



Business Intelligence in the CRA

Presented to IRS – September 2017



Building on a strong foundation



- Current investments in infrastructure and BI tools.
- Research and BI capacity available in core areas in the Agency.
- Data and BI governance are well established.
- Good track record of BI successes:

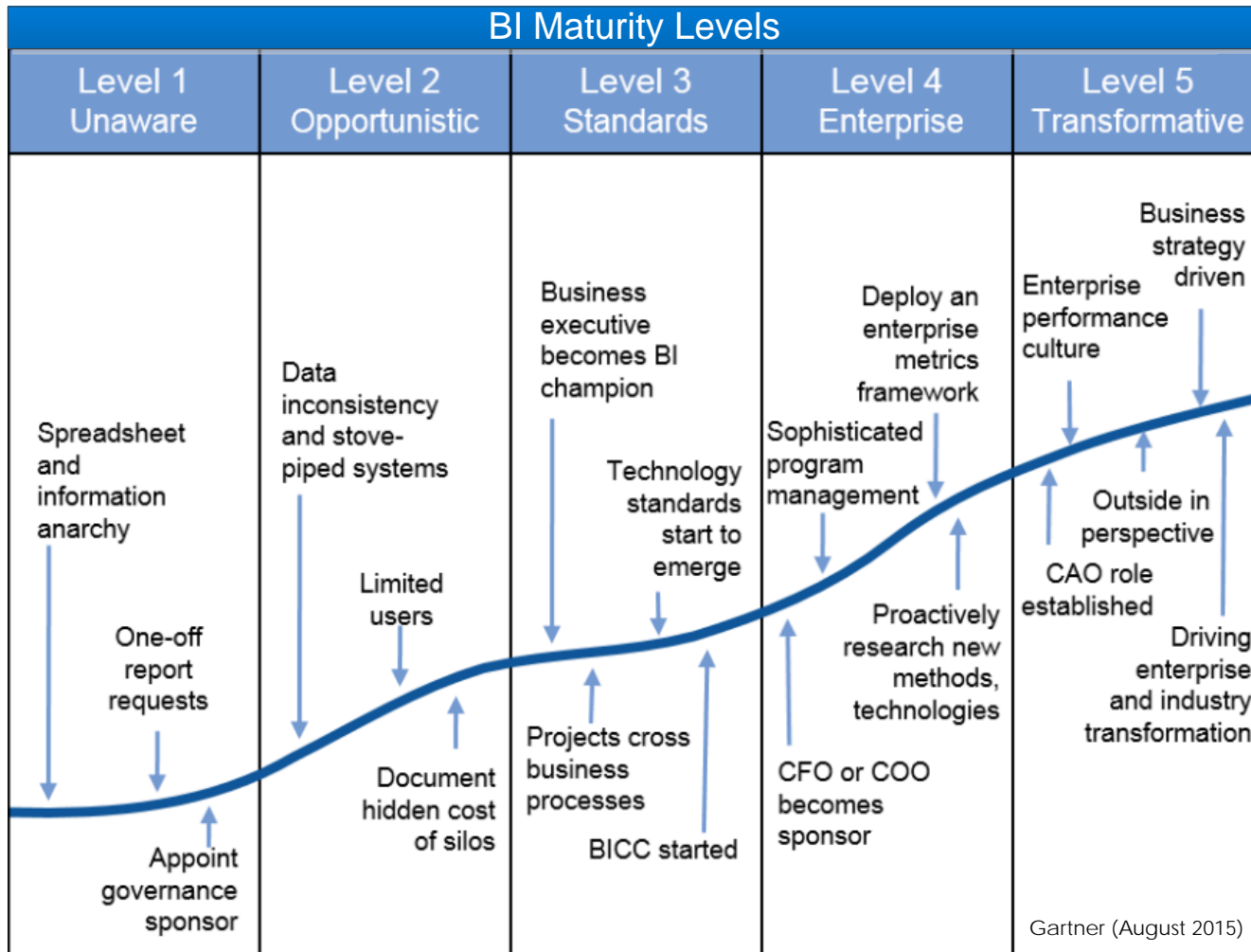
Reduced
burden on
taxpayers

Improved
audit selection

Better services

Enhanced
understanding
of the tax gap

Evolving and Advancing Business Intelligence in the Agency



An Integrated BI Vision



Data managed as an asset, with privacy and data ethics centrally managed

Consistent and quick access to data, expertise and tools with emphasis on integrated view of taxpayer

All areas in the Agency are using BI to solve problems and realize objectives

BI results are fully integrated in business processes; BI is part of CRA's DNA

Model to enable BI Across the Agency

Data @ work

Effective Data Governance and Common Standards

Integrated Data Provisioning

Enhanced Data Quality and Integration

Coordinated data sharing

Timely and Simplified Access

Adequate protection of taxpayer confidentiality

BI @ work

Access to Expertise in analytics and research design

On-site/ hands-on advanced analytics training

Joint projects for faster results

BI Results Operationalization

BI Program and Culture

Talents @ work

Continuous Development of Employees
Advanced Skills

Active Community of Practices

Coordinated Tools Acquisition/Deployment

Partnerships for Rapid Advancement

Agency @ work

Horizontal BI Program

Agency-wide BI priorities

Agency-wide communication, promotion of BI

Rigorous measurements, reporting on BI results

Shared experiences and lessons

Collaborative and horizontal BI ventures (Integrated taxpayer journey)