MANUAL TRANSMITTAL

Department of the Treasury
Internal Revenue Service

EFFECTIVE DATE

(10-25-2022)

PURPOSE

(1)   This transmits revised IRM 1.1.22, Organization and Staffing, Human Capital Office.

MATERIAL CHANGES

(1)   This IRM has been updated to reflect the missions and responsibilities of the Human Capital organization. The Human Capital organization has undergone many reorganizations within all areas. This IRM has been updated to reflect all restructuring in the HCO and any new offices and divisions that have been established.

(2)   Minor editorial changes were made throughout the IRM.

EFFECT ON OTHER DOCUMENTS

IRM 1.1.22, dated November 2, 2017, is superseded.

AUDIENCE

All business units

Kevin Q. McIver
IRS Human Capital Officer

1.1.22
Human Capital Office

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1.1.22.1
(10-25-2022)
Human Capital Office

(1) The fundamental role of the Human Capital Office (HCO) is to ensure the success of every business unit by providing human capital strategies and tools for recruiting, hiring, developing, retaining, and transitioning a highly skilled and high-performing workforce to support IRS mission accomplishments.

(2) The Chief Human Capital Officer (CHCO) leads the organization and reports to the Deputy Commissioner for Operations Support (DCOS).

(3) The Deputy IRS Human Capital Officer (DCHCO) reports to the CHCO.

(4) The CHCO and DCHCO lead the HCO organization, including its four subordinate operating offices:

    a.   Office of the HCO Chief of Staff
    b.   Office of Executive Services
    c.   Office of HR Operations
    d.   Office of HR Strategy

1.1.22.1.1
(10-25-2022)
Office of the HCO Chief of Staff

(1) The mission of the Office of the HCO Chief of Staff (HCoS) is to deliver integrated services support to all HCO divisions by providing the vital link between strategic alignment and operational delivery for HCO to execute its mission.

(2) The HCoS reports to the CHCO through the DCHCO.

(3) The HCoS is responsible for overseeing the routing of HCO tasks, Executive Secretariat Correspondence Office and Employee Conduct and Compliance Office packages, and eTrak packages.

(4) The HCoS leads the office, including its two subordinate divisions:

    a.   Compliance and Risk Management Office
    b.   HCO Finance Office

1.1.22.1.1.1
(10-25-2022)
Compliance and Risk Management Office

(1) The Deputy Director of the Compliance and Risk Management Office reports to the Director of HCoS.

(2) The Deputy Director of the Compliance and Risk Management Office leads the division and is responsible for overseeing the following programs and services:

    a.   HCO Accountability Program
    b.   HCO Risk Management/HCO Planned Corrective Action Monitoring
    c.   HCO Compliance and Assessments

1.1.22.1.1.2
(10-25-2022)
HCO Finance

(1) The Deputy Director of HCO Finance reports to the Director of HCoS.

(2) The Deputy Director of HCO Finance leads the division and is responsible for overseeing the following programs and services:

    a.   HCO Hosted Event/Training Approval
    b.   Budget Development/Formulation/Execution
    c.   Business Reporting
    d.   Equity Diversity and Inclusion Liaison
    e.   HCO Freedom of Information Act Liaison
    f.   HCO International Visitors Program Liaison

1.1.22.1.2
(10-25-2022)
Office of Executive Services

(1) The Office of Executive Services (OES) provides integrated executive policy and operational personnel support services in a centralized structure to the IRS's Senior Executive Service (SES), Streamlined Critical Pay (SCP), Senior Level (SL), and Candidate Development Program (CDP) participants.

(2) The Director of OES reports to the CHCO through the DCHCO.

(3) The Director of OES leads the office, including its two subordinate divisions:

    a.   Executive Services Programs and Development
    b.   Executive Services Staffing and Development

1.1.22.1.2.1
(10-25-2022)
Executive Services Programs and Development

(1) The Deputy Director of Executive Services and Programs Development reports to the Director of OES.

(2) The Deputy Director of Executive Services Programs and Development leads the division and is responsible for overseeing the following programs and services:

    a.   Executive Performance Management
    b.   Executive CDP
    c.   Executive Core Qualifications

1.1.22.1.2.2
(10-25-2022)
Executive Services Staffing and Development

(1) The Deputy Director of the Executive Services Staffing and Development reports to the Director of OES.

(2) The Deputy Director of Executive Services Staffing and Development leads the division and is responsible for overseeing the following programs and services:

    a.   Executive Staffing
    b.   Executive Classifications

1.1.22.1.3
(10-25-2022)
Office of HR Operations

(1) The Office of HR Operations (OHRO) provides consistent enterprise-wide operational HR services to all employees, managers, and organizations. It creates specialized offices to deliver dedicated HR portfolio services for managers and the organization, and an HR Service Center to deliver core HR services to employees.

(2) The Director of OHRO reports to the IRS CHCO.

(3) The Director of OHRO leads the office, including its three subordinate divisions:

    a.   Human Resources Shared Services
    b.   Labor/Employee Relations and Negotiations
    c.   Talent Acquisition

1.1.22.1.3.1
(10-25-2022)
Human Resources Shared Services

(1) The overall mission of Human Resources Shared Services (HRSS) is to deliver bi-weekly pay checks through the timely and accurate processing of all personnel and payroll transactions, provide benefits, work-life and wellness programs to IRS employees and an outstanding customer experience through the Employee Resource Center.

(2) The Director for HRSS reports to the Director of OHRO.

(3)   The Director of HRSS leads the division, including its two subordinate branches:

    a.   Payroll
    b.   Shared Services

1.1.22.1.3.1.1
(10-25-2022)
Payroll

(1)   The Deputy Director of Payroll reports to the Director of HRSS.

(2)   The Deputy Director of Payroll leads the branch and is responsible for overseeing the following programs and services:

    a.   Customer Assistance and Outreach
    b.   Employee Records Maintenance
    c.   Debt Management Settlements
    d.   Payroll and Personnel Processing
    e.   Time and Attendance

1.1.22.1.3.1.2
(10-25-2022)
Shared Services

(1)   The Deputy Director of Shared Services reports to the Director of HRSS.

(2)   The Deputy Director of Shared Services leads the branch and is responsible for overseeing the following programs and services:

    a.   Worklife and Wellness
    b.   Employee Resource Center
    c.   Benefits and Services
    d.   Personnel Systems and Reporting

1.1.22.1.3.2
(10-25-2022)
Labor/Employee
Relations and
Negotiations

(1)   The mission of Labor/Employee Relations and Negotiations (LERN) is to establish IRS labor and employee relations program standards and provide related support and expertise to Agency representatives. Additionally, LERN oversees the delivery of employee performance management operational guidance which provides direct management support for employee relations.

(2)   The Director of LERN reports to the Director of OHRO.

(3)   The Director of LERN leads the division, including its five subordinate branches:

    a.   Field Operations
    b.   Labor Relations Strategy and Negotiations Office
    c.   Performance Management and Recognition Office
    d.   Program Execution
    e.   Workers Compensation Branch

1.1.22.1.3.2.1
(10-25-2022)
Field Operations

(1)   The Associate Director of the Field Operations office reports to the Deputy Director of LERN.

(2)   The Associate Director of Field Operations leads the branch and is responsible for overseeing the following programs and services:

    a.   Employee Conduct Issues
    b.   Unacceptable Performance Issues
    c.   Grievances (local)
    d.   National Agreement and National Treasury Employees Union (NTEU) Bargaining

      e.   Awards and Misconduct Determinations
      f.   Office of Special Counsel Cases
      g.   Personnel Action Request Processing

1.1.22.1.3.2.2
(10-25-2022)
Labor Relations Strategy and Negotiations Office

(1)   The Associate Director of the Labor Relations Strategy and Negotiations Office reports to the Deputy Director of LERN.

(2)   The Associate Director of Labor Relations Strategy and Negotiations Office leads the branch and is responsible for overseeing the following programs and services:

    a.   Official and Bank Time for Stewards
    b.   Negotiations to Policy, Process and Procedures
    c.   Advisory and Guidance Support on Contractual Requirements of the National Agreement
    d.   Agency Head Review of Agreements from Negotiations/Settlement of a Grievance/Arbitration
    e.   Grievances (National)/Arbitrations Resolution (National)
    f.   Term and Mid-Term National Agreement Negotiations and Training
    g.   National Agreement Contract Interpretation and Bargaining History
    h.   Support on Labor Relations Policy
    i.   Review IRM and Non-Labor Relations Policy Changes for Labor Relations Implications
    j.   Equal Employment Opportunity Settlement Agreements for Compliance with the National Agreement
    k.   National level Information Requests from NTEU
    l.   Responses to Congressional or External Agency Inquiries
    m.   Labor Relations Training to Field Operations, Human Resource Based Professionals and Business Operating Division Managers

1.1.22.1.3.2.3
(10-25-2022)
Performance Management and Recognition

(1)   The Associate Director of Performance Management and Recognition reports to the Director of LERN.

(2)   The Associate Director of Performance Management and Recognition leads the branch and is responsible for overseeing the following programs and services:

    a.   Awards Funding Reconciliation and Compliance Reviews
    b.   Employee Referral Bonus Program
    c.   National Performance Awards Program for Bargaining Unit Employees, Bilingual and Discretionary Awards
    d.   Employee Performance Management

1.1.22.1.3.2.4
(10-25-2022)
Program Execution Office

(1)   The Associate Director of the Program Execution Office reports to the Deputy Director of LERN.

(2)   The Associate Director of the Program Execution Office leads the branch and is responsible for overseeing the following programs and services:

    a.   Automated Labor/Employee Relations Tracking System and Technology Support
    b.   Employee Relations Policy Execution
    c.   Post Appointment Arrests
    d.   Support on Report of Investigations

e.   Employee Misconduct Allegations
f.   Agency Grievances Fact-Finder
g.   Employee Tax Compliance Issues
h.   Public Financial Disclosure Report (Office of Government Ethics 450 Filer Program)
i.   Outside Employment Program
j.   Treasury Inspector General for Tax Administration (TIGTA) and Government Accountability Office Audit Program cases

1.1.22.1.3.2.5
(10-25-2022)
Workers Compensation Branch

(1)   The Associate Director of the Workers Compensation Branch reports to the Deputy Director of LERN.

(2)   The Associate Director of the Workers Compensation Branch leads the branch and is responsible for overseeing workers' compensation claims.

1.1.22.1.3.3
(10-25-2022)
Talent Acquisition

(1)   Talent Acquisition (TA) exists to define, identity, recruit, hire, and advance, a competent, suitable, diverse and inclusive workforce to support the Internal Revenue Service mission. This office provides optimal customer service through professional partnerships and innovation.

(2)   The Director of TA reports to the Director of OHRO.

(3)   The Director of TA leads the division, including its two subordinate branches:

a.   Employment Operations
b.   Talent Strategy and Execution

1.1.22.1.3.3.1
(10-25-2022)
Employment Operations

(1)   The Deputy Director of Employment Operations reports to the Director of TA.

(2)   The Deputy Director of Employment Operations leads the branch is responsible for overseeing the following programs and services:

a.   Personnel Security
b.   Hiring

1.1.22.1.3.3.2
(10-25-2022)
Talent Strategy and Execution

(1)   The Deputy Director of Talent Strategy and Execution reports to the Director of TA.

(2)   The Deputy Director of Talent Strategy and Execution leads the branch and is responsible for overseeing the following programs and services:

a.   Business Account Manager
b.   Hiring Automation and Innovation Services
c.   Position Management and Position Classification
d.   Organizational Change/Organizational Restructuring
e.   Quality Assurance and Litigation Support for Hiring/Staffing/Placement Programs
f.   Talent Evaluation and Assessment
g.   Strategic Talent Acquisition and Recruiting Services Program

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1.1.22.1.4
(10-25-2022)
**Office of Human
Resource Strategy**

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(1)   The Office of HR Strategy (OHRS) connects with external stakeholders who issue legislative and regulatory mandates and translates this information to determine HR priorities. It plans and guides the enterprise-wide policy and strategic requirements for all HR activities. This provides the enterprise with a focused strategic architecture promoting research, data analytics, and future-state forecasting. This will position the organization to nimbly pivot as global, governmental, and organizational priorities shift.

(2)   The Director of OHRS reports to the CHCO.

(3)   The Director of OHRS leads the office, including its six subordinate divisions:

a.   Customer Relations
b.   Engagement and Retention Office
c.   Enterprise Talent Development
d.   Human Capital Data Management and Technology
e.   Policy and Audits
f.   Human Capital Strategy Planning

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1.1.22.1.4.1
(10-25-2022)
Customer Relations

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(1)   The Customer Relations (CR) office administers comprehensive Human Capital Experience strategies by providing Commissioner and DCOS Organizations with Business Based Human Capital Services and coordination as the liaison with HCO program owners.

(2)   The Director of OCR reports to the Director of OHRS.

(3)   The Director of OCR leads the division, including its six subordinate branches:

a.   Workforce Connections Office
b.   DCOS HR Liaison Office
c.   HR Governance and Advisory Services Office
d.   IT Strategic HR Liaison Office
e.   OCR Business Operations
f.   Shared Support HR Liaison Office

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1.1.22.1.4.1.1
(10-25-2022)
**Customer Service
Support**

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(1)   The Associate Director of the Workforce Connections Office reports to the Director of CR.

(2)   The Associate Director of the Workforce Connections Office leads the branch and is responsible for providing core and optional HR services and support to Commissioner Organizations and DCOS organizations.

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1.1.22.1.4.1.2
(10-25-2022)
DCOS HR Liaison Office

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(1)   The Associate Director of the DCOS HR Liaison Office reports to the Director of CR.

(2)   The Associate Director of the DCOS HR Liaison Office leads the branch and is responsible for overseeing hiring management within Commissioner Organizations and Non-IT DCOS Organizations Only.

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1.1.22.1.4.1.3
(10-25-2022)
**HR Governance and
Advisory Services Office**

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(1)   The Associate Director of the HR Governance and Advisory Services Office reports to the Director of CR.

(2)   The Associate Director of the HR Governance and Advisory Services Office leads the branch and is responsible for overseeing the following programs and services:

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    a.   HCO Service Level Agreements - Commissioner Organizations and DCOS Organizations Only
    b.   Strategic Project Management Services - HCO Only
    c.   HR Governance and Advisory Services on behalf of HCO

1.1.22.1.4.1.4
(10-25-2022)
IT Strategic HR Liaison Office

(1) The Associate Director of the IT Strategic HR Liaison Office reports to the Director of CR.

(2) The Associate Director of the IT Strategic HR Liaison Office leads the branch and is responsible for overseeing the following programs and services:

    a.   Hiring Management - IT Only
    b.   Technical Training Support - IT Only

1.1.22.1.4.1.5
(10-25-2022)
OCR Business Operations

(1) The Associate Director of OCR Business Operations reports to the Director of CR.

(2) The Associate Director of OCR Business Operations leads the branch and is responsible for overseeing the following programs and services:

    a.   OCR Customer Support Portal Management and Operations
    b.   Workforce Analytics - IT Only

1.1.22.1.4.1.6
(10-25-2022)
Shared Support HR Liaison Office

(1) The Associate Director of the Shared Support HR Liaison Office reports to the Director of CR.

(2) The Associate Director of the Shared Support HR Liaison Office leads the branch and is responsible for overseeing the following programs and services:

    a.   HR Program Services and Operational Support - Commissioner Organizations and DCOS Organizations Only
    b.   Requests for Organizational Change Services and Support - DCOS Organizations and Ad Hoc as Warranted
    c.   Performance Management Guidance and Support - Commissioner Organizations and DCOS Organizations and Ad Hoc Servicewide

1.1.22.1.4.2
(10-25-2022)
Engagement and Retention

(1) The Engagement and Retention division is responsible for IRS corporate and business unit engagement efforts and makes the IRS a better place to work by understanding and celebrating who we are, what we do, how we do it, and why we do it as an organization.

(2) The Director of the Engagement and Retention division reports to the Director of OHRS.

(3) The IRS Engagement Officer leads the division, including its two subordinate branches:

    a.   Business Unit Liaison Engagement Branch
    b.   Corporate Engagement Branch

1.1.22.1.4.2.1
(10-25-2022)
Business Unit Liaison Engagement Branch

(1) The Associate Director of the Business Unit Liaison Engagement Branch reports to the Director of Engagement and Retention.

(2) The Associate Director of the Business Unit Liaison Engagement Branch leads the office and is responsible for providing engagement services at the Business Unit level.

1.1.22.1.4.2.2
(10-25-2022)
Corporate Engagement Branch

(1) The Associate Director of the Corporate Engagement Branch reports to the Director of Engagement and Retention.

(2) The Associate Director of the Corporate Engagement Branch leads the office and is responsible for delivering IRS' corporate engagement programs.

1.1.22.1.4.3
(10-25-2022)
Enterprise Talent Development

(1) The mission of Enterprise Talent Development (ETD) is to provide innovative learning and develop solutions that advance individual growth while optimizing organizational performance in service to the American taxpayer.

(2) The Chief, Learning Officer of ETD reports to the Director of OHRS.

(3) The Chief, Learning Officer of ETD leads the division, including its three subordinate branches:

   a. Comprehensive Training Strategy Program Office
   b. Servicewide Learning Planning and Design
   c. Servicewide Learning Development and Delivery

1.1.22.1.4.3.1
(10-25-2022)
Comprehensive Training Strategy Program Office

(1) The Associate Director of the Comprehensive Training Strategy Program Office reports to the Director of ETD.

(2) The Associate Director of the Comprehensive Training Strategy Program Office leads the branch and is responsible for overseeing the following programs and services:

   a. Comprehensive Training Strategy

1.1.22.1.4.3.2
(10-25-2022)
Servicewide Learning Development and Delivery

(1) The Deputy Director of the Servicewide Learning Development and Delivery (SLD&D) office reports to the Director of ETD.

(2) The Deputy Director of SLD&D leads the branch and is responsible for overseeing the following programs and services:

   a. Leadership Academy (Services are Servicewide)
   b. HR Training Academy
   c. Professional Skills Academy
   d. Employees Achieving Goals and Leadership Experience Office
   e. Classroom Learning Services

1.1.22.1.4.3.3
(10-25-2022)
Servicewide Learning Planning and Design

(1) The Deputy Director of Servicewide Learning Planning and Design (SLP&D) reports to the Director of ETD.

(2) The Deputy Director of SLP&D leads the branch and is responsible for overseeing the following programs and services:

   a. Knowledge Management and Transfer
   b. Servicewide Training Management and Programs
   c. Virtual Learning Management

1.1.22.1.4.4 (10-25-2022) **Human Capital Data Management and Technology**	(1) The mission of the Human Capital Data Management and Technology (HCDMT) office is to deliver technology solutions and a single reliable source of human capital data to meet the needs of internal and external customers and support the IRS human capital vision. It coordinates the development and operation of HR systems and oversees governance of HCO technology.

(2)   Director of HCDMT reports to the Director of OHRS.

(3)   The Director of HCDMT leads the division, including its three subordinate branches:

    a.   Business Systems Planning Office
    b.   Data Analytics and Delivery Office
    c.   Data Management Office

1.1.22.1.4.4.1
(10-25-2022)
Business Systems Planning Office

(1)   The Associate Director of the Business Systems Planning Office reports to the Deputy Director of HCDMT.

(2)   The Associate Director of the Business Systems Planning Office leads the office and is responsible for overseeing the following programs and services:

    a.   Business Systems Planning
    b.   Integrated Talent Management Project Management
    c.   People Trak
    d.   HC Robotics Process Automation
    e.   Systems Consultation and Development
    f.   Federal Information Security Management Act, Privacy, and Cybersecurity Requirements
    g.   HCO Digital Strategy

1.1.22.1.4.4.2
(10-25-2022)
Data Analytics and Delivery Office

(1)   The Associate Director of the Data Analytics and Delivery (DAD) Office reports to the Deputy Director of HCDMT.

(2)   The Associate Director of the DAD Office leads the branch and is responsible for overseeing the following programs and services:

    a.   HC Services Intake
    b.   Client Relations
    c.   Data Analytics and Delivery

1.1.22.1.4.4.3
(10-25-2022)
Data Management Office

(1)   The Associate Director of the Data Management Office reports to the Deputy Director of HCDMT.

(2)   The Associate Director of the Data Management Office leads the branch and is responsible for overseeing the Data Management Program.

1.1.22.1.4.5
(10-25-2022)
Policy and Audits

(1)   The mission of Policy and Audits (P&A) is to support Human Capital strategies by advising our Human Resource partners on HR management policies and programs, ensuring the Agency is compliant with HR Laws, regulations and legislative changes to ensure transparency and consistency in support of current and future workforce needs.

(2)   The Director of P&A reports to the Director of OHRS

(3)   The Director of P&A leads the division, including its three subordinate branches:

a.   Audit and Internal Controls Office
b.   Benefits, Performance, Awards, Workplace and Workforce Policy
c.   Staffing and Compensation Policy Office

1.1.22.1.4.5.1
(10-25-2022)
Audit and Internal Controls Office

(1)   The Associate Director of the Audit and Internal Controls Office reports to the Director of P&A.

(2)   The Associate Director of the Audit and Internal Controls Office leads the branch and is responsible for overseeing the following programs and services:

a.   External Audits
b.   HCO Internal Management Documents and Records Management
c.   Deliverables for/ reviews by IRS Office of Chief Financial Officer

1.1.22.1.4.5.2
(10-25-2022)
Benefits, Performance, Awards, Workplace and Workforce Policy

(1)   The Associate Director of Benefits, Performance, Awards, Workplace and Workforce (BPAWW) Policy reports to the Director of P&A.

(2)   The Associate Director of BPAWW Policy leads the branch and is responsible for overseeing the policy support for benefits, performance, awards, workplace and the workforce.

1.1.22.1.4.5.3
(10-25-2022)
Staffing and Compensation Policy Office

(1)   The Associate Director of the Staffing and Compensation Office reports to the Director of P&A.

(2)   The Associate Director of the Staffing and Compensation Policy Office leads the branch and is responsible for overseeing the policy support for staffing and compensation.

1.1.22.1.4.6
(10-25-2022)
Human Capital Strategy Planning

(1)   The Human Capital Strategy Planning (HCSP) division is responsible for the methodology by which HCO designs and implements a cohesive and holistic strategic framework of human capital policies, programs, and practices to achieve a shared vision integrated with the IRS Strategic Plan. Its programs include human capital transformation and planning, research, workforce planning, succession planning, and human capital analytics.

(2)   The Director of HCSP reports to the Director of OHRS.

(3)   The Director of HCSP leads the division, including its four subordinate branches:

a.   Acquisition and Contract Support Office
b.   HR Research Branch
c.   Strategy Transformation Office
d.   Workforce Planning and Analysis Office

1.1.22.1.4.6.1
(10-25-2022)
Acquisition and Contract Support Office

(1)   The Associate Director of Acquisition and Contract Support Office reports to the Director of HCSP.

(2)   The Associate Director of the Acquisition and Contract Support Office leads the branch and is responsible for overseeing acquisition and contract management.

1.1.22.1.4.6.2
(10-25-2022)
**Human Capital Research
Branch**

(1)   The Associate Director of the Human Capital (HC) Research Branch reports to the Director of HCSP.

(2)   The Associate Director of the HC Research Branch leads the office and is responsible for overseeing HCO research.

1.1.22.1.4.6.3
(10-25-2022)
**Strategy Transformation
Office**

(1)   The Associate Director of Strategy Transformation Office reports to the Director of HCSP.

(2)   The Associate Director of the Strategy Transformation Office leads the branch and is responsible for overseeing Human Capital strategic planning.

1.1.22.1.4.6.4
(10-25-2022)
**Workforce Planning and
Analysis Office**

(1)   The Associate Director of the Workforce Planning and Analysis Office reports to the Director of HCSP.

(2)   The Associate Director of the Workforce Planning and Analysis Office leads the branch is responsible for overseeing the workforce planning and analysis program.

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Exhibit 1.1.22-1   (10-25-2022)
HCO Organizational Chart