

Cecil,

I wish to resign from the IRS.

I have just about had it. The happenings of the last week and this week (week ending February 09, 2001) were the last straw. I have endured one abuse after another in the last six years—things have gone from bad to worse.

I am asked to do things that go against my professional judgement—and I have been unable to talk to anyone about it, as though I am here to carry out orders issued by fiat whether they make any sense or not. You have been a Director of this Division for more than five months. I have been unable to meet with you and hold any discussions that lasted more than five seconds. Nor have you sought me out for any discussions. No one here knows what you do, how you think, or how you arrive at your decisions. Whenever I attempt to come and talk to you, you invariably claim that you have another appointment and rush out.

The recent episode regarding the so-called “Impact Assessment” is an example. You never came to me directly regarding the “Impact Assessment” that apparently you wanted me to do. I found out about it not firsthand, not second hand, but third hand. It was buried in an e-mail message that a few people were exchanging among themselves that I am supposed to do the “Impact Assessment”. (I am curious—who decided that?) The most surprising of all—they had even determined when the results of the “Impact Assessment” are due—February 13, 2001—all without consulting me or being aware of my current workload, and most definitely without any knowledge of what such a study entailed!

Steve Benigni is sitting in his office doing crossword puzzles! In the past six years or so I have known Steve Benigni, he seems to essentially spend his time in one of these activities: planning for vacation, going on vacation, taking training classes, or doing crossword puzzles. If I approach him for anything related to work, he apparently believes that is an intrusion on his favorite pastimes. I have put up with it so far, so have others. When he fails to do his job or explodes when confronted with essential, job-related questions, it is intolerable, and unacceptable behavior.

Jon Holland brings his own unique set of idiosyncrasies to the job: bluster, bullshit, blather, utter banality, and a sheer vacuity of mind. Again, it can reasonably be said that I have not, neither have some impartial observers, seen him do anything useful nor offered to do anything useful, or for that matter, enabled anything useful to happen.

We seem to have a profound confusion between mere administrators and managers. Administrators are clerks with a clipboard in their hand to make sure that the people who do the real work of the organization have all the essentials to do their jobs. We have made these Administrators into managers supposedly possessed of some mystical, esoteric attributes—and that has gone to their heads—and over a period of time, these people have really come to believe this nonsense that these people are part of the proverbial “inner circle” with its own initiation ceremonies, rituals, and secret handshakes. Obviously, you

don't care—maybe you also have come to believe this nonsense. The secret is that there are no secrets—there has been no information system modernization—a lot of people know it, both inside and out. Actually, there have been several modernizations, but nothing real or tangible—even after spending \$9 Billion. Yes, we have produced a lot of paper.

As you may know, I was one of the people brought from the outside by the IRS to do the information system modernization under pressure from the GAO, as a technical manager. Many in that group left—often within the first couple of months of joining the IRS—because IRS is not serious about information system modernization. I did not quite agree with them. Now I do. IRS has deliberately kept me out of all modernization efforts, as part of the concerted effort in sabotaging modernization.

By the way, I have finished the assignment you gave me a couple of weeks ago to review the CADE related documents. My comments on these documents based on my review are on their way. It looks like all modernization-related projects are in deep trouble. The full extent of the trouble will be known only upon closer examination.

Anyway, here is what I have wanted to discuss with you in the past few weeks. You never provided me an opportunity to discuss the following. You may want to read this, if you are so inclined, at your leisure: