



DEPARTMENT OF THE TREASURY  
INTERNAL REVENUE SERVICE  
WASHINGTON, D.C. 20224

JUN 02 2010

MEMORANDUM FOR DOUGLAS HOFFMAN  
TESTING SUBJECT MATTER EXPERT

FROM: Kim McDonald *K. McDonald*  
Director, Test Assurance and Documentation (TAD)

SUBJECT: Recognition For Exemplary Service

As your engagement with Internal Revenue Service nears its end, the Test Assurance and Documentation (TAD) Domain would like to take this opportunity to recognize and applaud your significant and broad ranging contributions to the optimization and evolution of my organization. During the approximately ten months of your engagement as TAD's Subject Matter Expert for applications testing, you have consistently offered objective, dispassionate, and logically sound observations and insights about both the current TAD organization and its likely future state as an Enterprise Testing Authority.

Beginning with your comprehensive analysis and study of the TAD organization in the fall of 2009, including the untold hours of arduous interviewing and fact finding you conducted leading up to the development and release of this landmark publication, and continuing with your invaluable SME support for TAD's critical role in the incipient Customer Account Data Engine (CADE) 2 initiative, your work has predictably been of impeccable quality and caliber. Your groundbreaking analysis and comprehensive study of the organization not only offered meaningful yet realistically attainable opportunities for improvement, but equally importantly, highlighted the organization's many ongoing successes and lauded the extraordinary diligence and hard work of the testing organization's employees and leaders. Moreover, your world class expertise in the discipline of applications testing and your laser focus on enabling TAD to discover, embrace, and implement a more expansive enterprise view of itself as a testing organization are, in large measure, responsible for the success of the ongoing evolution of TAD towards its target state as the agency's testing broker/integrator/facilitator in conjunction with the domain's support for CADE 2.

We have benefited extensively from your engagement and wish you the very best as you now move on to new challenges. Thank you for your exemplary service and contributions to TAD, the agency, and the American people during the time you have spent with us.