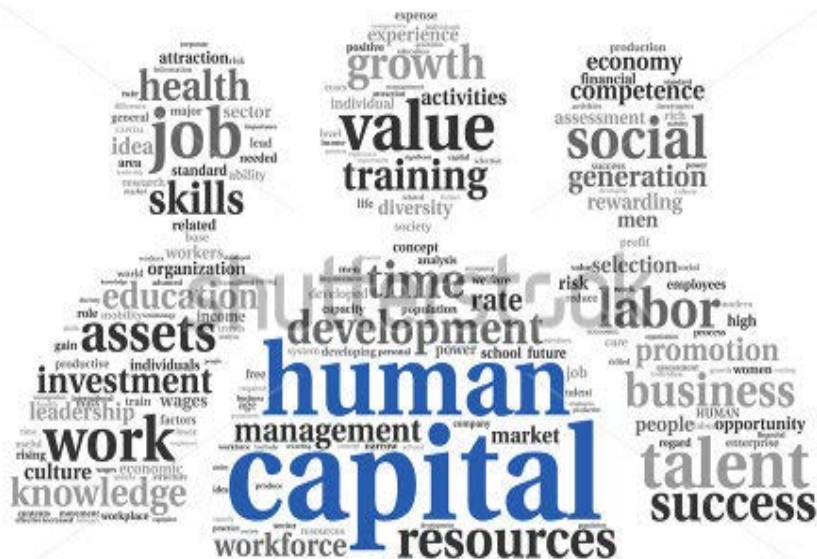


IRS' Human Capital



There are approximately 100,000 IRS' public servants (treat people as a form of property) because THE IRS deems them as Human Capital. See IRM 1.1.22 Human Capital Office

Human capital is the stock of competencies, knowledge, habits, social and personality attributes, including creativity, cognitive abilities, embodied in the ability to perform labor so as to produce economic value.

When you transform citizens into customers, convert taxpayers into taxprayers, or treat people as a form of property.... the IRS has created us as a necessary evil only to be ruled and regulated.

There is a huge difference in "Capital" v. "Human Capital".

Investopedia explains 'Capital'

Capital is different from money. Money is used simply to purchase goods and services for consumption. Capital is more durable and is used to generate wealth through investment. Examples of capital include automobiles, patents, software and brand names. All of these things are inputs that can be used to create wealth. Besides being used in production, capital can be rented out for a monthly or annual fee to create wealth.

Capital itself does not exist until it is produced. Then, to create wealth, capital must be combined with labor, the work of individuals who exchange their time and skills for money. When people invest in capital by foregoing current consumption, they can enjoy greater future prosperity.

Capital has value because of property rights. Individuals or companies can claim ownership to their capital and use it as they please. They can also transfer ownership of their capital to another individual or corporation and keep the sale proceeds. Government regulations limit how capital can be used and diminish its value; the tradeoff is supposed to be some benefit to society. For example, when you sell a stock that has increased in value since you purchased it, you must pay tax on the capital gains. Those taxes are used for public purposes, such as national defense.



Part 1. Organization, Finance, and Management

Chapter 1. Organization and Staffing

Section 22. Human Capital Office

1.1.22 Human Capital Office

- 1.1.22.1 [Human Capital Office \(HCO\)](#)
- Exhibit 1.1.22-1 [HCO Organizational Chart](#)

1.1.22.1 (04-10-2009)

Human Capital Office (HCO)

1. The mission of the Human Capital Office (HCO) is as follows:
 - A. To provide human capital strategies and tools for recruiting, hiring, developing, retaining, and transitioning a highly-skilled and high-performing workforce to support IRS mission accomplishments;
 - B. To develop and implement technology enabled systems and processes to improve human capital planning and management and empower employees to achieve their potential; and,
 - C. To dedicate itself to making IRS an employer of choice and a leader in human capital planning and management.
2. The IRS Human Capital Officer reports to the Deputy Commissioner for Operations Support and provides executive leadership and direction in all matters relating to the Service's employees, overseeing the design, development, and delivery of comprehensive, Servicewide HR management and development programs that contribute to the Service's vision and mission. Responsibilities include:
 - A. Administering the compensation program in accordance with federal laws, which includes development, application, and implementation of Servicewide and business specific policy and expert advice and guidance;
 - B. Establishing and administering Servicewide policies, programs, products and services related to labor and employee relations issues, including case support;
 - C. Developing and implementing technology-enabled systems and processes to improve human capital planning and management;
 - D. Administering and coordinating recruitment, hiring and employee classification and development activities; and
 - E. Administering Servicewide policies, programs, products and services related to performance management, employee benefits, retirement, workers' compensation and worklife programs.
3. The Human Capital Office is comprised of a IRS Human Capital Officer, Deputy IRS Human Capital Officer and seven divisions:
 - Executive Services Division
 - Leadership, Education and Delivery Services Division
 - Resources Management Division
 - Strategic Planning and Measures Division

- Talent, Hiring and Recruitment Division
- Workforce Progression and Management Division
- Workforce Relations Division

1.1.22.1.1 (04-10-2009)

Executive Services Division

1. The Executive Services Division provides integrated policy and operational human resources support in a centralized structure to members of the Senior Executive Service (SES), Streamlined Critical Pay Executives, Senior Level positions, and Executive Officer (SES-in-waiting) positions. The office covers the following functions:
 - A. Position Classification and Management;
 - B. Organizational Structuring;
 - C. Staffing and Recruitment;
 - D. Term Appointments;
 - E. Relocation;
 - F. Redeployment;
 - G. Succession Planning;
 - H. Performance Management;
 - I. Compensation;
 - J. Awards and Bonuses;
 - K. Personnel/Payroll Systems; and
 - L. Executive Development Recruitment/Training.
2. The Director, Executive Services Division reports to the IRS Human Capital Officer and is responsible for:
 - A. Executive Recruitment, Staffing and Employment;
 - B. Executive Operations Services;
 - C. Streamlined Critical Pay (SCP);
 - D. Executive Performance Management;

- E. Executive Position Management;
- F. Succession Planning;
- G. Competency Modeling;
- H. Executive Development (XD/CDP);
- I. CDP Recruitment and Program Administration; and
- J. Executive Readiness (XR), (recruitment only).

1.1.22.1.2 (04-10-2009)

Leadership, Education and Delivery Services Division

1. The mission of Leadership, Education and Delivery Services (LEADS) Division is to provide overall governance and guidance, set education policy and standards, and provide program administration, technology support, quality standards, leadership development, and central delivery services for the IRS.
2. The Director, Leadership Education and Delivery Services Division, reports to the IRS Human Capital Officer and is responsible for:
 - A. Servicewide policy, guidance and standards for the educational community;
 - B. E-Learning Systems [i.e., Enterprise Learning Management System (ELMS) and Learning Content Management Systems (LCMS)];
 - C. E-content development standards and system intake;
 - D. Education professional support for IRS Managers and HCO Employees;
 - E. Administering cross-functional programs, including Mandatory Briefings, Instructor Development; Instructor Quality Recognition System; and Instructor Certification Training Program;
 - F. Quality monitoring including, Tools for Levels I, II, III and IV, evaluation results on all courses;
 - G. Centralized advocacy for training issues, priorities;
 - H. Succession Planning; and
 - I. Delivery of all IRS Learning events.

1.1.22.1.3 (04-10-2009)

Strategic Planning and Measures Division

1. The mission of the Strategic Planning and Measures Division is to positively impact the achievement of the four IRS human capital strategic goals through collaborative, timely and accurate strategic planning, workforce planning, meaningful assessment and accountability systems, and conscientious reporting to oversight bodies.
2. The Director, Strategic Planning and Measures Division reports to the IRS Human Capital Officer and is responsible for:
 - A. The IRS HC Operating Plan.
 - B. The IRS Strategic Workforce Plan.
 - C. Strategic Human Capital Assessment and Accountability Framework, including human capital:
 - metrics, analysis and reports;
 - balanced measures and related strategy map; and
 - performance scorecards.
 - D. Technology driven workforce data systems and analysis.
 - E. External stakeholder and oversight liaison, communications, and reports.
 - F. Business Performance Reviews.

1.1.22.1.4 (04-10-2009)

Resources Management Division

1. The mission of Resources Management Division is to ensure that resources are properly aligned to facilitate achievement of the strategic objectives of the IRS Commissioner and IRS Human Capital Officer. Resources Management duties and responsibilities have a direct correlation to IRS strategic objectives.
2. The Director, Resources Management Division reports to the IRS Human Capital Officer and is responsible for the programs outlined in the chart below:

Planning

- Budget Formulation
- Employee Engagement Plan

Resource Management

- Budget Execution;
- Approved staffing pattern;
- Organization Charts; and
- Organizational Changes.

Reporting

- Quarterly Plan;
- Weekly Report;
- Oversight Board reporting; and
- Ad hoc reports.

Administration

- Employee Engagement Survey Oversight and Administration;
- Contingency/Business Resumption planning;
- GAO/TIGTA reporting;
- Internal Management Documents (IMD)/IRM coordination;
- Space coordination; and
- Fair Act coordination.

Procurement/Acquisition

Communications/Website Development

Concept of Operations/Service Agreements

Internal Metrics**1.1.22.1.5 (04-10-2009)****Talent, Hiring and Recruitment Division**

1. The HCO Talent, Hiring and Recruitment Division provides policies, products and services that support business efforts to identify, recruit, hire and advance a workforce with the competencies necessary to achieve current and future organizational performance goals. Technology and reengineering are leveraged to improve delivery of products and services.

2. The Director, Talent, Hiring and Recruitment Division, reports to the IRS Human Capital Officer and is responsible for:
 - A. Talent, hiring and recruitment policy formulation, technical guidance, oversight and implementation;
 - B. Position management and classification policy formulation, technical guidance, and management support;
 - C. Competency modeling, inventory management and occupational analysis;
 - D. Assessment design, implementation and impact analysis;
 - E. Strategic recruitment planning, campaign management and infrastructure support;
 - F. External hiring, including announcement, delegated examining and hiring action support;
 - G. Internal hiring, including internal placements, promotions, other competitive actions and a majority of the non-competitive actions nationwide;
 - H. Design, development, management and implementation of HR technology solutions;
 - I. Management, evaluation and oversight of HR technology infrastructure; and
 - J. Operational and strategic HR process reengineering.

1.1.22.1.6 (04-10-2009)

Workforce Relations Division

1. The mission of Workforce Relations Division is to establish IRS labor and employee relations policy and provide related support and expertise to Service management and employees, as well as its field and embedded labor/employee relations staff and operations.
2. The Director, Workforce Relations Division reports to the IRS Human Capital Officer and is responsible for:
 - A. Labor Relations (LR) Policy;
 - B. Labor Management Relations;
 - C. Negotiations;
 - D. Employee Relations (ER) Policy;

- E. Employee Relations - Performance and conduct cases, grievance cases and management inquiries initiated by Employee Conduct and Compliance Office (ECCO);
- F. Unacceptable Performance;
- G. Support of the 1203 Review Board and the Employee Tax Compliance Program;
- H. LR-ER Activity Analysis and Reports;
- I. Ethics/Conduct (450 file, Ethics, 1203);
- J. Special Processing (wage garnishment); and
- K. Board of Professional Responsibility (1203 conduct and tax).

1.1.22.1.7 (04-10-2009)

Workforce Progression and Management Division

1. The mission of the Workforce Progression and Management (WPM) Division is to ensure end to end accountability for retaining our employees through integrated programs (performance management, compensation, benefits and worklife) that pay, reward and transition employees throughout their careers. The WPM Division also ensures consistent Servicewide policies for the execution of Reduction-in-Force (RIF) and mitigation strategies to support workforce transition initiatives.
2. The Director, Workforce Progression and Management Division reports to the IRS Human Capital Officer and is responsible for the programs, products, and services outlined in the chart below:

Compensation Policy

- Pay Administration;
- Grade and Pay Retention;
- Recruitment, Retention, Relocation and other Incentives;
- Early-out Leave, Hours of Work, Alternate Work; Schedules, Tours of Duty, Compensatory Time, and Overtime; and
- Reemployed Annuitant Program.

Performance Management Policy

- Performance Management Program for Managers, Management Officials,
-

and Confidential Management/Program Analysts (GS-343, Non-Bargaining Unit);

- Performance Management Program for Employees (Bargaining Unit and Non-Bargaining Unit);
- Performance Plans, Critical Job Elements, and Performance Appraisals;
- Awards and Recognition Programs (Bargaining and Non-Bargaining Unit);
- Support to Paybanding, Pay for Performance; and Performance-Based Bonuses.

Retention

- Retention program policy and execution;
- Address retention issues impacting mission critical occupations and other areas of specific emphasis;
- Determine and develop methods of mitigating un-planned and un-wanted attrition and migration trends; and
- Workforce analysis of attrition and migration trends.

Benefits and Services (BeST)

- Retirement: Voluntary, Disability, Early-out;
- Insurance: Health, Life, Long Term Care;
- Death in Service;
- Thrift Savings Plan;
- Flexible Spending Accounts; and
- Guidance on health fairs.

Workforce Restructuring and Operations (WRO)

- Provides policy, process, advisory and implementation support for business units planning/undergoing workforce changes, such as: reorganizations, restructuring, transfer of functions, competitive sourcing initiatives, etc. WRO branch focuses on:
-

- Mitigation Strategies Policies, Processes and Implementation.
- Transition Management Programs Policies, Processes and Implementation, including Reduction in Force.
- Advisory Services for ODs/principal offices for organizational change resulting in:

25. Job Abolishment;

26. Mitigation Strategies;

27. Directed Reassignments; and

28. Reduction in Force.

- Coordination and consultation with other HCO functions.

Centralized Activities -Benefits and Services Team (BeST), Workers' Compensation Center (WCC), and Worklife Programs

BeST

- Retirement: Voluntary, Disability, Early-out, Discontinued Service;
- Insurance: Health, Life, Long Term Care;
- Death in Service;
- Thrift Savings Plan;
- Flexible Spending Accounts; and
- Guidance on Health Fairs.

WCC

- Workers' Compensation policy development, program administration, and technical guidance;
 - Workers' Compensation Claim Processing and Case Management;
 - Leave Buy Backs;
 - Safety and Health Information Management Systems (SHIMS); and
 - Safety, Health and Return to Employment (SHARE) Reports.
-

Worklife Programs

- Child Care Centers;
- Fitness Centers;
- Drug-Free Workplace Program;
- Emergency Leave Transfer Program
- Employee Assistance and Worklife Referral Services Program (EAP);
- Employee Suggestion Program (ESP);
- Flexiplace (Telework) Program;
- Federal Occupational Contact-Health Units;
- Leave Sharing Program; and
- Organizational Development.

Exhibit 1.1.22-1 (04-10-2009)

HCO Organizational Chart

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http://www.irs.gov/irm/part1/irm_01-001-022.html