Internal Revenue Service (IRS)

Large Business and International (LB&I) Operating Division New Hire Training Program

The Internal Revenue Service (IRS) is the nation's tax collection agency and administers the Internal Revenue Code enacted by Congress. The mission of the Large Business and International Division (LB&I) is to provide top-quality service to large and mid-size business customers by helping them understand and meet their tax responsibilities, and by applying the tax law with integrity and fairness to all, while balancing business results with customer satisfaction and employee engagement.
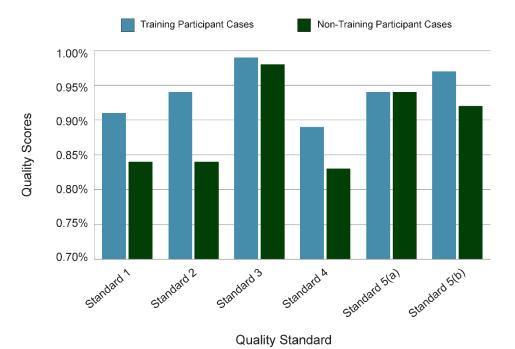
Newly hired agents are placed into field operations and have a great amount of content to learn as they begin to perform their jobs. The legacy learning model consisted of multiple weeks of classroom training, followed by additional on-the-job workshops.

IRS used the Kirkpatrick Model to implement a new blended learning and evaluating model in which training was delivered in a more flexible model over one year, including remote conferencing, e-learning and job aids. This was followed by apprenticeship with an experienced agent, and the process was overseen by on-the-job instructors.

The new training was less disruptive to workflow, which accomplished one of the goals. In addition, they wanted to ensure the new training was effective. Since not all employees participated in the new blended training program, they were able to compare work quality for training program participants and non-participants. On all quality standards, training participants scored equally or better:

When evaluating the results over multiple years, they maintained key quality standards of employee engagement, customer satisfaction, and business results, **while decreasing their training costs by 50%.**

This table shows the results the blended learning initiative produced:

Balanced Measures	2008	2009	2010	2011
(A) Employee Engagement	78%	82%	83%	84%
(B) Customer Satisfaction	82%	79%	81%	81%
(C) Business Results	**Green**	**Green**	**Green**	**Green**

Based on the success of this pilot, use of the new training model was expanded.

Create Your Own Story of Impact

If you want to create your own onboarding success story, get Kirkpatrick Certified.

Looking for more case examples? See where to find them in the Kirkpatrick Case Studies Guide.