA to improve the economy and efficiency of IRS programs. This measure is calculated by dividing the total number of new audit reports issued to IRS management during the reporting period that contained recommendations for IRS action by the total number of all new audit reports issued to IRS management during the reporting period.

The information TIGTA calculates is derived directly from Final Reports issued to IRS management. This information will be tracked on management information reports for quarterly reporting.

Percentage of Audit Products Delivered When Promised to Stakeholders

This measure tracks the percentage of audit products delivered on or before the date to which TIGTA has committed. It is essential that TIGTA's work be completed timely to address deficiencies in and needed enhancements to IRS programs and procedures, and to respond to Congressional inquiries. The more promptly the agency's services are performed, the more likely they are to be useful to the IRS and Congress.



Protect the Integrity of Federal Tax Administration From Internal and External Threats

It is widely recognized that the successful operation of the Federal Government depends on an effective, efficient, and equitable tax system. During these times of such extraordinary demand on Federal resources, Americans must have confidence that their tax dollars are being fairly assessed and collected, and that the tax laws are being uniformly and impartially enforced. TIGTA is committed to working with the IRS, Congress, and other stakeholders to ensure that these goals are achieved.

Consistent with this commitment, TIGTA is constantly striving to carry out its statutory mandate to detect and prevent fraud, waste and abuse in IRS programs and operations. The agency provides comprehensive professional oversight for critical IRS activities in the form of audits, investigations, and inspections and evaluations. TIGTA's efforts in this regard have proven to be successful in:

- Overseeing IRS activities to promote the fair and equitable treatment of taxpayers;
- Identifying cost savings, as well as other quantifiable impacts, such as reduction of taxpayer burden; and
- Protecting taxpayer rights and entitlements, taxpayer privacy and security, and IRS and Treasury resources.

TIGTA also undertakes investigative initiatives designed to protect the IRS against external threats that could impede the efficient and effective administration of its operations. These investigative initiatives identify individuals who perpetrate violence against IRS employees, or who otherwise could pose a threat to the safety of

IRS employees, facilities, or data infrastructure. TIGTA provides crucial intelligence to help IRS officials make anticipatory or proactive operational decisions about potential terrorist attacks or other activities that could pose a threat to IRS systems, operations, and people.

Strategies Related to TIGTA Goal 2

- 2.1 Develop proactive initiatives designed to:
 - 1) detect illegal or improper acts by IRS employees; and
 - 2) identify third parties likely to attempt to corrupt IRS employees while in the performance of their duties, or to interfere illegally with the administration of Internal Revenue laws.
- 2.2 Develop and administer investigative programs designed to identify and mitigate potential corruption in IRS operations, such as unauthorized access to confidential taxpayer information or bribery of Federal officials, and leverage other partners across the Department and the US Government to enhance this capability.
- 2.3 Investigate complaints of criminal or serious administrative misconduct by IRS employees in a thorough, fair, and timely manner.
- 2.4 Collaborate with other Offices of Inspectors General, as well as with other law enforcement agencies and organizations, for shared services opportunities and benefits, and to pursue mutual goals or accomplish shared mandates.

2.5 Investigate all threats and timely coordinate with and refer the threat information to the IRS. Leverage other partners across the Department and the Federal Government to enhance this capability.

2.6 Conduct integrity awareness presentations for IRS employees, law enforcement agencies, tax practitioners, private debt collection contractors, and community groups.

2.7 Adhere to rigorous professional standards in providing TIGTA's various products and services to ensure legal sufficiency.

2.8 Leverage "big data" and other analytical tools to identify meaningful indicators of employee fraud or misuse of taxpayer data.

2.9 Educate and alert taxpayers and tax practitioners to scams within TIGTA's jurisdiction.

2.10 Establish a multidisciplinary investigative team to conduct risk assessments of emerging threats from domestic and international sources.

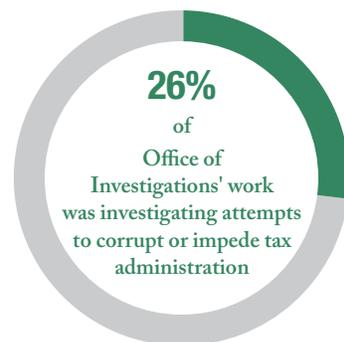
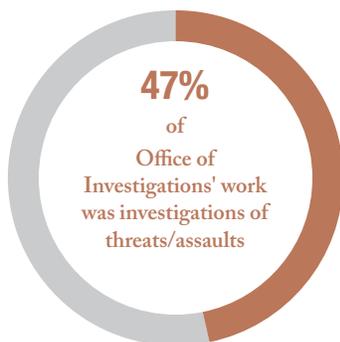
Indicators and Measures Related to TIGTA Goal 2

The following performance measurement is useful in monitoring the success of TIGTA's efforts to achieve its goal of promoting the integrity of Federal tax administration.

Percentage of Closed Investigations Resulting in Criminal, Administrative, or Law Enforcement Action

This measurement is based on the percentage of those cases within the universe of all TIGTA cases that align with the mission of the organization. These mission-critical cases provide the greatest impact on the protection of the integrity of Federal tax administration.

This percentage is determined by first taking the number of investigations closed during the fiscal year, then dividing that number by defined, quantifiable, value-added results derived from those cases.



Sustain an Inclusive Work Environment Where Employees Are Valued

TIGTA recognizes that the key driving forces in a successful organization are the knowledge, skills, and abilities of its employees. TIGTA's employees play a critical role in the organization's growth and performance. TIGTA is committed to promoting a workplace environment devoted to operational excellence, and to supporting the development of a highly skilled and valued workforce. One benchmark for measuring TIGTA's success in achieving its strategic goal of being an organization that values its people is its consistently high placement in the Partnership for Public Service's "Best Places to Work" rankings. In 2021, for instance, TIGTA ranked 100 out of 432 subcomponent agencies and ranked 4 out of 11 among department bureaus. These rankings are based on the Office of Personnel Management's (OPM) annual Employee Viewpoint Survey that measures the performance of Federal agency subcomponents related to employee satisfaction and commitment.

Strategies Related to TIGTA Goal 3

- 3.1 Identify essential skills and competencies for each mission-critical occupation; recognize areas that require improvement; and leverage training opportunities available for professional development to the maximum degree possible.
- 3.2 Attract employees with the skills and expertise necessary to meet the ever-increasing volume and sophistication of threats to taxpayer and other sensitive information.

3.3 Continue to support and encourage teleworking and other workplace flexibilities under circumstances mutually beneficial to the agency and its employees.

3.4 Work to attract and maintain a diverse, dedicated, and passionate workforce by providing an organizational culture in which every employee's knowledge and skills are recognized, appreciated, and fully utilized.

3.5 Develop emerging leaders and build "bench strength" by employing developmental assignments, mentoring, and training to close skill gaps, improve diversity, and encourage a results-oriented, high-performance culture.

3.6 Develop new and enhance existing Human Capital programs to strengthen accountability, increase productivity, reinforce employee motivation, improve customer service, and afford employees the opportunity to develop a fulfilling work-life balance.

3.7 Evaluate employee survey feedback to address employee concerns and implement appropriate measures.

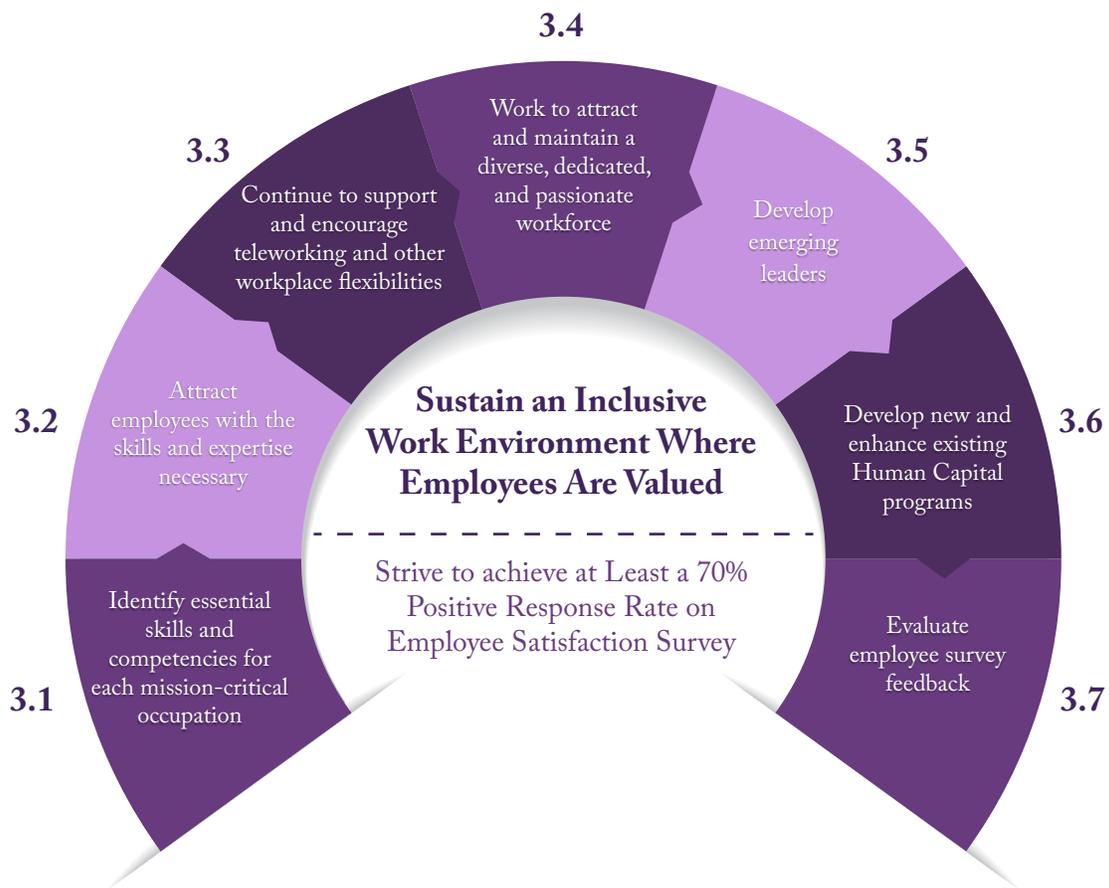
Indicators and Measures Related to TIGTA Goal 3

By applying the following performance measurement, TIGTA is able to quantify the success of its efforts to be an organization that values its people.

Strive to Achieve at Least a 70 Percent Positive Response Rate on Employee Satisfaction Surveys

Part of an agency’s ability to develop and maintain a world-class Federal workforce is acknowledging that its employees are the agency’s greatest asset. It is for this reason that TIGTA focuses on employees’ perceptions regarding critical areas of their work lives, i.e., those areas that drive employee satisfaction,

commitment, and passion, and ultimately result in an employer’s successful retention of its workforce. TIGTA employees are provided the opportunity to participate in the annual OPM Federal Employee Viewpoint Survey. The results of this Government-wide survey are published as Partnership for Public Service’s “Best Places to Work” rankings. TIGTA regards these rankings, along with other employee feedback, as helpful indicators of workplace satisfaction.



Near-Term Priority Goals of TIGTA

In addition to the high-level strategic goals of the agency, TIGTA has established a number of concrete near-term priority goals that are intended to achieve measureable results through FY 2024, as required by GPRAMA.

Increase Resources to Enhance Oversight

The passage of the Inflation Reduction Act provided the IRS with approximately \$79 billion in supplemental funding through 2031 to improve taxpayer service, modernize its outdated technological infrastructure, and increase equity in the tax system through added enforcement actions. To oversee the implementation of this expansive legislation, TIGTA received over \$400 million. This additional funding will primarily be used for additional resources to oversee implementation of the tax provisions and the protection of IRS employees, facilities and resources.

The priority goal is to increase our staffing by approximately 20 percent to meet our oversight responsibilities. Like every other Federal Government department or agency, TIGTA must plan and operate within a fiscally conservative environment. As TIGTA's statutory reporting requirements continue to grow, budgetary requirements and unfunded mandates will increasingly challenge TIGTA's ability to fulfill its mission.

This priority goal is related to TIGTA's strategic goals to "Promote the Economy, Efficiency, and Effectiveness of Federal Tax Administration" and "Protect the Integrity of Federal Tax Administration."

Mitigate Risks Associated with Information Access and Data Management

Another TIGTA priority goal is to identify and mitigate the risks associated with the growth of information technology and its impact on the Federal tax administration system.

There are several aspects of information technology that rank among the most pressing near-term concerns of the agency. TIGTA's access to IRS data systems is critical to TIGTA's mission. Every change in IRS data systems, whether modernized or legacy, creates corollary challenges for TIGTA relative to access. As the need for more data grows, obtaining and maintaining the human and technological resources necessary to effectively perform data analytics is stressed. Without direct access to IRS systems to conduct analyses, TIGTA is forced to import large volumes of data to its own environment to perform analyses. This strains the resources of, both the IRS and TIGTA to transmit and store the large volumes of data.

TIGTA must continue to address technology-related challenges in response to statutory mandates that govern the electronic storage of permanent Government records. The proliferation in the amount and types of data TIGTA must capture from the IRS compounds the challenge. When coupled with limited telecommunications bandwidth, there is an enormous productivity impact on the workforce.

Key External Factors Beyond Agency Control That Could Affect Achievement of Goals

The GPRAMA of 2010 requires that TIGTA identify in this strategic plan those key factors external to the agency that could significantly affect the achievement of the agency's general goals and objectives. The most important of these external factors are described below.

Changing Priorities of the IRS

- One of the principal factors affecting TIGTA's ability to achieve its strategic goals is the fast-paced evolving nature of the IRS business unit goals, program priorities, and associated risk management practices. The long-term IRA funding provided to the IRS is intended to transform how the IRS interacts with taxpayers and increase equity in the tax system through added enforcement actions. However, due to uncertainty with the IRS's long-term future tax administration strategies and implementation plans, TIGTA must maintain a high degree of flexibility in the identification and prioritization of oversight responsibilities to ensure optimal results and provide value-added support to stakeholders.
- Examples of challenges that have impacted IRS's shift in priorities include:
 - The implementation of major changes in the tax law, such as the IRA, which will require the IRS to reprogram its computer systems to accommodate newly adopted tax provisions, update forms and publications, and notify taxpayers of the changes.
 - The need to provide for the earlier detection and investigation of fraud and electronic crime, such as the serious problems of identity theft, refund fraud, and procurement fraud.
 - The proposed hiring of an additional 87,000 Internal Revenue Service employees.
 - The free e-file portal.
 - The implementation of major changes in the tax law, such as the CARES Act, ARPA, the Affordable Care Act, and the Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010 (the late passage of which required the IRS to reprogram its computer systems to accommodate newly adopted tax provisions).

During the period covered by this plan, TIGTA may need to address a number of other external forces and influences that could affect the execution of its strategic plan. Examples include:

- A large number of eligible employees retiring, resulting in a loss of valuable institutional knowledge, expertise, and skill sets, and concurrent need for maintaining superior training and mentoring programs at all levels of the organization;
- The inability to increase our workforce due to difficulties attracting quality candidates because of our inability to compete with private industries for top talent due to salary and benefits.



Other External Factors

- Continuing technology advancements that introduce new risks related to taxpayer privacy, identity theft, cyber security, and electronic crime.
- Unprecedented challenges must be addressed related to the storage and sharing of taxpayer information, online services and processing capacities, and the use of automated tools across the IRS operating environment. The various independent oversight services provided by TIGTA require sufficient access to the operational and other sensitive data, documents, and processes that are maintained and shared throughout IRS's electronic tax administration programs.
- The enactment of any new legislation which affects the Inspector General community as a whole, and TIGTA in particular.
- Skepticism toward government in general, and especially toward Federal tax law and administration.
- Effective modernization and adequate security and audit trails for the IRS's information technology environment continue to be challenges for the IRS. These ongoing priority initiatives must address weaknesses in existing controls and establish sufficient risk mitigation practices and improved IT capabilities, which are essential for new tax administration programs.
- The need to adapt and implement new communication methods as a result of changes in digital media, which includes: digital imagery; digital video; web pages and websites; social media; data and databases; digital audio; and e-publications.

Overview of TIGTA’s Goals and Objectives

TIGTA Goal 1: Promote the economy efficiency and effectiveness of tax administration	Goal 1: Promote Equitable Economic Growth and Recovery	Goal 2: Enhance National Security	Goal 4: Combat Climate Change	Goal 5: Modernize Treasury Operations
Strategic Objective	1.1 Tax Policy and Administration	2.1 Financial Institutions and Cyber Resiliency	4.4. Sustainable Treasury Operations	5.4 Customer Experience Practices
1.1 Utilize a risk-based approach to identify opportunities to increase the economy, efficiency, and effectiveness of IRS programs, operations, and resources.	✓		✓	
1.2 Allocate the agency's limited resources to audits, investigations, and inspections and evaluations that address the highest risk and most vulnerable areas within the tax administration system.	✓			
1.3 Focus on oversight of the IRS multiyear strategy to implement the Inflation Reduction Act provisions. This will require continuing coverage because of its significance to, and impact on, Federal tax administration, such as tax compliance and enforcement, service to taxpayers, human resources and modernization.	✓			
1.4 Provide useful and timely information, conclusions, and recommendations to IRS management.	✓			
1.5 Acquire updated forensic and analytical tools that enhance the detection of the misuse and/or exploitation of Federal tax administration programs administered by the IRS in cyberspace.	✓	✓	✓	
1.6 Respond timely to inquiries requested by internal and external customers and stakeholders.	✓			✓
1.7 Establish external communication protocols to promote information exchange and outreach activities with stakeholders and other public and private entities.	✓			
1.8 Acquire and judiciously deploy up-to-date information technology equipment and other physical resources to increase the efficiency and effectiveness in carrying out the agency's mission.	✓	✓		
1.9 Evaluate IRS controls for sharing and protecting taxpayer data in a secure and confidential manner.	✓		✓	

Overview of TIGTA’s Goals and Objectives



TIGTA Goal 2: Protect the Integrity of Tax Administration from Internal and External Threats

	Goal 1: Promote Equitable Economic Growth and Recovery	Goal 5: Modernize Treasury Operations
Strategic Objective	1.1 Tax Policy and Administration	5.3. Better Use of Data
2.1 Develop proactive initiatives designed to detect illegal or improper acts by IRS employees, and identify third parties likely to attempt to corrupt IRS employees while in the performance of their duties, or to interfere illegally with the administration of Internal Revenue laws.	✓	
2.2 Develop and administer investigative programs designed to identify and mitigate potential corruption in IRS operations, such as unauthorized access to confidential taxpayer information or bribery of IRS officials.	✓	
2.3 Investigate complaints of criminal or serious administrative misconduct by IRS employees in a thorough, fair, and timely manner.	✓	
2.4 Collaborate with other Offices of Inspectors General, as well as with other law enforcement agencies and organizations, for shared services opportunities and benefits, and to pursue mutual goals or accomplish shared mandates.	✓	
2.5 Investigate all threats to IRS employees and facilities and timely refer the threat information to the IRS.	✓	
2.6 Conduct integrity awareness presentations for IRS employees, law enforcement agencies, tax practitioners, private debt collection contractors and community groups.	✓	
2.7 Adhere to rigorous professional standards in providing TIGTA's various products and services to ensure legal sufficiency.	✓	
2.8 Leverage "big data" and other analytical tools to identify meaningful indicators of employee fraud or misuse of taxpayer data.	✓	✓
2.9 Educate and alert taxpayers and tax practitioners to scams within TIGTA's jurisdiction.	✓	
2.10 Establish a multidisciplinary investigative team to conduct risk assessments of emerging threats from domestic and international sources.	✓	

Overview of TIGTA’s Goals and Objectives

TIGTA Goal 3: Sustain an Inclusive Work Environment Where Employees Are Valued	Goal 5: Modernize Treasury Operations			
Strategic Objective	5.1 Recruit and Retain Diverse and Inclusive Workforce	5.2 Future Work Routines	5.3. Better Use of Data	5.4 Customer Experience Practices
3.1 Identify essential skills and competencies for each occupation; recognize areas that require improvement; and leverage training opportunities available for professional development to the maximum degree possible.	✓		✓	
3.2 Attract employees with the skills and expertise necessary to meet the ever-increasing volume and sophistication of threats to taxpayer and other sensitive information.	✓			
3.3 Continue to support and encourage teleworking and other workplace flexibilities under circumstances mutually beneficial to the agency and its employees.		✓		
3.4 Work to attract and maintain a diverse, dedicated, and passionate workforce by providing an organizational culture in which every employee’s knowledge and skills are recognized, appreciated, and fully utilized.	✓			
3.5 Develop emerging leaders and build “bench strength” by employing developmental assignments, mentoring, and training to close skill gaps, improve diversity, and encourage a results-oriented, high-performance culture.	✓			
3.6 Develop new and enhance existing, human capital programs to strengthen accountability, increase productivity, reinforce employee motivation, improve customer service, and afford employees the opportunity to develop a fulfilling work-life balance.		✓		✓
3.7 Evaluate employee survey feedback to address employee concerns and implement appropriate measures.			✓	



Overview of Treasury's Goals and Objectives

Department of the Treasury

Strategic Plan Crosswalk

		Treasury leads	Treasury supports	Re-engaging Allies	Climate Change	Equity	Customer Experience
Goal 1 Promote Equitable Economic Growth and Recovery	Tax Administration and Policy Enhance tax compliance and service; improve tax policy design.	IRS, TP	TTB, EP	⊙	⊙	⊙	⊙
	Global Economic Leadership Generate sustainable and inclusive global economic growth.	IA	EP, TP, TTB	⊙	⊙	⊙	
	Economically Resilient Communities Promote equitable financial recovery and growth through support and flow of capital to small businesses, households, and underserved communities.	DF, ORP	TTB, OSDBU, ASM, Fiscal, EP		⊙	⊙	⊙
	Resilient Housing Market Together with HUD and other federal agencies, promote a stable and resilient housing market that expands fair and equitable access to homeownership and affordable rental opportunities and protects taxpayers.	DF	EP, TP, ORP			⊙	⊙
Goal 2 Enhance National Security	Cyber Resiliency of Financial Systems and Institutions Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.	ASM, DF	All Bureaus/ Offices	⊙			⊙
	Economic Measures to Advance National Security Enhance and protect national security through the application of targeted financial measures and review of certain foreign investments.	TFI, IA	FinCEN	⊙			⊙
	Modernize Sanctions Regime Modernize the development, implementation, enforcement, and maintenance of U.S. sanctions to ensure that sanctions remain a streamlined and effective foreign policy and national security tool.	TFI	IA	⊙			⊙
	Transparency in the Financial System Increase transparency in the domestic and international financial system.	TFI/ FinCEN	IA, IRS	⊙	⊙		⊙
Goal 3 Protect Financial Stability and Resiliency	Financial System Vulnerabilities Identify and address current and emerging vulnerabilities to the stability of the U.S. and global financial systems to support more sustainable and equitable growth.	DF	IA, EP, OCC	⊙	⊙	⊙	
	Resilient Treasury and Municipal Securities Markets Improve the resiliency of critical government securities markets to minimize borrowing costs over time and to support the critical roles that these safe assets play in the global financial system.	DF	EP		⊙	⊙	⊙
	Financial Innovation Encourage responsible financial sector innovation.	DF	IA, TFI, FinCEN, Fiscal, Mint, BEP, IRS, TP, OCC	⊙	⊙	⊙	⊙
Goal 4 Combat Climate Change	Global Climate Commitment and Leadership Use U.S. leadership and commitment to significantly enhance global action and mobilize and align financial flows to combat climate change and enhance resilience within the new climate environment.	IA	EP, DF, TP	⊙	⊙	⊙	
	Climate Incentives and Investment Create and promote incentives and policies for the private sector to invest in climate-friendly and resilient projects and activities.	EP	DF, TP, IA, OCC	⊙	⊙	⊙	
	Climate-Related Financial Risks Identify and mitigate key sources of climate-related financial risks to macroeconomy, financial system, investors, governments including federal and subnational exposures, and households, understanding that risks may have disparate impacts on disadvantaged communities.	DF	EP, ASM, TP, IA, OCC	⊙	⊙	⊙	
	Sustainable Treasury Operations Improve Treasury's overall environmental and energy sustainability and invest in Treasury Bureaus' adaptation and resiliency efforts to address climate change impacts on operations and services.	ASM	All Bureaus/ Offices		⊙	⊙	⊙
Goal 5 Modernize Treasury Operations	Recruit and Retain a Diverse and Inclusive Workforce Recruit and retain a diverse workforce that represents communities that Treasury serves.	ASM	All Bureaus/ Offices			⊙	⊙
	Future Work Routines Transform the Department's work routines to support changing mission and workforce needs.	ASM	All Bureaus/ Offices		⊙	⊙	⊙
	Better Use of Data Increase timely access to and use of quality data and other types of evidence to inform decision-making.	ASM	All Bureaus/ Offices		⊙	⊙	⊙
	Customer Experience Practices Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.	ASM	All Bureaus/ Offices			⊙	⊙



