

NTEU Guiding Principles on Future State

Guiding Principle 1

Build a Stronger Workforce

Strengthening the IRS workforce is essential to transforming the agency for the future. This involves a focus on rebuilding the frontline, retaining experienced employees with institutional knowledge and creating a strong IT workforce.

Build a Stronger Workforce by:

- Rebuilding the IRS workforce
- Directing savings to fill vacant and critical front-line positions
- Realigning jobs to the Future State (No RIFs, involuntary displacements, reductions in grade or pay)
- Investing in and expanding the role of IT bargaining unit employees to develop and support the IT systems of the Future State
- Eliminating excessive and redundant overhead positions (e.g., Analyst and Staff Assistant) and redirecting those resources to front-line positions
- Reviewing current contracts and identifying those that could be reduced or eliminated to achieve greater savings and efficiencies

Guiding Principle 2

Make IRS a great place to work

A top priority for any organizational transformation should be to make the IRS a great place to work, thereby attracting and retaining a talented workforce.

Make IRS a great place to work by:

- Enhancing career opportunities (promotions, details, increased journey levels/career ladders)
- Increasing training and skill development
- Expanding telework
- Improving technologies to provide greater flexibilities for employees
- Implementing a Phased Retirement plan to provide skill and knowledge transfer and slow attrition
- Expanding Home as POD opportunities
- Expanding “remain in POD” opportunities

Guiding Principle 3

Engage NTEU and bargaining unit employees in defining the Future State through inclusion, transparency and information sharing.

The success of the Future State initiative will depend upon the extent to which employees who perform the work and their representatives are consulted and engaged in the change management process.

Engage NTEU and bargaining unit employees by:

- Meeting with NTEU Chapter Presidents to solicit input for the Future State initiative and engaging NTEU leaders throughout the process
- Sharing the information provided by the consultants who were hired to advise the agency on this Future State initiative (including the RFP and costs) to promote a clear understanding of the scope of the role of the consultants
- Sharing information with NTEU before disseminating to a broader audience and developing a communications protocol with NTEU
- Meaningfully involving NTEU-designated bargaining unit employees who perform the work in the development and implementation Future State initiatives
- Sharing the data obtained to date regarding any changes being proposed under the Future State initiative
- Seeking pre-decisional involvement in all areas where changes to space are being considered