

# Witness Says IRS Uses Quota System

By Mike Waters  
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Taxpayers can be victimized by an Internal Revenue Service quota system that rewards agents for harshness and penalizes them for leniency, the head of the IRS employers union said yesterday.

Vincent L. Connery, president of the National Treasury Employers Union, also told a Senate Appropriations subcommittee that many IRS shortcomings stem from inadequate pay and training plus "extreme production pressure."

He said initiatives to meet taxpayer needs and ease discontent have been announced by IRS but "no matter how highly they may trumpet these initiatives, they are no more than cosmetic reforms."

Connery said revenue officers often are forced to initiate levy or seizure proceedings against a taxpayer rather than permit him to enter into an installment payment arrangement because of the

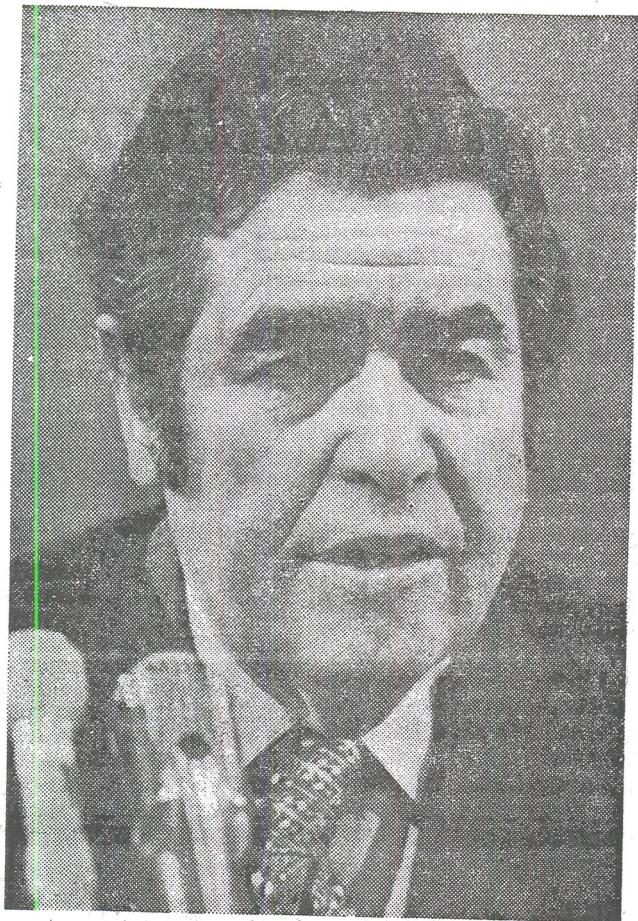
time-consuming paperwork and leg-work involved in administering part-payment plans.

"No matter what anyone may say or how many directives are issued by the commissioner, production goals and quotas are the name of the game," Connery said.

"Employees who fail to meet management's performance expectations are either denied promotions or, in all too many instances, faced with disciplinary proceedings," he said.

Connery quoted from a memo he said was written by Robert J. Maily, an IRS group manager, dated Jan. 11, in which Maily told his agents that:

"Enforcement activity was light during the month of December—due to leave and the charitable inclinations of most of us during the holiday season.



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Ex-IRS agent Vince Connery testifies on Hill.