1. Record Nr. UNINA9910816301303321 **Titolo** Continued review of the tax systems modernization of the Internal Revenue Service: final report // Committee on Continued Review of the Tax Systems Modernization of the Internal Revenue Service, Computer Science and Telecommunications Board, Commission on Physical Sciences, Mathematics, and Applications, National Research Council Washington, D.C., : National Academy Press, 1996 Pubbl/distr/stampa Edizione [1st ed.] xii, 101 p Descrizione fisica Disciplina 336.240973 Soggetti Computer software - Development - United States Taxation - United States Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Bibliographic Level Mode of Issuance: Monograph Note generali Nota di contenuto Continued Review of the Tax Systems Modernization of the Internal Revenue Service -- Copyright -- Preface -- Contents -- Summary and Major Recommendations -- NEED FOR MODERNIZATION -- WHAT IS SUCCESS? -- ORGANIZATIONAL ACCOMPLISHMENTS -- TECHNICAL SHORTCOMINGS -- MAJOR RECOMMENDATIONS -- Recommendation 1: Acquire More Technical Management Expertise -- Recommendation 2: Develop a Proper Set of Performance Goals and Metrics --Recommendation 3: Develop an Adequate Architectural Design and Definition -- Recommendation 4: Significantly Increase the Means to Achieve Security -- Recommendation 5: Implement an Overall Process Improvement Plan -- Recommendation 6: Focus Efforts on the Integrated Case Processing Project -- NEED FOR A LONG-TERM VIEW --1 Background -- INTRODUCTION -- GOALS OF TAX SYSTEMS MODERNIZATION -- HIGH-LEVEL VIEW OF TAX SYSTEMS MODERNIZATION -- CURRENT STATUS -- 2 Systems and Software Development -- TO WHAT EXTENT WILL TSM SUCCEED? -- SYSTEMS MODERNIZATION APPROACH -- Requirements Definition -- The

Development Process -- Leadership -- Technical Expertise -- Sufficient Funding -- TECHNICAL ISSUES -- Architecture -- System Analysis --

Infrastructure Task Group -- Security -- DEVELOPING A SOLUTION --Current Development Activities -- Software Process Improvement --Focused Project Development -- ADDITIONAL CONCLUSIONS AND RECOMMENDATIONS -- 3 Management -- CLARITY OF SCOPE AND OBJECTIVES -- STRONG LEADERSHIP -- Need for a Strong CIO --Present Matrix Structure -- Field Structure -- Cultural Integration --PLANNING ISSUES -- Overall Status -- Program Management Plan --Operational Risk Planning -- MANAGEMENT ISSUES -- Project Lessons Learned -- Program Management Tools -- Evaluation and Metrics --Integration Test and Control Facility -- HUMAN RESOURCES ISSUES --Facilities Planning and Employee Training -- Contractor Management. HOW TO CONTINUE TO MAKE IT HAPPEN -- SUMMARY -- 4 Privacy --THE PRIVACY ADVOCATE OFFICE -- VALUING PRIVACY --INFORMATION MANAGEMENT PROTOCOLS -- DISCLOSURE OF TAXPAYER INFORMATION TO THIRD PARTIES -- USE OF DATA FROM THIRD PARTIES -- PRIVACY AND SECURITY LINKAGE -- 5 Security --THREATS AND VULNERABILITIES -- ASSESSMENT OF SECURITY POLICY, REQUIREMENTS, AND ARCHITECTURES -- COMMUNICATIONS SECURITY -- GUIDELINES -- CONCLUDING POINTS -- 6 Telecommunications --TCS SCHEDULE AND SCOPE -- TELECOMMUNICATIONS MANAGEMENT -- OVERALL TELECOMMUNICATIONS RESPONSE TIMES --TELECOMMUNICATIONS CONNECTIVITY VERSUS SECURITY --Appendixes -- Appendix A Documents Reviewed -- DOCUMENTS REVIEWED FOR THE COMMITTEE'S FIRST FINAL REPORT -- DOCUMENTS OF THE INTERNAL REVENUE SERVICE RECEIVED SINCE DECEMBER 1993 -- REPORTS OF THE GENERAL ACCOUNTING OFFICE -- MISCELLANEOUS ARTICLES 1993 -- MISCELLANEOUS ARTICLES 1994 -- MISCELLANEOUS ARTICLES 1995 -- Appendix B Major Committee and Subcommittee Meetings Held -- Appendix C Acronyms and Abbreviations Used.