



DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
ATLANTA, GA 30308

WAGE AND INVESTMENT DIVISION

March 15, 2002

MEMORANDUM FOR ALL EMPLOYEES, OPERATION 4
Austin Accounts Management Center

FROM: *Norma J. Brudwick*
Norma J. Brudwick
Operations Manager, Operation 4

Subject: Hold Policy

It has come to my attention that some employees are placing their customers on hold for long periods of time without returning the advise the customer they are still researching their account, making an adjustment, etc. This practice leaves our customers wondering whether or not you are still there and when you will return. It also prevents our customers from receiving the excellent service they deserve.

Effective immediately, the policy in Operation 4 will be to return to your customer within 5 minutes of placing them on hold to advise them you are still working on their account. After that, you should return every 5-7 minutes to let them know what you are doing. In the case of math error adjustments, if you know initially how long it will take you to complete the adjustment, you can advise them at that time. However, you should still return after 8-10 minutes so the customer knows you haven't forgotten them.

Managers and leads have been directed to watch during monitoring to ensure the hold policy is being followed. If you have any questions, please see your manager.