KPMG Peat Marwick LLP

KPMG Peat Marwick LLP, a leading professional services firm, delivers a wide range of information-based assurance, tax and consulting services that supply clients with the knowledge, systems, and improved processes they need to compete successfully.

Founded in 1897 by James Marwick and Roger Mitchell in New York, Marwick, Mitchell & Co. evolved to become the international firm of Klynveld Peat Marwick Goerdeler (KPMG). KPMG Peat Marwick LLP is the U.S. member firm of KPMG International. With a dedicated Federal Services practice and nearly 2,000 practitioners focused on public sector clients, KPMG's commitment to the complex challenges posed by government organizations is virtually unparallelled. The following overview provides a brief description of the services offered to the IRS:

Assisting teams, work groups and Partnership Councils in formation and functioning

In today's environment, teamwork is essential to performing to a higher standard with fewer employees. Our experience indicates that extra performance is attained when members take responsibility for results other than their own. KPMG offers the IRS a number of team-related services, such as:

- facilitating teams;
- establishing team standards;
- conducting leadership seminars; and
- providing guidance and instruction on conducting effective meetings.

Assisting executives, managers, and employees in change and transition initiatives

Change management facilitates the ability to change. It builds people's resilience for change by building their confidence in the change, their readiness for implementing the change, and their commitment to implement the change successfully. Building people's understanding of the change and preparing them to accept it is the goal. If people gain confidence in the proposed change, they will commit themselves to it. The degree of confidence, commitment, and readiness which people demonstrate for change is reflected in the resilience they exhibit to the stress of change.

Our approach to change management for the IRS consists of five phases:

1.) **Preplanning Phase:** We will identify cultural, organizational and technical barriers that could impede full implementation of our change recommendations and develop an awareness of the need to manage change.
2.) **Planning Phase:** We will develop a structured set of actions designed to eliminate or manage the barriers and risks to successful change implementation identified during the preplanning phase.

3.) **Implementation Phase:** We will monitor the implementation of those projects that are designed to prepare the way for change and ensure they are performed on time and within budget.
4.) **Tracking and Evaluation Phase:** We will provide a measuring/monitoring system to track the results achieved and measure the success of the community in adopting the change(s).
5.) **Final Recommendation Phase:** We will analyze the results regarding the extent to which the change projects actually achieved their stated objectives and make final recommendations on any final actions required as change is introduced.

Providing expertise in conflict management threat assessment and prevention of workplace violence

KPMG recognizes the increase of violent acts occurring in the workplace as well as the growing number of incidents of conflict between coworkers, employees and customers. The issue of conflict and violence in the workplace will never be eliminated, however, it can be managed. KPMG can assist the IRS with the following types of risk management:

- Human Resources personnel training;
- communications assessments;
- training program establishment;
- risk evaluation; and
- post-incident response.

Providing expertise in work systems design and large group intervention

KPMG has expert capabilities for system and process development support. KPMG is committed to the feasibility of the redesign implementation and the "people aspects" of the work system design at the IRS. KPMG uses an adaptable Business Processing Reengineering (BPR) approach for work system design that can be customized based on IRS requirements.

KPMG's philosophy for Business Process Reengineering includes:

- a focus on end-results such as cost reduction, improved quality, reduced process time, and enhanced customer service;
- a structured approach to examine capabilities and customer requirements and to explore new ways of doing business; and
- an examination of the impact of redesigned processes on people, structure, culture, technology and physical infrastructure.