



# BIG SKY

## Builds an IT Workforce Strategy Assessment and High-Level Roadmap



Department of the Treasury  
**Internal Revenue Service**

### **CHALLENGE:**

Following a transition to a centralized HR model, exacerbated by the pressure put on the workforce by IT modernization requirements, IRS IT lacked a cohesive workforce strategy or good understanding and control of their workforce operations to execute on a strategy. IRS IT engaged Big Sky to conduct an assessment of their current capabilities and needs and develop a prioritized strategic roadmap of actions that will enable them to optimize workforce management and performance.

### **SOLUTION:**

Through interviews and workshops, Big Sky engaged with staff across IRS IT and IRS HCO to understand and document the current state of workforce management within IRS IT. Big Sky gathered data on the workforce, operations, as well as the relationship with centralized HR functions to create a holistic picture of current operations. Big Sky conducted an initial fact finding workshop, and towards the end of the process a second validation workshop to ensure that the information resonated with stakeholders from across IRS IT.

Based on the current state evaluation, best practice standards and IRS IT's broader objectives, Big Sky identified the critical performance gap areas between current state and the desired future state. Using a framework that evaluated the magnitude of the performance gap and the organization impact of performance areas, Big Sky prioritized the gaps highlighting the most critical areas for immediate action and sequencing areas for near term performance improvement.

Big Sky developed recommended courses of action, both immediate and mid-term, to address the prioritized gap areas. These recommendations included immediate priorities that would generate quick wins, suggested second-wave improvements and longer-term strategic objectives in each of the prioritized areas, along with change management strategies that would enable the IRS to optimize workforce management and performance.

### **BENEFITS:**

**A strategic roadmap with prioritized,  
high ROI initiatives to build the future  
IT workforce**