

## Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type

Fiscal Years 2019 and 2020

Employment status, budget activity, and selected personnel type	Full-time equivalent positions realized [1]		Number of employees at end of fiscal year	
	2019	2020	2019	2020
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>73,554</b>	<b>75,773</b>	<b>74,369</b>	<b>80,229</b>
<b>Employment status:</b>				
Permanent [2]	71,757	73,903	72,132	76,956
Other [3]	1,797	1,870	2,237	3,273
<b>Budget activity:</b>				
Examinations and collections	29,701	30,441	29,867	30,873
Filing and account services	24,511	24,955	24,732	28,544
Information services	6,497	6,779	6,912	7,123
Prefiling taxpayer assistance and education	4,350	4,327	4,357	4,532
Shared services and support	4,252	5,108	4,541	5,234
Investigations	2,833	2,839	2,834	2,957
Regulatory	950	969	966	966
Business Systems Modernization	460	355	160	-
<b>Selected personnel type:</b>				
Customer service representatives	11,351	11,027	11,467	12,422
Seasonal employees [5]	9,066	10,091	8,603	10,984
Revenue agents	8,526	8,346	8,681	8,234
Tax examiners	7,355	7,868	7,892	8,469
Revenue officers	2,995	3,040	3,231	2,913
Special agents	1,994	1,965	2,005	2,025
Attorneys	1,397	1,442	1,437	1,462
Tax technicians	883	881	786	723
Appeals officers	760	803	813	851

[1] Represents the number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In FY 2020, this includes 2,145 FTE supporting the IRS's response to the COVID-19 pandemic and funded through the CARES Act. In contrast, IRS labor force counts in Table 33 represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

[2] Includes seasonal employees on permanent appointments; excludes employees on permanent appointments with work schedules of fewer than 80 hours per pay period.

[3] Includes employees on permanent appointments with work schedules of fewer than 80 hours per pay period.

[4] In Fiscal Year 2020, all employees in Business Systems Modernization were reassigned to the information services budget activity.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2018 and 2019

Employment status, budget activity, and selected personnel type	Full-time equivalent positions realized [1]		Number of employees at end of fiscal year	
	2018	2019	2018	2019
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>73,519</b>	<b>73,554</b>	<b>74,487</b>	<b>74,369</b>
<b>Employment status:</b>				
Permanent [2]	71,826	71,757	71,894	72,132
Other [3]	1,693	1,797	2,593	2,237
<b>Budget activity:</b>				
Examinations and collections	30,876	29,701	29,447	29,867
Filing and account services	23,249	24,511	25,435	24,732
Information services	6,074	6,497	6,534	6,912
Prefiling taxpayer assistance and education	4,636	4,350	4,631	4,357
Shared services and support	4,315	4,252	4,424	4,541
Investigations	2,950	2,833	2,897	2,834
Regulatory	964	950	982	966
Business Systems Modernization	455	460	137	160
<b>Selected personnel type:</b>				
Seasonal employees	10,385	9,066	10,226	8,603
Customer service representatives	9,367	11,351	9,583	11,467
Revenue agents	9,037	8,526	8,845	8,681
Tax examiners	7,328	7,355	7,292	7,892
Revenue officers	3,133	2,995	3,028	3,231
Special agents	2,034	1,994	2,014	2,005
Attorneys	1,342	1,397	1,395	1,437
Tax technicians	1,008	883	970	786
Appeals officers	807	760	760	813

[1] Represents the number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 33 (Internal Revenue Service and Chief Counsel Labor Force, Compared to National Totals for Federal and Civilian Labor Forces, by Gender, Race/Ethnicity, Disability, and Veteran Status) represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

[2] Includes seasonal employees on permanent appointments; excludes employees on permanent appointments with work schedules of less than 80 hours per pay period.

[3] Includes employees on permanent appointment on fewer than 80 hours per pay period of work schedule.

SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2017 and 2018

Employment status, budget activity, and selected personnel type	Full-time equivalent positions realized [1]		Number of employees at end of fiscal year	
	2017	2018	2017	2018
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>76,832</b>	<b>73,519</b>	<b>72,803</b>	<b>74,487</b>
<b>Employment status:</b>				
Permanent [2]	75,253	71,826	70,573	71,894
Other [3]	1,579	1,693	2,230	2,593
<b>Budget activity:</b>				
Examinations and collections	32,604	30,876	31,049	29,447
Filing and account services	24,063	23,249	21,563	25,435
Information services	6,089	6,074	6,569	6,534
Prefiling taxpayer assistance and education	4,700	4,636	4,686	4,631
Shared services and support	4,780	4,315	4,824	4,424
Investigations	3,080	2,950	3,091	2,897
Regulatory	959	964	898	982
Business Systems Modernization	557	455	123	137
<b>Selected personnel type:</b>				
Seasonal employees	10,671	10,385	6,652	10,226
Customer service representatives	9,113	9,367	9,209	9,583
Revenue agents	9,759	9,037	9,510	8,845
Tax examiners	7,887	7,328	7,936	7,292
Revenue officers	3,434	3,133	3,330	3,028
Special agents	2,124	2,034	2,157	2,014
Attorneys	1,346	1,342	1,347	1,395
Tax technicians	1,110	1,008	1,079	970
Appeals officers	888	807	857	760

[1] Represents the number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service and Chief Counsel Labor Force, Compared to National Totals for Federal and Civilian Labor Forces, by Gender, Race/Ethnicity, Disability, and Veteran Status) represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

[2] Includes seasonal employees on permanent appointments; excludes employees on permanent appointments with work schedules of less than 80 hours per pay period.

[3] Includes employees on permanent appointment on fewer than 80 hours per pay period of work schedule.

SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2016 and 2017

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2016	2017	2016	2017
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>77,924</b>	<b>76,832</b>	<b>76,219</b>	<b>72,803</b>
<b>Employment status:</b>				
Permanent [2]	76,446	75,253	74,151	70,573
Other [3]	1,478	1,579	2,068	2,230
<b>Budget activity:</b>				
Examinations and collections	33,426	32,604	32,920	31,049
Filing and account services	23,668	24,063	22,494	21,563
Information services	6,300	6,089	6,522	6,569
Prefiling taxpayer assistance and education	5,009	4,700	4,948	4,686
Shared services and support	4,861	4,780	5,003	4,824
Investigations	3,184	3,080	3,215	3,091
Regulatory	1,034	959	1,038	898
Business Systems Modernization	442	557	79	123
<b>Selected personnel type:</b>				
Revenue agents	10,174	9,759	10,244	9,510
Seasonal employees	10,005	10,671	6,461	6,652
Customer service representatives	8,235	9,113	9,563	9,209
Tax examiners	8,267	7,887	8,588	7,936
Revenue officers	3,525	3,434	3,547	3,330
Special agents	2,184	2,124	2,212	2,157
Tax technicians	1,227	1,110	1,179	1,079
Attorneys	1,361	1,346	1,368	1,347
Appeals officers	949	888	925	857

[1] Represents the number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service and Chief Counsel Labor Force, Compared to National Totals for Federal and Civilian Labor Forces, by Gender, Race/Ethnicity, Disability, and Veteran Status) represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

[2] Includes seasonal employees on permanent appointments; excludes employees on permanent appointments with work schedules of less than 80 hours per pay period.

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SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2015 and 2016

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2015	2016	2015	2016
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>79,890</b>	<b>77,924</b>	<b>76,540</b>	<b>76,219</b>
<b>Employment status:</b>				
Permanent [2]	78,294	76,446	74,580	74,151
Other [3]	1,596	1,478	1,960	2,068
<b>Budget activity:</b>				
Examinations and collections	35,542	33,426	34,830	32,920
Filing and account services	22,308	23,668	19,851	22,494
Information services	6,788	6,300	6,931	6,522
Prefiling taxpayer assistance and education	5,349	5,009	5,295	4,948
Shared services and support	5,016	4,861	5,066	5,003
Investigations	3,410	3,184	3,369	3,215
Regulatory	1,137	1,034	1,137	1,038
Business Systems Modernization	340	442	61	79
<b>Selected personnel type:</b>				
Revenue agents	10,862	10,174	10,657	10,244
Seasonal employees	8,819	10,005	4,775	6,461
Customer service representatives	8,441	8,235	9,062	9,563
Tax examiners	8,294	8,267	8,837	8,588
Revenue officers	3,994	3,525	3,719	3,547
Special agents	2,326	2,184	2,318	2,212
Tax technicians	1,357	1,227	1,307	1,179
Attorneys	1,415	1,361	1,412	1,368
Appeals officers	841	949	996	925

[1] Represents the number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service and Chief Counsel Labor Force, Compared to National Totals for Federal and Civilian Labor Forces, by Gender, Race/Ethnicity, Disability, and Veteran Status) represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

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SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2014 and 2015

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2014	2015	2014	2015
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>84,133</b>	<b>79,890</b>	<b>78,121</b>	<b>76,540</b>
<b>Employment status:</b>				
Permanent [2]	82,406	78,294	76,126	74,580
Other [3]	1,727	1,596	1,995	1,960
<b>Budget activity:</b>				
Examinations and Collections	37,608	35,542	37,266	34,830
Filing and Account Services	23,972	22,308	17,925	19,851
Information Services	6,711	6,788	7,258	6,931
Prefiling Taxpayer Assistance and Education	5,449	5,349	5,594	5,295
Shared Services and Support	5,097	5,016	5,195	5,066
Investigations	3,581	3,410	3,608	3,369
Regulatory	1,239	1,137	1,201	1,137
Business Systems Modernization	476	340	74	61
<b>Selected personnel type:</b>				
Revenue Agents	11,659	10,862	11,422	10,657
Seasonal Employees	10,030	8,819	4,100	4,775
Customer Service Representatives	8,837	8,441	8,820	9,062
Tax Examiners	8,416	8,294	8,496	8,837
Revenue Officers	4,439	3,994	4,353	3,719
Special Agents	2,437	2,326	2,454	2,318
Tax Technicians	1,418	1,357	1,357	1,307
Attorneys	1,473	1,415	1,454	1,412
Appeals Officers	761	841	758	996

[1] Represents the number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service and Chief Counsel Labor Force, Compared to National Totals for Federal and Civilian Labor Forces, by Gender, Race/Ethnicity, Disability, and Veteran Status) represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

[2] Includes seasonal employees on permanent appointments; excludes employees on permanent appointments with work schedules of less than 80 hours per pay period.

[3] Includes employees on permanent appointment on fewer than 80 hours per pay period of work schedule.

SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2013 and 2014

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2013	2014	2013	2014
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>86,974</b>	<b>84,133</b>	<b>83,613</b>	<b>78,121</b>
<b>Employment status:</b>				
Full-time permanent	84,985	82,406	81,296	76,126
Other	1,989	1,727	2,317	1,995
<b>Budget activity:</b>				
Examinations and Collections	39,454	37,608	39,825	37,266
Filing and Account Services	24,881	23,972	20,780	17,925
Information Services	6,708	6,711	7,230	7,258
Prefiling Taxpayer Assistance and Education	5,505	5,449	5,623	5,594
Shared Services and Support	5,061	5,097	5,111	5,195
Investigations	3,691	3,581	3,734	3,608
Regulatory	1,223	1,239	1,232	1,201
Business Systems Modernization	451	476	78	74
<b>Selected personnel type:</b>				
Revenue Agents	12,270	11,659	12,212	11,422
Seasonal Employees	11,108	10,030	6,696	4,100
Customer Service Representatives	9,131	8,837	9,632	8,820
Tax Examiners	8,724	8,416	8,894	8,496
Revenue Officers	4,748	4,439	4,681	4,353
Special Agents	2,509	2,437	2,539	2,454
Tax Technicians	1,515	1,418	1,496	1,357
Attorneys	1,497	1,473	1,523	1,454
Appeals Officers	811	761	800	758

[1] Represents the average number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service Labor Force, Compared to National Totals for Federal and Civilian Labor Forces, by Gender, Race/Ethnicity, and Disability) represent the total number of persons, including full-time, part-time, and seasonal workers, employed during the fiscal year.

SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2012 and 2013

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2012	2013	2012	2013
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>90,280</b>	<b>86,974</b>	<b>89,551</b>	<b>83,613</b>
<b>Employment status:</b>				
Full-time permanent	88,308	84,985	86,743	81,296
Other	1,972	1,989	2,808	2,317
<b>Budget activity:</b>				
Examinations and Collections	41,814	39,454	41,602	39,825
Filing and Account Services	25,041	24,881	24,058	20,780
Information Services	6,208	6,708	6,963	7,230
Prefiling Taxpayer Assistance and Education	5,814	5,505	5,955	5,623
Shared Services and Support	5,308	5,061	5,252	5,111
Investigations	4,258	3,691	4,347	3,734
Regulatory	1,241	1,223	1,300	1,232
Business Systems Modernization	596	451	74	78
<b>Selected personnel type:</b>				
Revenue Agents	13,011	12,270	12,981	12,212
Seasonal Employees	11,538	11,108	10,336	6,696
Customer Service Representatives	9,472	9,131	9,504	9,632
Tax Examiners	9,282	8,724	9,503	8,894
Revenue Officers	5,186	4,748	5,066	4,681
Special Agents	2,581	2,509	2,657	2,539
Tax Technicians	1,679	1,515	1,626	1,496
Attorneys	1,529	1,497	1,553	1,523
Appeals Officers	851	811	875	800

[1] Represents the average number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service Labor Force, Compared to National Totals for Civilian and Federal Labor Forces, by Gender, Race/Ethnicity, and Disability) represent the total number of persons, including full-time, part-time and seasonal workers, employed during the fiscal year.

SOURCE: Chief Financial Officer, Corporate Budget.



# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2011 and 2012

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2011	2012	2011	2012
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>94,709</b>	<b>90,280</b>	<b>91,380</b>	<b>89,551</b>
<b>Employment status:</b>				
Full-time permanent	92,452	88,308	88,308	86,743
Other	2,257	1,972	3,072	2,808
<b>Budget activity:</b>				
Examinations and Collections	44,685	41,814	44,161	41,602
Filing and Account Services [2]	25,423	25,041	22,088	24,058
Information Services	6,628	6,208	7,344	6,963
Prefiling Taxpayer Assistance and Education	6,180	5,814	6,194	5,955
Shared Services and Support	5,811	5,308	5,871	5,252
Investigations	4,197	4,258	4,362	4,347
Regulatory	1,260	1,241	1,280	1,300
Business Systems Modernization	512	596	69	74
Health Insurance Tax Credit Administration [2]	13	N/A	11	N/A
<b>Selected personnel type:</b>				
Revenue Agents	13,969	13,011	13,761	12,981
Seasonal Employees	10,479	11,538	7,201	10,336
Customer Service Representatives	10,191	9,472	10,201	9,504
Tax Examiners	9,587	9,282	9,783	9,503
Revenue Officers	5,621	5,186	5,447	5,066
Special Agents	2,618	2,581	2,730	2,657
Tax Technicians	1,808	1,679	1,766	1,626
Attorneys	1,573	1,529	1,586	1,553
Appeals Officers	859	851	865	875

N/A — Not applicable.

[1] Represents the average number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service Labor Force, Compared to National Totals for Civilian and Federal Labor Forces, by Gender, Race/Ethnicity, and Disability) represent the total number of persons, including full-time, part-time and seasonal workers, employed during the fiscal year.

[2] "Average positions realized" and "Number of employees at close of fiscal year" for the "Health Insurance Tax Credit Administration" are included in the "Filing and Account Services" budget activity for Fiscal Year 2012. The Consolidated Appropriations Act of 2012, P.L. 112-74, stipulates that funds for the Health Insurance Tax Credit Administration appropriation are part of the Taxpayer Services appropriation, Filing and Account Services.

SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2010 and 2011

Employment status, budget activity, selected personnel type	and	Average positions realized [1]		Number of employees at end of fiscal year	
		2010	2011	2010	2011
		(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>		<b>94,711</b>	<b>94,709</b>	<b>94,346</b>	<b>91,380</b>
<b>Employment status:</b>					
Full-time permanent		93,027	92,452	92,148	88,308
Other		1,684	2,257	2,198	3,072
<b>Budget activity:</b>					
Examinations and Collections		44,802	44,685	46,667	44,161
Filing and Account Services		25,592	25,423	22,877	22,088
Information Services		6,432	6,628	6,774	7,344
Prefiling Taxpayer Assistance and Education		6,076	6,180	6,361	6,194
Shared Services and Support		5,862	5,811	6,018	5,871
Investigations		4,364	4,197	4,270	4,362
Regulatory		1,234	1,260	1,295	1,280
Business Systems Modernization		337	512	70	69
Health Insurance Tax Credit Administration		12	13	14	11
<b>Selected personnel type:</b>					
Customer Service Representatives/Tax Examiners [2]		18,582	19,778	21,057	19,984
Revenue Agents		13,879	13,969	14,588	13,761
Seasonal employees		11,158	10,479	6,943	7,201
Revenue Officers		6,042	5,621	5,922	5,447
Special Agents		2,739	2,618	2,751	2,730
Tax Technicians		1,720	1,808	1,909	1,766
Attorneys		1,571	1,573	1,610	1,586
Appeals Officers		847	859	902	865

[1] Represents the average number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements from other Federal agencies and private entities for services performed for these external parties. In contrast, IRS labor force counts in Table 31 (Internal Revenue Service Labor Force, Compared to National Totals for Civilian and Federal Labor Forces, by Gender, Race/Ethnicity, and Disability) represent the number of persons, including part-time and seasonal workers, employed at any time during the fiscal year.

[2] In prior issues of the Internal Revenue Service Data Book, this personnel type was reported as "Customer Service Representatives," but it included both "Customer Service Representatives" and "Tax Examiners."

SOURCE: Chief Financial Officer, Corporate Budget.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2009 and 2010

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2009	2010	2009	2010
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>92,577</b>	<b>94,711</b>	<b>93,337</b>	<b>94,346</b>
<b>Employment status:</b>				
Full-time permanent	90,446	93,027	91,082	92,148
Other	2,131	1,684	2,255	2,198
<b>Budget activity:</b>				
Examinations and Collections	41,950	44,802	45,248	46,667
Filing and Account Services	26,530	25,592	23,544	22,877
Information Services	6,392	6,432	6,706	6,774
Prefiling Taxpayer Assistance and Education	6,233	6,076	6,324	6,361
Shared Services and Support	5,710	5,862	5,792	6,018
Investigations	4,228	4,364	4,345	4,270
Regulatory	1,202	1,234	1,295	1,295
Business Systems Modernization	322	337	73	70
Health Insurance Tax Credit Administration	10	12	10	14
<b>Selected personnel type:</b>				
Customer Service Representatives	18,200	18,582	19,544	21,057
Revenue Agents	12,948	13,879	14,264	14,588
Seasonal employees	10,875	11,158	7,517	6,943
Revenue Officers	5,451	6,042	6,142	5,922
Special Agents	2,610	2,739	2,725	2,751
Tax Technicians	1,539	1,720	1,725	1,909
Attorneys	1,459	1,571	1,602	1,610
Appeals Officers	785	847	858	902

[1] Represents the average number of full-time equivalent (FTE) positions actually used (all direct appropriations) to conduct IRS operations. Excludes positions funded by reimbursements received from other Federal agencies and private entities for services performed for these external parties.

SOURCE: Chief Financial Officer, Corporate Performance Budgeting, Corporate Policy and Labor Analysis.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2008 and 2009

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2008	2009	2008	2009
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>90,647</b>	<b>92,577</b>	<b>90,210</b>	<b>93,337</b>
<b>Employment status:</b>				
Full-time permanent [r]	88,121	90,446	87,728	91,082
Other [r]	2,526	2,131	2,482	2,255
<b>Budget activity:</b>				
Examinations and Collections	41,095	41,950	42,123	45,248
Filing and Account Services	25,785	26,530	23,568	23,544
Information Services	6,507	6,392	6,814	6,706
Prefiling Taxpayer Assistance and Education	5,995	6,233	6,394	6,324
Shared Services and Support	5,571	5,710	5,816	5,792
Investigations	4,162	4,228	4,178	4,345
Regulatory activities	1,175	1,202	1,212	1,295
Business Systems Modernization	347	322	95	73
Health Insurance Tax Credit Administration	10	10	10	10
<b>Selected personnel type:</b>				
Customer Service Representatives	17,736	18,200	18,316	19,544
Revenue Agents	12,587	12,948	12,951	14,264
Seasonal employees	10,025	10,875	8,422	7,517
Revenue Officers	5,493	5,451	5,481	6,142
Special Agents	2,590	2,610	2,617	2,725
Tax Technicians	1,496	1,539	1,538	1,725
Attorneys	1,397	1,459	1,429	1,602
Appeals Officers	768	785	781	858

[r] — Revised. See footnote 2.

[1] Represents the average number of full-time equivalent (FTE) positions actually used (all direct appropriations) to conduct IRS operations. Counts include all direct appropriations and exclude positions funded by reimbursements received from other Federal agencies and private entities for services performed for these external parties.

[2] Beginning with Fiscal Year 2009, the "Full-time permanent" and the "Other" categories have changed. Seasonal employees, previously classified in the "Other" category in prior Data Books, are now classified as "Full-time permanent" employees. The "Other" category excludes seasonal employees but includes, for example, temporary, part-time, term appointment, and student-trainee employees. Fiscal Year 2008 data have been revised to allow comparison between fiscal years.

SOURCE: Chief Financial Officer, Corporate Performance Budgeting, Corporate Policy and Labor Analysis.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2007 and 2008

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2007	2008	2007	2008
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total [r]</b>	<b>92,017</b>	<b>90,647</b>	<b>86,638</b>	<b>90,210</b>
<b>Employment status:</b>				
Full-time permanent [r]	79,201	78,096	79,565	79,306
Other	12,816	12,551	7,073	10,904
<b>Budget activity:</b>				
Examinations and Collections	42,334	41,095	42,260	42,123
Filing and Account Services	26,283	25,785	20,442	23,568
Information Services	6,113	6,507	6,669	6,814
Shared Services and Support [r]	5,790	5,571	5,420	5,816
Prefiling Taxpayer Assistance and Education	5,626	5,995	6,136	6,394
Investigations	4,283	4,162	4,230	4,178
Regulatory activities	1,225	1,175	1,223	1,212
Business Systems Modernization	353	347	248	95
Health Insurance Tax Credit Administration	9	10	10	10
Infrastructure	1	0	0	0
<b>Selected personnel type [r]:</b>				
Customer Service Representatives	18,681	17,736	19,307	18,316
Revenue Agents	12,816	12,587	13,026	12,951
Seasonal employees	9,861	10,025	4,525	8,422
Revenue Officers	5,663	5,493	5,468	5,481
Tax Technicians	3,110	1,496	1,506	1,538
Special Agents	2,677	2,590	2,683	2,617
Attorneys	1,415	1,397	1,455	1,429
Appeals Officers	775	768	798	781

[r] — Revised.

[1] Represents the average number of full-time equivalent (FTE) positions actually used to conduct IRS operations. Excludes positions funded by reimbursements received from other Federal agencies and private entities for services performed for these external parties.

SOURCE: Chief Financial Officer, Corporate Performance Budgeting, Corporate Policy and Labor Analysis OS:CFO:CPB:BER:L.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2006 and 2007

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2006 [r]	2007	2006 [r]	2007
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>91,717</b>	<b>92,033</b>	<b>90,115</b>	<b>86,638</b>
<b>Employment status:</b>				
Full-time permanent	78,700	79,217	80,288	79,565
Other	13,017	12,816	9,827	7,073
<b>Budget activity:</b>				
Examinations and Collections	42,637	42,334	41,893	42,260
Filing and Account Services	25,925	26,283	25,473	20,442
Information Services	6,277	6,113	6,168	6,669
Shared Services and Support	5,605	5,806	5,507	5,420
Prefiling Taxpayer Assistance and Education	5,461	5,626	5,366	6,136
Investigations	4,500	4,283	4,421	4,230
Regulatory	1,302	1,225	1,279	1,223
Business Systems Modernization	0	353	0	248
Health Insurance Tax Credit Administration	10	9	8	10
Infrastructure	0	1	0	0
<b>Selected personnel type:</b>				
Customer Service Representatives	18,978	19,374	19,433	19,307
Revenue Agents	12,859	13,019	13,407	13,026
Seasonals	10,198	10,781	5,890	4,525
Revenue Officers	5,665	5,734	5,961	5,468
Tax Technicians	3,504	3,225	3,442	1,506
Special Agents	2,798	2,721	2,799	2,683
Attorneys	1,403	1,453	1,494	1,455
Appeals Officers	790	782	798	798

[r] In Fiscal Year 2007, a new appropriations structure was established. Fiscal Year 2006 data have been revised under the new structure to allow comparison between fiscal years.

[1] Represents the average of positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursements received from other Federal agencies and private companies for services performed for these external parties (1,129 positions for Fiscal Year 2006 and 682 positions for Fiscal Year 2007).

SOURCE: Chief Financial Officer, Corporate Performance Budgeting, Corporate Policy and Labor Analysis OS:CFO:CPB:BER:L.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2005 and 2006

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2005 [r]	2006	2005 [r]	2006
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>94,282</b>	<b>91,717</b>	<b>90,453</b>	<b>90,115</b>
<b>Employment status:</b>				
Full-time permanent	81,147	78,700	78,881	80,288
Other	13,135	13,017	11,572	9,827
<b>Budget activity [2]:</b>				
Compliance Services	47,718	47,701	46,992	48,872
Filing and Account Services	28,431	27,398	26,045	24,030
Information Services	7,015	6,802	6,896	6,716
Shared Services Support	3,175	2,509	3,183	2,497
General Management and Administration	4,015	3,923	3,567	4,057
Prefiling Taxpayer Assistance and Education	3,089	2,574	2,985	3,182
Research and Statistics of Income	826	800	778	753
Health Insurance Tax Credit Administration [3]	13	10	7	8
<b>Selected personnel type [r]:</b>				
Seasonals	10,453	10,198	7,932	5,890
Customer Service Representatives	18,380	18,978	18,861	19,433
Revenue Agents	12,355	12,859	12,649	13,407
Revenue Officers	5,462	5,665	5,616	5,961
Special Agents	2,517	2,798	2,823	2,799
Tax Technicians	3,837	3,504	3,624	3,442
Attorneys	1,423	1,403	1,429	1,494
Appeals Officers	824	790	813	798

[r] — Revised.

[1] Represents the average of positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursements received from other Federal agencies and private companies for services performed for these external parties (1,017 positions for Fiscal Year 2005 and 1,129 positions for Fiscal Year 2006).

[2] The budget activities shown in this table include activities related to the Earned Income Tax Credit Program. Unlike Table 28, this program is not shown separately here.

[3] Beginning with Fiscal Year 2005, positions used to administer the Health Insurance Tax Credit Administration are included. Positions for this program were excluded from prior Data Books.

SOURCE: Chief Financial Officer, Corporate Performance Budgeting, Corporate Policy and Labor Analysis OS:CFO:CPB:BER:L.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2004 and 2005

Employment status, budget activity, and selected personnel type [1]	Average positions realized [2]		Number of employees at end of fiscal year	
	2004	2005	2004	2005
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>98,735</b>	<b>94,269</b>	<b>94,575</b>	<b>92,289</b>
<b>Employment status:</b>				
Full-time permanent	82,545	81,134	82,599	80,717
Other	16,190	13,135	11,976	11,572
<b>Budget activity [3]:</b>				
Compliance Services	47,950	47,463	48,867	47,818
Filing and Account Services	31,076	28,596	26,260	26,607
Information Services	7,294	7,035	7,184	6,901
Shared Services Support	3,989	3,175	3,411	3,184
General Management and Administration	3,935	4,022	4,190	4,010
Prefiling Taxpayer Assistance and Education	3,708	3,141	3,853	2,991
Research and Statistics of Income	783	837	810	778
<b>Selected personnel type:</b>				
Seasonals	13,931	10,453	8,515	7,932
Customer Service Representatives	17,466	18,380	18,281	18,861
Revenue Agents	11,861	12,355	12,255	12,649
Revenue Officers	5,180	5,462	5,244	5,616
Special Agents	2,801	2,517	2,795	2,823
Tax Technicians	3,855	3,837	3,976	3,624
Attorneys	1,433	1,423	1,473	1,429
Appeals Officers	893	824	882	813

[1] Some budget activity titles changed slightly from 2003 to reflect titles used in the Internal Revenue Service Fiscal Year 2004 Congressional Justification and the Appendix -- Budget of the United States Government, Fiscal Year 2004.

[2] Represents the average of positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursements received from other Federal agencies and private companies for services performed for these external parties.

[3] The budget activities shown in this table include activities related to the Earned Income Tax Credit Program. Unlike Table 30, this program is not shown separately here.

NOTE: Data represent average positions realized and number of employees at close of fiscal year against direct appropriated funds.

SOURCE: IRS Data Book, FY 2005, Publication 55b. Also, Chief Financial Officer, Corporate Performance Budgeting, Systems Integration and Analysis Office, Systems Section OS:CFO:CPB:SI:S.



# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2003 and 2004

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2003	2004	2003	2004
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>98,824</b>	<b>98,735</b>	<b>94,638</b>	<b>94,575</b>
<b>Employment status:</b>				
Full-time permanent	81,518	82,545	82,495	82,599
Other	17,306	16,190	12,143	11,976
<b>Budget activity [2]:</b>				
Compliance Services	46,805	47,950	47,568	48,867
Filing and Account Services	31,555	31,076	26,493	26,260
Information Services	7,472	7,294	7,293	7,184
Shared Services Support	4,862	3,989	5,005	3,411
General Management and Administration	3,188	3,935	3,257	4,190
Prefiling Taxpayer Assistance and Education	4,077	3,708	4,170	3,853
Research and Statistics of Income	865	783	852	810
<b>Selected personnel type:</b>				
Seasonals	15,272	13,931	8,917	8,515
Customer Service Representatives	16,220	17,466	17,122	18,281
Revenue Agents	11,513	11,861	11,513	12,255
Revenue Officers	4,966	5,180	5,004	5,244
Special Agents	2,779	2,801	2,805	2,795
Tax Technicians	3,979	3,855	3,850	3,976
Attorneys	1,410	1,433	1,470	1,473
Appeals Officers	829	893	887	882

[1] Represents the average of positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursements received from other Federal agencies and private companies for services performed for these external parties.

[2] The budget activities shown in this table include activities related to the Earned Income Tax Credit Program. Unlike Table 30, this program is not shown separately here. Some budget activity titles changed slightly from 2003 to reflect titles used in the Internal Revenue Service Fiscal Year 2004 Congressional Justification and the Appendix -- Budget of the United States Government, Fiscal Year 2004.

SOURCE: IRS Data Book, FY 2004, Publication 55b. Also, Chief Financial Officer, Corporate Performance Budgeting, Systems Integration and Analysis Office, Systems Section OS:CFO:CPB:SI:S.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2002 and 2003

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2002	2003	2002	2003
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>100,229</b>	<b>98,824</b>	<b>97,914</b>	<b>94,638</b>
<b>Employment status:</b>				
Full-time permanent	81,634	81,518	83,535	82,495
Other	18,595	17,306	14,379	12,143
<b>Budget activity [2]:</b>				
Compliance Services	47,384	46,805	48,216	47,568
Filing and Account Services Management	32,241	31,555	28,465	26,493
Information Technology	7,772	7,472	7,677	7,293
Shared Services Support	4,980	4,862	5,252	5,005
General Management and Administration	3,227	3,188	3,372	3,257
Pre-filing Taxpayer Assistance and Education	3,772	4,077	4,082	4,170
Research, Analysis, and Statistics	853	865	850	852
<b>Selected personnel type:</b>				
Seasonals	17,488	15,272	10,761	8,917
Customer Service Representatives	15,527	16,220	16,024	17,122
Revenue Agents	11,518	11,513	11,816	11,513
Revenue Officers	5,407	4,966	5,347	5,004
Special Agents	2,833	2,779	2,907	2,805
Tax Technicians	3,706	3,979	4,007	3,850
Attorneys	1,416	1,410	1,496	1,470
Appeals Officers	933	829	953	887

[1] Represents the average of positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursement received from other Federal agencies for services performed for these agencies.

[2] FY 2003 is the third year for which data are presented by the budget activities shown. The budget activity classifications shown differ from years prior to 2001 because of the reorganization of IRS, which became effective at the beginning of that fiscal year. The budget activities shown in this table include activities related to the earned income tax credit program. Unlike Table 30, this program is not shown separately here.

SOURCE: IRS Data Book, FY 2003, Publication 55b. Also, Operations Support, Chief Financial Officer, Corporate Budget, Functional Support OS:CFO:CB:F:B.

**Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2001 and 2002

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2002		2002	
	(1)		(2)	
<b>Internal Revenue Service, total [2]</b>	<b>100,229</b>		<b>97,914</b>	
<b>Employment status:</b>				
Full-time permanent	81,634		83,535	
Other	18,595		14,379	
<b>Budget activity [3]:</b>				
Compliance Services	47,384		48,216	
Filing and Account Services Management	32,241		28,465	
Information Technology	7,772		7,677	
Shared Services Support	4,980		5,252	
General Management and Administration	3,227		3,372	
Pre-filing Taxpayer Assistance and Education	3,772		4,082	
Research, Analysis, and Statistics [4]	853		850	
Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2001	2002	2001	2002
	(3)	(4)	(5)	(6)
<b>Selected personnel type:</b>				
Seasonals	17,138	17,488	13,634	10,761
Customer Service Representatives [5]	13,946	15,527	15,211	16,024
Revenue Agents	12,154	11,518	12,371	11,816
Revenue Officers	5,421	5,407	5,879	5,347
Special Agents	2,754	2,833	2,820	2,907
Tax Technicians	4,061	3,706	3,989	4,007
Attorneys	1,397	1,416	1,432	1,496
Appeals Officers	999	933	975	953

[1] Represents the average of positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursement received from other Federal agencies for services performed for these agencies.

[2] For comparable data for FY 2001, see FY 2001 IRS Data Book, Publication 55B, Internal Revenue Service, 2002, page 33.

[3] FY 2002 is the second year for which data are presented by the budget activities shown. The budget activity classifications shown differ from years prior to 2001 because of the reorganization of IRS, which became effective at the beginning of that fiscal year.

[4] Statistics of Income became part of Research, Analysis, and Statistics during the FY 2000 IRS reorganization. Therefore, numbers are not comparable to numbers reported for Statistics of Income in prior years.

[5] Customer Service Representatives differ from the Customer Service classification in years prior to 2001 because of the IRS reorganization. Therefore, numbers do not equate to Customer Service in the FY 2000 IRS Data Book.

SOURCE: IRS Data Book, FY 2003, Publication 55b. Also, Operations Support, Chief Financial Officer, Corporate Budget, Functional Support OS:CFO:CB:F:B.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 2000 and 2001

Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2001		2001	
	(1)		(2)	
Internal Revenue Service, total [2]	97,707		99,893	
Employment status:				
Full-time permanent	79,227		82,632	
Other	18,480		17,261	
Budget activity [3]:				
Compliance Services	46,394		48,581	
Filing & Account Services Management	31,628		30,148	
Information Technology	7,426		7,849	
Shared Services Support	4,665		5,147	
General Management & Administration	3,385		3,349	
Pre-filing Taxpayer Assistance & Taxpayer Education	3,353		3,997	
Research and Statistics of Income	856		822	
Employment status, budget activity, and selected personnel type	Average positions realized [1]		Number of employees at end of fiscal year	
	2000	2001	2000	2001
	(3)	(4)	(5)	(6)
Selected personnel type:				
Seasonals	15,042	17,138	11,724	13,634
Customer Service Representatives [4]	12,921	13,946	13,339	15,211
Revenue Agents	12,527	12,154	12,828	12,371
Revenue Officers	5,536	5,421	6,028	5,879
Special Agents	2,528	2,754	2,746	2,820
Tax Auditors	1,689	1,356	1,698	1,213
Attorneys	1,437	1,397	1,484	1,432
Appeals Officers	1,076	999	1,006	975

[1] Represents average positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursement received from other Federal agencies for services performed for these agencies.

[2] For comparable data for FY 2000, see FY 2000 IRS Data Book, Publication 55b, Internal Revenue Service, 2001, page 33 or table 31, file 00db31ps.xls.

[3] FY 2001 is the first year for which data are presented by the budget activities shown. The budget activity classifications shown differ from previous years because of the reorganization of IRS, which became effective at the beginning of the fiscal year.

[4] Customer Service Representatives differs from the Customer Service classification in previous years because of the IRS reorganization. Therefore, numbers do not equate to Customer Service in the FY 2000 Data Book.

SOURCE: IRS Data Book, FY 2001, Publication 55b. Also, Chief Financial Officer, Strategic Planning and Budgeting, Budget Execution, Operations N:CFO:SPB:X:O.

# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 1999 and 2000

Employment status, budget activity, selected personnel type	and	Average positions realized [1]		Number of employees at end of fiscal year	
		1999	2000	1999	2000
		(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>		<b>98,730</b>	<b>97,074</b>	<b>97,526</b>	<b>96,092</b>
<b>Employment status:</b>					
Permanent		82,200	80,370	82,350	81,428
Temporary		16,530	16,704	15,176	14,664
<b>Location:</b>					
National office		8,078	N/A	8,516	N/A
Field offices		90,652	N/A	89,010	N/A
<b>Collection</b>		<b>11,314</b>	<b>9,901</b>	<b>11,247</b>	<b>10,678</b>
Revenue officers		6,484	5,536	6,399	6,028
Other		4,830	4,365	4,848	4,650
<b>Examination</b>		<b>20,506</b>	<b>20,419</b>	<b>20,427</b>	<b>20,832</b>
Revenue agents		13,037	12,527	13,022	12,828
Tax auditors		1,924	1,689	1,880	1,698
Other		5,545	6,203	5,525	6,306
<b>Employee Plans and Exempt Organizations</b>		<b>1,991</b>	<b>1,921</b>	<b>1,946</b>	<b>2,115</b>
Technical		1,304	1,402	1,325	1,592
Other		687	519	621	523
<b>Appeals</b>		<b>2,144</b>	<b>2,048</b>	<b>2,147</b>	<b>1,911</b>
Officers		1,128	1,076	1,107	1,006
Other		1,016	972	1,040	905
<b>Tax Fraud and Investigation</b>		<b>4,264</b>	<b>4,097</b>	<b>4,129</b>	<b>4,065</b>
Special agents		2,640	2,528	2,849	2,746
Other		1,624	1,569	1,280	1,319
<b>Chief Counsel</b>		<b>2,564</b>	<b>2,389</b>	<b>2,603</b>	<b>2,394</b>
<b>Compliance Research and Statistics of Income</b>		<b>916</b>	<b>865</b>	<b>887</b>	<b>787</b>
<b>Customer Service [2]</b>		<b>22,290</b>	<b>21,893</b>	<b>23,501</b>	<b>19,019</b>
<b>Document Matching</b>		<b>1,548</b>	<b>1,215</b>	<b>1,373</b>	<b>1,336</b>
<b>Information Systems</b>		<b>6,769</b>	<b>7,168</b>	<b>7,596</b>	<b>7,559</b>
<b>Inspection [3]</b>		<b>1,055</b>	<b>N/A</b>	<b>229</b>	<b>N/A</b>
<b>International</b>		<b>472</b>	<b>393</b>	<b>505</b>	<b>322</b>
<b>Management Services [4]</b>		<b>6,983</b>	<b>7,247</b>	<b>7,207</b>	<b>8,820</b>
<b>Submission Processing</b>		<b>15,914</b>	<b>15,891</b>	<b>13,729</b>	<b>13,721</b>
<b>Taxpayer Advocate Program and Taxpayer Education</b>		<b>[2]</b>	<b>1,627</b>	<b>[2]</b>	<b>2,533</b>

N/A - Not applicable.

[1] Represents average positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursement received from other Federal agencies for services performed for these agencies.

[2] For Fiscal Year 1999, Customer Services includes resources for the Taxpayer Advocate activity, formerly included under Taxpayer Services. Data for Fiscal Year 2000 show Taxpayer Advocate and Taxpayer Education separately.

[3] For Fiscal Year 1999, responsibility for the Inspection activity was transferred from the Internal Revenue Service to the newly-created Treasury Department's Office of Inspector General for Tax Administration (TIGTA).

[4] For Fiscal Year 2000, Management Services includes Support Services and Management programs.

SOURCE: 2000 IRS Data Book, Publication 55b. Also Chief Financial Officer, Strategic Planning and Budgeting, Budget Execution, Operations N:CFO:SPB:X:0.

**Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 1998 and 1999

Employment status, budget activity, selected personnel type	and	Average positions realized [1]		Number of employees at end of fiscal year	
		1998	1999	1998	1999
		(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>		<b>98,037</b>	<b>98,730</b>	<b>97,375</b>	<b>97,526</b>
<b>Employment status:</b>					
Permanent		83,785	82,200	84,317	82,350
Temporary		14,252	16,530	13,058	15,176
<b>Location:</b>					
National office		7,468	8,078	7,907	8,516
Field offices		90,569	90,652	89,468	89,010
<b>Collection</b>		<b>11,578</b>	<b>11,314</b>	<b>11,621</b>	<b>11,247</b>
Revenue officers		6,791	6,484	6,664	6,399
Other		4,787	4,830	4,957	4,848
<b>Examination</b>		<b>21,599</b>	<b>20,506</b>	<b>21,458</b>	<b>20,427</b>
Revenue agents		13,687	13,037	13,491	13,022
Tax auditors		2,128	1,924	2,080	1,880
Other		5,784	5,545	5,887	5,525
<b>Employee Plans and Exempt Organizations</b>		<b>1,980</b>	<b>1,991</b>	<b>2,017</b>	<b>1,946</b>
Technical		1,293	1,304	1,310	1,325
Other		687	687	707	621
<b>Appeals</b>		<b>2,088</b>	<b>2,144</b>	<b>2,171</b>	<b>2,147</b>
Officers		1,140	1,128	1,120	1,107
Auditors		162	149	156	149
Other		786	867	895	891
<b>Tax Fraud and Investigation</b>		<b>4,414</b>	<b>4,264</b>	<b>4,440</b>	<b>4,129</b>
Special agents		2,679	2,640	2,978	2,849
Other		1,735	1,624	1,462	1,280
<b>Management Services [2]</b>		<b>6,906</b>	<b>6,983</b>	<b>7,046</b>	<b>7,207</b>
<b>Resources Management [3]</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Chief Counsel</b>		<b>2,549</b>	<b>2,564</b>	<b>2,632</b>	<b>2,603</b>
<b>Inspection [4]</b>		<b>1,076</b>	<b>1,055</b>	<b>1,089</b>	<b>229</b>
<b>International</b>		<b>472</b>	<b>472</b>	<b>491</b>	<b>505</b>
<b>Compliance Research and Statistics of Income</b>		<b>880</b>	<b>916</b>	<b>826</b>	<b>887</b>
<b>Customer Services [5]</b>		<b>21,154</b>	<b>22,290</b>	<b>21,880</b>	<b>23,501</b>
<b>Taxpayer Services [3]</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Submission Processing [6]</b>		<b>15,343</b>	<b>15,914</b>	<b>12,692</b>	<b>13,729</b>
<b>Document Matching</b>		<b>1,483</b>	<b>1,548</b>	<b>2,039</b>	<b>1,373</b>
<b>Information Systems</b>		<b>6,515</b>	<b>6,769</b>	<b>6,973</b>	<b>7,596</b>

NOTES: Detail may not add to totals because of rounding.

[1] Represents average positions actually used to conduct IRS operations. Therefore, excludes positions funded by reimbursement received from other Federal agencies for services performed for these agencies.

[2] For Fiscal Year 1999, Management Services includes Support Services and Management programs, formerly shown included under Resources Management. Data shown for Fiscal Year 1998 have been adjusted accordingly to facilitate comparisons.

[3] For Fiscal Year 1999, resources for this activity are included elsewhere. Data shown for Fiscal Year 1998 have been adjusted accordingly to facilitate comparisons.

[4] For Fiscal Year 1999, responsibility for the Inspection activity was transferred from the Internal Revenue Service to the newly-created Treasury Department Office of Inspector General for Tax Administration (TIGTA).

[5] For Fiscal Year 1999, Customer Services includes resources for the Taxpayer Advocate activity, formerly included under Taxpayer Services. Data shown for Fiscal Year 1998 have been adjusted accordingly to facilitate comparisons.

[6] For Fiscal Year 1999, Submission Processing includes Area Distribution Centers and the newly-created Electronic Tax Administration program. For Fiscal Year 1998, Area Distribution Centers were included under Taxpayer Services; data for Taxpayer Services and Submission Processing have been adjusted accordingly to facilitate comparisons.

SOURCE: 1999 IRS Data Book, Publication 55b. IRS Automated Financial System (AFS) and Grade Structure Reports.

**Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type**

Fiscal Years 1997 and 1998

Employment status, budget activity, selected personnel type	and	Average positions realized [1]		Number of employees at end of fiscal year	
		1997	1998	1997	1998
		(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>		<b>101,703</b>	<b>98,037</b>	<b>97,404</b>	<b>97,375</b>
<b>Employment status:</b>					
Permanent		87,818	83,785	87,101	84,317
Temporary		13,885	14,252	10,303	13,058
<b>Location:</b>					
National office		7,838	7,468	7,761	7,907
Field offices		93,865	90,569	89,643	89,468
<b>Collection</b>		<b>11,127</b>	<b>11,578</b>	<b>10,856</b>	<b>11,621</b>
Revenue officers		7,334	6,791	7,230	6,664
Other		3,793	4,787	3,626	4,957
<b>Examination [2]</b>		<b>25,594</b>	<b>21,599</b>	<b>25,724</b>	<b>21,458</b>
Revenue agents		14,591	13,687	14,542	13,491
Tax auditors		2,344	2,128	2,463	2,080
Other [2]		8,659	5,784	8,719	5,887
<b>Employee Plans and Exempt Organizations</b>		<b>2,112</b>	<b>1,980</b>	<b>2,045</b>	<b>2,017</b>
Technical		1,346	1,293	1,359	1,310
Other		766	687	686	707
<b>Appeals</b>		<b>2,076</b>	<b>2,088</b>	<b>2,122</b>	<b>2,171</b>
Officers		993	1,140	1,044	1,120
Auditors		155	162	157	156
Other		928	786	921	895
<b>Criminal Investigation</b>		<b>4,643</b>	<b>4,414</b>	<b>4,419</b>	<b>4,440</b>
Special agents		2,968	2,679	3,167	2,978
Other		1,675	1,735	1,252	1,462
<b>Management Services [3]</b>		<b>2,131</b>	<b>1,930</b>	<b>2,062</b>	<b>1,963</b>
<b>Resources Management [3]</b>		<b>5,285</b>	<b>4,976</b>	<b>5,125</b>	<b>5,083</b>
<b>Chief Counsel</b>		<b>2,659</b>	<b>2,549</b>	<b>2,634</b>	<b>2,632</b>
<b>Inspection [4]</b>		<b>1,203</b>	<b>1,076</b>	<b>1,156</b>	<b>1,089</b>
<b>International</b>		<b>501</b>	<b>472</b>	<b>505</b>	<b>491</b>
<b>Compliance Research and Statistics of Income</b>		<b>896</b>	<b>880</b>	<b>821</b>	<b>826</b>
<b>Customer Service</b>		<b>12,526</b>	<b>20,696</b>	<b>12,216</b>	<b>21,328</b>
<b>Taxpayer Service [2,5]</b>		<b>2,474</b>	<b>1,030</b>	<b>2,419</b>	<b>1,562</b>
<b>Submission Processing</b>		<b>19,857</b>	<b>14,771</b>	<b>16,654</b>	<b>11,682</b>
<b>Document Matching</b>		<b>1,897</b>	<b>1,483</b>	<b>1,482</b>	<b>2,039</b>
<b>Information Systems</b>		<b>6,712</b>	<b>6,515</b>	<b>7,164</b>	<b>6,973</b>

See notes and footnotes following last table.

**Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type [1]**

Fiscal Years 1996 and 1997

Employment status, budget activity, and selected personnel type	Average positions realized		Number of employees at end of fiscal year	
	1996*	1997	1996*	1997
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>106,642</b>	<b>101,703</b>	<b>102,082</b>	<b>97,404</b>
<b>Employment status:</b>				
Permanent	92,005	87,818	91,832	87,101
Temporary	14,637	13,885	10,250	10,303
<b>Location:</b>				
National office	8,761	7,838	8,718	7,761
Field offices	97,881	93,865	93,364	89,643
<b>Collection</b>	<b>17,458</b>	<b>11,127</b>	<b>17,610</b>	<b>10,856</b>
Revenue Officers	7,652	7,334	7,510	7,230
Other	9,806	3,793	10,100	3,626
<b>Examination</b>	<b>27,350</b>	<b>25,593</b>	<b>27,433</b>	<b>25,724</b>
Revenue Agents	15,330	14,591	15,199	14,542
Tax Auditors	2,627	2,344	2,620	2,463
Other	9,393	8,659	9,614	8,719
<b>Employee Plans/Exempt Organizations</b>	<b>2,197</b>	<b>2,112</b>	<b>2,194</b>	<b>2,045</b>
EP/EO Technical	1,388	1,346	1,405	1,359
Other	809	766	789	686
<b>Appeals</b>	<b>2,171</b>	<b>2,076</b>	<b>2,151</b>	<b>2,122</b>
Officers	1,013	993	1,002	1,044
Auditors	156	155	155	157
Other	1,002	928	994	921
<b>Tax Fraud &amp; Financial Investigations</b>	<b>4,817</b>	<b>4,643</b>	<b>4,760</b>	<b>4,419</b>
Special Agents	3,348	2,968	3,352	3,167
Other	1,469	1,675	1,408	1,252
<b>Management Services</b>	<b>1,777</b>	<b>1,576</b>	<b>1,759</b>	<b>1,509</b>
<b>Resources Management</b>	<b>5,637</b>	<b>5,285</b>	<b>5,544</b>	<b>5,125</b>
<b>Counsel</b>	<b>2,844</b>	<b>2,659</b>	<b>2,795</b>	<b>2,634</b>
<b>Inspection</b>	<b>1,301</b>	<b>1,203</b>	<b>1,273</b>	<b>1,156</b>
<b>International</b>	<b>539</b>	<b>501</b>	<b>541</b>	<b>505</b>
<b>Field Finance</b>	<b>679</b>	<b>555</b>	<b>649</b>	<b>553</b>
<b>Compliance Research/SOI</b>	<b>913</b>	<b>896</b>	<b>835</b>	<b>821</b>
<b>Customer Service</b>	<b>1,577</b>	<b>12,526</b>	<b>1,777</b>	<b>12,216</b>
<b>Taxpayer Services</b>	<b>6,995</b>	<b>2,474</b>	<b>6,538</b>	<b>2,419</b>
<b>Submission Processing</b>	<b>20,696</b>	<b>19,857</b>	<b>16,725</b>	<b>16,654</b>
<b>Document Matching</b>	<b>2,086</b>	<b>1,897</b>	<b>1,546</b>	<b>1,482</b>
<b>Informations Systems</b>	<b>7,606</b>	<b>6,712</b>	<b>7,952</b>	<b>7,164</b>

\* FY 96 figures were revised to reflect the Monthly Report on Full-Time Equivalent / Work-Year Civilian Employment Report (113-G) usage total.

[1] FY97 Data is based on Month 14 FY97 and Payperiod Ending 19 FY 97 date September 27, 1997.

[2] FY96 Data is based on Month 14 FY96 and Payperiod Ending 19 FY 96 date September 28, 1996.

[3] Data does not include reimbursements.

[4] FY97 Customer Service includes Service Center Collection Branch due to the reorganization.

[5] Management Services includes Financial Operations & Management & Administration & Headquarter Operations. Taxpayer Services includes PRP, Taxpayer Services, Area Distribution Centers & Taxpayer Education. Submission Processing includes Returns Processing & Taxpayer Relations. Inspection includes Internal Audit and Internal Security.

SOURCE: 1997 IRS Data Book, Publication 55b. All data was extracted from the Automated Financial Systems (AFS), (RMS) and Grade Structure Reports.



# **Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type [1]**

Fiscal Years 1995 and 1996

Employment status, budget activity, and selected personnel type	Average positions realized		Number of employees at end of fiscal year	
	1995*	1996	1995*	1996
	(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total</b>	<b>113,931</b>	<b>107,751</b>	<b>114,064</b>	<b>102,082</b>
<b>Employment status:</b>				
Permanent	95,195	92,845	96,787	91,832
Temporary	18,736	14,905	17,276	10,250
<b>Location:</b>				
National office	9,566	9,277	9,738	9,290
Field offices	104,365	98,474	104,326	92,792
<b>Tax Fraud &amp; Financial Investigations</b>	<b>5,188</b>	<b>5,179</b>	<b>5,383</b>	<b>5,060</b>
Special agents	3,240	3,347	3,363	3,352
<b>Examination</b>	<b>28,723</b>	<b>27,375</b>	<b>29,502</b>	<b>27,433</b>
Revenue agents	15,669	15,083	16,078	15,153
<b>Collection</b>	<b>18,374</b>	<b>17,458</b>	<b>19,272</b>	<b>17,610</b>
Revenue officers	8,059	7,561	8,139	7,472
<b>Submission Processing</b>	<b>22,309</b>	<b>21,195</b>	<b>21,403</b>	<b>16,725</b>
<b>Informations Systems</b>	<b>8,016</b>	<b>7,392</b>	<b>8,261</b>	<b>7,652</b>
<b>Taxpayer Services</b>	<b>7,903</b>	<b>7,044</b>	<b>7,657</b>	<b>6,538</b>
<b>Resources Management</b>	<b>6,446</b>	<b>5,997</b>	<b>6,487</b>	<b>5,544</b>
<b>Document Matching</b>	<b>3,323</b>	<b>2,086</b>	<b>2,124</b>	<b>1,546</b>
<b>Counsel</b>	<b>2,951</b>	<b>2,844</b>	<b>3,038</b>	<b>2,795</b>
<b>Appeals</b>	<b>2,348</b>	<b>2,171</b>	<b>2,296</b>	<b>2,151</b>
<b>Employee Plans/Exempt Organizations</b>	<b>2,307</b>	<b>2,197</b>	<b>2,350</b>	<b>2,194</b>
<b>Management Services</b>	<b>1,629</b>	<b>1,789</b>	<b>1,664</b>	<b>1,759</b>
<b>Inspection</b>	<b>1,317</b>	<b>1,305</b>	<b>1,368</b>	<b>1,273</b>
<b>Compliance Research/SOI</b>	<b>881</b>	<b>914</b>	<b>844</b>	<b>835</b>
<b>Customer Service Sites</b>	<b>871</b>	<b>1,577</b>	<b>1,048</b>	<b>1,777</b>
<b>Field Financial Operations</b>	<b>758</b>	<b>679</b>	<b>782</b>	<b>649</b>
<b>International</b>	<b>587</b>	<b>548</b>	<b>585</b>	<b>541</b>

\* FY 95 figures were revised to reflect new format.

[1] FY 96 data is based on Month 14 FY 96 and Payperiod Ending 19 FY 96 date September 28, 1996.

[2] FY 95 data is based on Month 15 FY 95 and Payperiod Ending 18 FY 95 date September 16, 1995.

[3] Figures include reimbursements.

[4] National Office includes employees of Taxpayer Service, Criminal Investigation, Inspection and Counsel that are charged to National Office Chief areas, as well as Chief Financial Officer, Chief Compliance Officer, Chief Information Officer (CIO), Chief Management & Administration and Chief Headquarter Operations.

[5] National Office CIO excludes Martinsburg Computing Center, Detroit Computing Center, Tennessee Computing Center. Management Services includes Financial Operations, Management & Administration & Headquarter Operations. Taxpayer Services includes Problem Resolution Program, Taxpayer Services and Area Distribution Centers.

[6] Inspection includes Internal Audit and Internal Security.

SOURCE: 1996 IRS Data Book, Publication 55b. All data is extracted from Automated Financial Systems and Grade Structure Reports.

**Personnel Summary, by Employment Status, Budget Activity, and Selected Personnel Type [1]**

Fiscal Years 1994 and 1995

Employment status, budget activity, selected personnel type	and	Average positions realized		Number of employees at end of fiscal year	
		1994	1995	1994	1995
		(1)	(2)	(3)	(4)
<b>Internal Revenue Service, total [1]</b>		<b>112,128</b>	<b>113,643</b>	<b>109,505</b>	<b>114,064</b>
<b>Employment status:</b>					
Permanent [2]		110,389	108,367	108,215	108,939
Temporary		1,739	5,276	1,290	5,125
<b>Location:</b>					
National office [3]		9,344	3,383	9,678	3,536
Field offices [4]		102,784	110,260	99,827	110,528
<b>Data Processing Operations [5]</b>		<b>38,512</b>	<b>34,829</b>	<b>35,031</b>	<b>32,439</b>
<b>Collection [6]</b>		<b>17,539</b>	<b>18,012</b>	<b>17,986</b>	<b>19,363</b>
Revenue officers		7,563	8,117	7,916	8,139
Other		9,976	9,895	10,070	11,224
<b>Taxpayer Services</b>		<b>7,859</b>	<b>8,168</b>	<b>7,595</b>	<b>7,657</b>
Specialists		1,531	1,218	1,360	1,204
Representatives		2,628	2,520	2,540	2,356
Other		3,700	4,429	3,695	4,097
<b>Examination</b>		<b>26,894</b>	<b>27,808</b>	<b>27,830</b>	<b>29,502</b>
Revenue agents		15,206	15,869	15,409	16,078
Tax auditors		2,460	2,732	2,587	2,831
Other		9,227	9,207	9,834	10,593
<b>Employee Plans and Exempt Organizations</b>		<b>2,294</b>	<b>2,895</b>	<b>2,324</b>	<b>2,350</b>
EP/EO specialists		1,430	1,552	1,556	1,465
Other		864	1,343	768	885
<b>Appeals</b>		<b>2,546</b>	<b>2,548</b>	<b>2,513</b>	<b>2,296</b>
Officers		1,145	1,071	1,126	1,044
Auditors		198	174	194	167
Other		1,203	1,303	1,193	1,085
<b>Criminal Investigation</b>		<b>4,680</b>	<b>4,780</b>	<b>4,611</b>	<b>5,083</b>
Special agents		3,193	3,253	3,199	3,363
Other		1,487	1,527	1,412	1,720
<b>Executive Director</b>		<b>265</b>	<b>446</b>	<b>266</b>	<b>466</b>
<b>Management Services [7]</b>		<b>1,635</b>	<b>1,161</b>	<b>1,694</b>	<b>1,198</b>
<b>Resources Management</b>		<b>4,873</b>	<b>842</b>	<b>4,651</b>	<b>864</b>
<b>Counsel [8]</b>		<b>2,972</b>	<b>2,927</b>	<b>2,970</b>	<b>3,038</b>
<b>Inspection [9]</b>		<b>1,398</b>	<b>1,378</b>	<b>1,371</b>	<b>1,368</b>
<b>International</b>		<b>661</b>	<b>449</b>	<b>663</b>	<b>585</b>
<b>Field Finance</b>		<b>0</b>	<b>723</b>	<b>0</b>	<b>782</b>
<b>Compliance Research</b>		<b>0</b>	<b>548</b>	<b>0</b>	<b>407</b>
<b>Support Services Site</b>		<b>0</b>	<b>5,274</b>	<b>0</b>	<b>5,618</b>
<b>Compliance Service Sites</b>		<b>0</b>	<b>854</b>	<b>0</b>	<b>1,048</b>

[1] Reimbursements are included in the above figures.

[2] Permanent includes all permanent, permanent part-time and seasonal career employees.

[3] National Office includes employees employed at the National Office and the International activity. It excludes Appeals, Counsel, and Inspection employees that are not employed at the National Office.

[4] Includes the Martinsburg and Detroit Computing Centers.

[5] Data Processing Operations includes Returns Processing, Information Systems Management, Information Systems Development, Document Matching - Returns Processing, and Service Center Resources Management.

[6] Collection includes Document Matching - Collection.

[7] Management Services includes Procurement, Planning and Research, Finance, and Human Resources.

[8] Counsel includes International Counsel.

[9] Inspection includes Internal Audit and Internal Security.

SOURCE: 1995 IRS Data Book, Publication 55b.