

# FY 2022–2026 Department of the Treasury Evidence Building Capacity Assessment

## Table of Contents

---

Executive Summary.....	2
Background .....	2
Overall Assessment of Treasury’s Capacity .....	2
Recommended Actions.....	3
Detailed Findings .....	4
Key Findings by Characteristic .....	4
Detailed Findings: Coverage and Methods.....	5
Detailed Findings: Effectiveness .....	7
Appendix A: Methodology and Data Sources .....	10
Appendix B: Bureau Self-Assessment of Evidence-Building Activities.....	12

# Executive Summary

## Background

The *Foundations for Evidence-Based Policymaking Act of 2018* (“Evidence Act”) requires agencies to assess current agency capacity for planning and implementing evidence-building activities (a “capacity assessment”). Done every four years as part of the strategic planning process, the assessment must consider the characteristics of coverage, quality, methods, effectiveness, and independence across four types of evidence-building activities: statistics, evaluation, research, and analysis.

Treasury’s capacity assessment aims to (1) understand how the Department currently builds evidence and (2) assess the Department’s capacity for conducting necessary evidence-building activities, where capacity includes infrastructure (processes, data, etc.) and staffing (resource levels and skill). For this first-ever baseline capacity assessment, we analyzed existing and readily available data on current evidence-building activities and capabilities within Treasury bureaus and offices, including internal surveys, external surveys, bureau self-assessments as of August 2021, and strategic planning discussions during 2022. Treasury plans to use this baseline assessment to prioritize opportunities to increase capacity and mature practices across the enterprise. See [Appendix A](#) for definitions and methodology.

## Overall Assessment of Treasury’s Capacity

Adapted from OMB guidance, Treasury identified three elements indicative of the maturity of an agency’s evidence-building capacity: the maturity of an agency’s learning culture, the maturity of the processes for producing and executing the agency’s key evidence-building prioritization tools (the Learning Agenda and evaluation plan), and the existence, quality, and adoption of an agency’s evaluation policy. We used these to develop a preliminary framework for summarizing our findings by maturity level, with the lowest maturity being Level 1 (Launch/Initial), then Level 2 (Repeatable/Defined); and with the highest level of maturity being Level 3 (Managed/Optimized). We intend to test and refine this maturity model over time.

Element	Preliminary Assessment/Summary of Findings	Recommended Action
<b>Learning Culture</b>	<b>Level 1 (Launch/Initial)</b> Varying levels of leadership commitment, lack of universally understood common lexicon, limited ability to conduct enterprise-wide assessments, varying levels of stakeholder capability and engagement. There are definite bright spots (mature operations) across Treasury, but no consistency across the enterprise. <a href="#">See Detailed Findings on Coverage.</a>	<ol style="list-style-type: none"> <li>1. <a href="#">Enable more sophisticated analysis in future iterations of the capacity assessment</a></li> <li>2. <a href="#">Define and strengthen evidence-building culture Department-wide</a></li> </ol>
<b>Learning Agenda/ Evaluation Plan</b>	<b>Level 2 (Repeatable/Defined)</b> Process created for developing the learning agenda and evaluation plan and a range of evidence building activities are used, primarily in analysis. Data and staffing constraints limit full execution of plans. <a href="#">See Detailed Findings on Methods and Quality.</a>	<ol style="list-style-type: none"> <li>3. <a href="#">Implement Critical Management Initiatives identified in the Treasury Strategic Plan pertaining to data infrastructure, literacy, and relevant skills gaps</a></li> </ol>
<b>Evaluation Policy</b>	<b>Level 1 (Launch/Initial)</b> Interim standards published, but policy development in early stages. <a href="#">See Detailed Findings on Effectiveness and Independence.</a>	<ol style="list-style-type: none"> <li>4. <a href="#">Develop and implement a Department-wide evidence policy, inclusive of an evaluation policy.</a></li> </ol>

## Recommended Actions

Based on the findings of the baseline capacity assessment, Treasury will seek to implement the following recommended actions as soon as practicable.

- 1. Enable more sophisticated analysis in future iterations of the capacity assessment:**
  - Improve identification of the evidence-building workforce within Treasury and benchmark current skill levels for this workforce
  - Leverage the Department’s Integrated Talent Management system to identify skills gaps and developmental needs pertaining to evidence-building, including for program and project managers
  - Better leverage budget, financial, and procurement data to gain insight into resources spent on evidence-building activities; identify opportunities to improve the data (e.g., refining and standardizing definitions of evidence-building related activities) to track funding and execution levels
- 2. Define and strengthen an evidence-building culture Department-wide:**
  - Establish a common lexicon for data and evidence building
  - Create a Treasury evaluation or evidence-building community with designated points of contact for each bureau who will share responsibility for planning and executing Treasury’s learning agenda and implementing Treasury’s evidence building policy (when finalized)
  - Refine and test a maturity model for evidence-building capacity to determine leading practices and growth areas across Treasury
- 3. Implement evidence-related Critical Management Initiatives from the Treasury Strategic Plan, which can be summarized into five key themes:**
  - Increase agency capacity for evidence-building disciplines
  - Increase level of data literacy for all staff
  - Mature data governance and standards
  - Enable and improve data monitoring and reporting technologies, aiming for real-time and near real-time analysis and use of data in decision-making
  - Secure and modernize IT systems, enhancing collaboration with internal and external partners
  - Identify and increase access to datasets and databases
- 4. Develop and implement a Department-wide evidence policy, inclusive of an evaluation policy.**
  - Dedicate resources and staff capacity for policy development and implementation
  - Rationalize with existing guidelines on performance measurement and reporting, data quality, and strategic planning

## Detailed Findings

---

For this baseline capacity assessment, we analyzed existing and readily available data on current evidence-building activities and capabilities within Treasury bureaus and offices, including internal surveys, external surveys, bureau self-assessments as of August 2021, and strategic planning discussions during 2022. Treasury plans to use this baseline assessment to prioritize opportunities to increase capacity and mature practices across the enterprise. See [Appendix A](#) for definitions and methodology.

### Key Findings by Characteristic

**Coverage and Methods:** The baseline assessment showed that all four types of evidence-building activities are being used at least to some extent by Treasury’s bureaus and offices ([see Detailed Findings: Coverage and Methods](#)). Of note, the Department’s most frequently employed type of evidence-building is analysis (41.5% of bureaus/offices use analysis at least to some extent), and the evidence-building activities least used are statistics (13%) and evaluations (19%). However, the assessment revealed two points that suggest clarifications and outreach are needed to more precisely estimate the current distribution of evidence-building activities being performed in Treasury:

- (1) There is no consistent understanding of the definitions of evidence-building activities, and
- (2) Bureau and offices found it difficult to estimate resources (positions and funding) devoted to evidence activities.

Treasury bureaus with dedicated analysis and/or research staff have mature evidence-building methodologies. For example, the Internal Revenue Service (IRS), the Office of Economic Policy, and the Office of Tax Policy have mature capabilities in research and statistics, though other parts of Treasury have limited or no resources devoted to research, evaluation, or statistics. Use of program evaluations to improve impact and implementation of Treasury programs is a growth area. Treasury is not currently able to further assess use of appropriate methodologies within each evidence-building type.

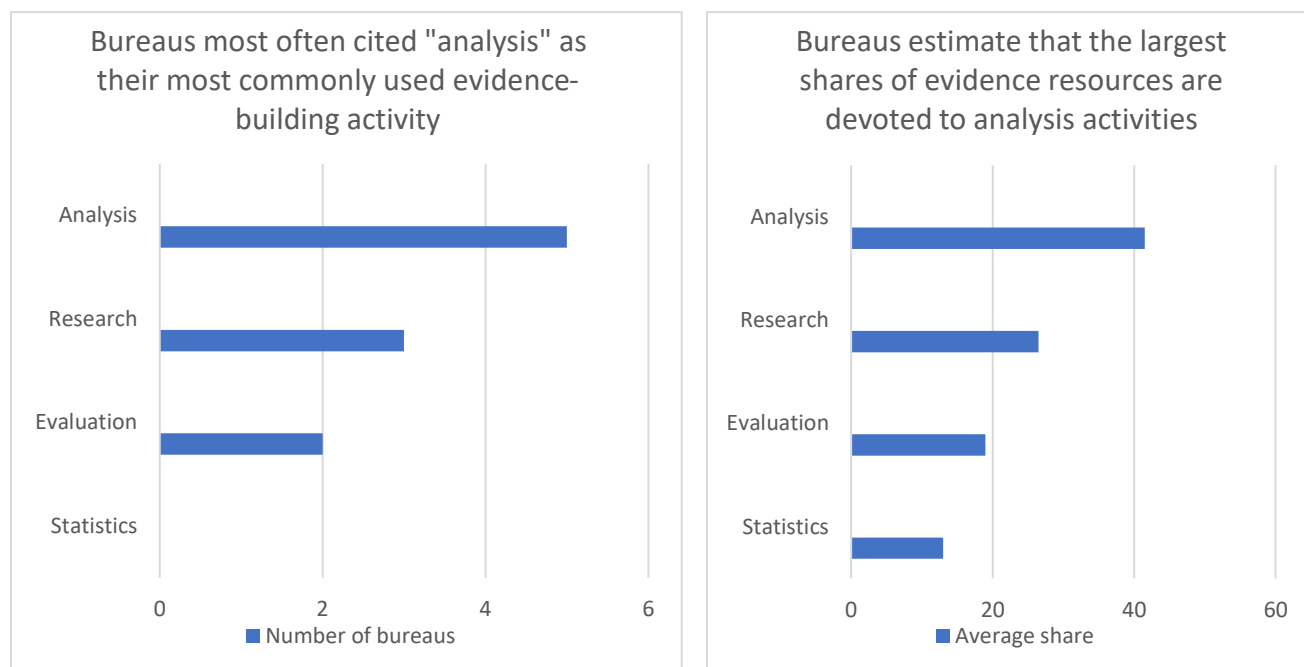
**Effectiveness:** Managers and members of the performance community who responded to recent surveys identified the use of evidence in decision-making as an agency-wide area of opportunity (see Appendix A). However, through the strategic planning engagements, stakeholders repeatedly identified challenges in hiring for data skills and identified a need to train the current workforce to use data to better support the Department’s learning and decision-making. Further, Treasury does not currently have dedicated resources at the enterprise level for assessing and growing capacity across the Department. Also, the lack of an Evidence policy (inclusive of an evaluation policy) limits the Department’s ability to consistently apply standards throughout a defined evidence-building lifecycle (i.e., from evidence collection, analysis, dissemination, integration to decision making). ([See Detailed Findings: Effectiveness](#))

**Quality:** Through strategic planning engagements, stakeholders repeatedly identified data sharing challenges that create barriers for data use and collaboration (inside and outside of the Department) and limit the quality of data used for decision-making and in evidence-building activities. Further, stakeholders expressed challenges for data collection and meeting the demand for data use in new policy areas, such as climate, equity, and in new congressionally mandated programs. Historical internal surveys have also indicated room for improvement in perceptions of the quality and availability of data for decision-making, although it has improved over time.

**Independence:** Treasury has internal controls and oversight mechanisms in place to ensure certain types of activities, such as performance reporting or statistical activities that are carried out free from bias and inappropriate influence. For example, the IRS’s Statistics of Income (SOI) division produces official statistics in adherence with OMB Statistical Policy Directive #1. Though, without an established Evaluation Policy (currently in development), Treasury does not yet have standards in place to more broadly assess this characteristic of the Department’s capacity to build evidence.

Detailed Findings: Coverage and Methods

To understand the methods and coverage of evidence-building activities employed by bureaus, Treasury asked bureaus and offices to self-assess their current activities and use of evidence. Operating bureaus<sup>1</sup> were asked to identify an initial list of ongoing and planned evidence-building activities (**Appendix B**). Operating bureaus were also asked to describe and estimate the labor and non-labor resources devoted to each type of evidence-building activity, and the share of total evidence building resources devoted to each type of activity (e.g., 30% research, 20% statistics, 40% analysis, 10% evaluation).



In reviewing bureau submissions, the Evaluation Officer staff noted that despite having defined each type of evidence-building activity in the report instructions, bureaus and offices lack a consistent understanding of these definitions. Bureaus assessed higher levels of evaluation and statistical activities than expected. All of Treasury’s operating bureaus cited performance measurement as one of its analysis activities, which is consistent with the Department’s expectation based on the maturity of the Department’s organizational performance framework. Treasury bureaus have varying levels of maturity with respect to coordinating and implementing research activities and evaluations, with the IRS having the largest dedicated capacity across all four types of activities.

<sup>1</sup> For the purposes of this Capacity Assessment, operating bureaus are as follows: Alcohol and Tobacco Tax and Trade Bureau (TTB), Bureau of Engraving and Printing (BEP), Bureau of the Fiscal Service (Fiscal), Financial Crimes Enforcement Network (FinCEN), International Revenue Service (IRS), U.S. Mint (Mint), Office of the Comptroller of the Currency (OCC), and Departmental Offices (DO). Inspectors General are not included in this assessment.

Table 1 (below) aggregates the bureau and office self-assessments based on how they align to Treasury’s FY 2022-2026 Strategic Objectives to give a sense of enterprise capacity across Treasury’s strategic priorities. Through this exercise, Treasury’s operating bureaus indicated a limited ability to estimate the extent to which resources are devoted to each type of evidence-building activity. There is also limited understanding of the targeted level of activity needed, making it difficult to identify specific areas that are under-resourced within the Department.

**Table 1: Coverage of Evidence-building Types by Strategic Objective**

ID	Objective	Ongoing activities			
		S	E	R	A
1.1	Tax Administration and Policy	●	●	●	●
1.2	Global Economic Leadership	○	●	○	●
1.3	Economically Resilient Communities	○	●	○	●
1.4	Resilient Housing Market	○	●	○	●
2.1	Cyber Resiliency of Financial Systems and Institutions	○	●	○	●
2.2	Economic Measures to Advance National Security	○	●	○	●
2.3	Modernize Sanctions Regime	○	●	○	●
2.4	Transparency in the Financial System	○	○	○	●
3.1	Financial System Vulnerabilities	○	●	●	●
3.2	Resilient Treasury and Municipal Securities Markets	●	●	●	●
3.3	Financial Innovation	○	●	○	●
4.1	Global Climate Commitment and Leadership	○	○	○	●
4.2	Climate Incentives and Investment	○	●	○	●
4.3	Climate-Related Financial Risks	○	○	●	●
4.4	Sustainable Treasury Operations	○	○	○	●
5.1	Recruit and Retain a Diverse and Inclusive Workforce	○	●	○	●
5.2	Future Work Routines	○	●	○	●
5.3	Better Use of Data	○	●	○	●
5.4	Customer Experience Practices	○	●	○	●

**Key**

●	<b>Statistics:</b> Collection, compilation, and processing of data for describing or estimating characteristics or insights concerning groups	● ● ● ●	<b>Dark-shaded circle:</b> all bureaus aligned to the strategic objective are conducting that type of activity  <b>Light-shaded circle:</b> some (but not all) aligned bureaus are conducting that type of activity  <b>Empty circle:</b> no current evidence-building activities of that type have been identified for that objective
●	<b>Evaluation:</b> Collection and analysis of data to assess effectiveness and efficiency of programs, policies, or procedures	○ ● ● ●	
●	<b>Research:</b> Modeling or other systematic use of data to explore emerging issues or potential scenarios to generate new knowledge	○ ○ ● ●	
●	<b>Analysis:</b> Routine and frequent use of data that produces insights for decision making and program management	○ ○ ○ ●	

Treasury will aim to improve the precision of this analysis in future iterations of the capacity assessment and plans to deepen the analysis to better understand capacity to address learning agenda questions aligned to the objectives. Achieving this will require continued focus on the Department’s current plans to mature data governance and increase timely access to and use of quality data and evidence, which are articulated in Treasury’s strategic objective 5.3: Better Use of Data. Treasury recognizes that it has yet to implement certain elements of all three titles of the Evidence Act, including the establishment of department data and quality standards, evaluation policy, data sharing, open data, annual reporting, and standard researcher application requirements. Furthermore, while Treasury has mature performance management and analysis capabilities across the enterprise, Treasury has minimal capacity to assist program offices and bureau staff in developing their capacity to use evaluation and research approaches in day-to-day operations.

As lead for Objective 5.3, Treasury’s Chief Data Officer (CDO) will work with the Data Governance Board to strengthen data governance at the enterprise-level and integrate data standards with the Department’s evaluation policy. These efforts will enhance the Evaluation Officer’s ability to assess the rigor and appropriateness of methods used to generate evidence and will increase employee confidence in the quality of data. The CDO will also work with the Data Advisory Council (DAC), comprised of bureau CDOs and other relevant stakeholders and representatives, to ensure that enterprise data governance incorporates the key takeaways of Treasury’s Data Maturity Assessment and provides opportunities for maturing bureau-level data standards and skills and strengthening data sharing between components.

#### Detailed Findings: Effectiveness

The assessment indicated that bureaus and offices find great utility in their evidence-building activities and products. The analysis revealed that:

- (1) All bureaus and offices use their evidence-building activities/products for internal policy making and internal strategic management processes decision making.
- (2) 5 of 7 bureaus shared that their research data is used by external government partners.
- (3) 4 of 7 bureaus indicated that in addition to internal decision making and use by external government partners, analysis products are used by external non-government partners.

However, coupled with feedback from the strategic planning engagement, the assessment revealed existing challenges that may hinder effective evidence use. To better understand these challenges, the Deputy Performance Improvement Officer/Evaluation Officer worked with bureaus and offices, the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer (DASHR-CHCO), Chief Data Officer (CDO), and Chief Information Officer (CIO), to identify critical gaps in human capital, information technology, and data infrastructure that create barriers to effective use of evidence.

The critical management initiatives listed below, by strategic goal, identify the gaps in human capital, data, and information technology (IT) infrastructure that currently limit the agency’s capacity for evidence-building. These can be summarized into five themes:

- Increase staff capacity and literacy
- Mature data governance and standards
- Enable and improve data monitoring and reporting technologies, aiming for real-time and near real-time analysis and use of data in decision-making
- Secure and modernize IT systems, enhancing collaboration with internal and external partners
- Identify and increase access to datasets and databases

**Goal 1: Promote Equitable Economic Growth and Recovery**

- Modernize tax policy analytic tools to better inform tax policy decision making
- Review hiring authorities to strengthen the talent pool and improve retention in high-demand skills, including IT and analytics
- Enhance employee skill sets through systems and processes training
- Mature Treasury’s data acquisition strategy to access and consolidate use of business data from commercially provided business sources
- Implement IT capability to proactively review data for compliance and ability to perform comparison to publicly available data sets
- Organize and coordinate data and information sharing efforts with agencies and external partners
- Improve access to data to expand policy development and programs designed to increase affordable housing (especially in supply constrained markets), while reducing delinquency of homeowners and rental participants

**Goal 2: Enhance National Security**

- Enable and improve real-time and near real-time data reporting to strengthen Treasury’s incident coordination and expedient response to threat actors
- Improve the use of data and data technologies to conduct monitoring of the U.S. and international financial systems, quickly identify illicit actors, and mitigate their risk to the financial infrastructure
- Improved data sharing and enhance data infrastructure to more effectively identify threat actors and detect, disrupt, and deter abuse of the U.S. and international financial systems.

**Goal 3: Protect Financial Stability and Resiliency**

- Expand the use of data and modern data technologies to improve monitoring of the U.S. and global financial systems, promote timely identification and mitigation of risks
- Fill gaps in access to commercial data and increase data collection
- Promote and expand the use of data and modern analytic technologies (e.g., Artificial Intelligence/Machine Learning) for modeling, monitoring, and assessing risk
- Expand Treasury’s capabilities for secure collaboration with academic institutions and other non-federal entities

**Goal 4: Combat Climate Change**

- Identify, assess, and leverage quality climate data to build scorecards that track conversion of fossil fuel financing to other sustainable energy options and provide investors with data-based climate investment decisions for domestic and international institutions
- Increase access to Treasury data assets and leverage the use of analytics to improve quantification and mitigation of climate-related financial risks
- Improve accessibility, quality, and use of data and analytics leveraging shared enterprise data management platform services to enable investor- informed, climate-aligned investment decisions
- Establish a plan to identify, assess, improve, and use data to build metrics that track climate related financial risks and measure the impacts of those risks on low-income households and disadvantaged communities
- Apply United States Digital Service standards/Integrated Digital Experience Act requirements to Treasury.gov to promote transparency around climate related financial risks



- Improve and use secure enterprise-wide data collection systems and analyses, coupled with performance measures, to aid in transparency and data/performance-based decision-making

**Goal 5: Modernize Treasury Operations**

- Expand and improve the use of data and data technologies to more regularly assess employee perception, and model impacts of policy and organizational changes on equity, inclusion, and diversity
- Expand the use of existing data and data collection systems to assess impacts of future work routines on employee sentiment, and gauge strategies to enhance collaboration amongst employees and between the customers and communities they serve
- Develop an integrated data and analytics workforce plan to strategically attract, train, and retain individuals with data and analytical skills
- Mature and enforce adoption of enterprise-wide commodity IT platforms, shared service applications, and integration tools
- Implement an enterprise metadata catalogue solution to provide a searchable inventory of Treasury’s available data
- Mature Treasury’s data sharing and acquisition strategy to reduce cost and improve access through the consolidated use of data between Treasury components, with other federal agencies, and from commercially available sources

## Appendix A: Methodology and Data Sources

---

### *Guiding Questions*

The Data Governance Board<sup>2</sup> participated in this baseline assessment, which was then reviewed by performance contacts in Treasury bureaus and offices. Treasury assessed the agency’s capacity to build evidence across the four evidence-building activity types by attempting to answer the following questions for each required characteristic:

- **Coverage:** What are each bureau and office’s ongoing and planned statistics, evaluation, research, and analysis activities? What are the associated resource levels for these activities and how is the resulting evidence used?
- **Quality:** Are the data we generate and collect high in quality with respect to utility, objectivity, and integrity?
- **Methods:** What methods are being used for evidence-building activities? Are they rigorous and appropriate?
- **Effectiveness:** Are evidence-building activities meeting their intended outcomes, including serving the needs of stakeholders, and being disseminated? Does the agency have processes, procedures, and trained staff in place to use the findings to support agency learning, improvement, and decision-making?
- **Independence:** To what extent are evidence-building activities free from bias and inappropriate influence?

### *Data Sources*

- **Bureau and Office Self-Assessment:** See Appendix B.
- **FY 2022–2026 Strategic Plan Stakeholder Engagement:** Leveraging the FY 2022–2026 Strategic Plan development process during FY 2021, the Department conducted nine strategic planning discussions (involving over 200 Treasury leaders) to develop an initial set of draft strategic goals and objectives. As leaders and staff continued to refine the strategic plan in later months, stakeholders were asked to identify “critical management initiatives (CMIs)”, which are management support initiatives needed to enable objective and mission success. Specifically, these CMIs are in the areas of human capital, data, and information technology (IT). The capacity assessment captured those CMIs directly relating to specific evidence-building related strategies and provided analysis to identify the most pressing areas that hindered the Department’s ability to execute its priorities. Learning Agenda questions were also identified during this process and informed discussion of critical management initiatives.

---

<sup>2</sup> The Data Governance Board is chaired by the Chief Data Officer and includes the Evaluation Officer, the Statistical Official, the Associate Chief Information Officer for Enterprise Business Solutions, the Deputy Chief Financial Officer, and the Deputy Assistant Secretary for Privacy, Transparency, and Records.

- Management Surveys:** For this baseline assessment, Treasury analyzed certain questions from the FY 2017 Government Accountability Office (GAO) Managers’ Survey<sup>3</sup> to gain insights into Treasury managers’ perceptions of evidence-building capacity. Treasury also reviewed the FY 2020 GAO Managers’ Survey, which included additional questions about program evaluations and evidence-building activities. However, staff found inconsistencies when attempting to validate this data against other sources, including internal surveys and information provided in the self-assessment. For example, over 30 percent of managers responded that evaluations were conducted in alignment to an agency evaluation plan and an agency evaluation policy, while Treasury and most bureaus did not have an established evaluation plan or policy at the time of the survey.

Furthermore, the lack of comparability between the 2017 and 2020 surveys made it difficult to determine whether managers were applying consistent definitions. Additionally, because of the number of managers within the IRS, the survey data is skewed toward the IRS experience. Due to these concerns and varying interpretations of key terms across Treasury, staff determined this was not an appropriate representation of the Department’s evidence capacity.

The Deputy Performance Improvement Officer and Budget Officer also conduct a joint internal annual survey of organizational performance and budget officials, which provides some insight into trust and confidence in the availability and use of data (see Table 2). In FY 2016, Treasury implemented a data quality improvement plan that may account for the high perception of confidence across certain stakeholder groups in FY 2016 and 2017. Limitations of this data include a small and varying survey population and reliance on subjective information, which makes the results hard to interpret. Treasury is currently exploring how to improve this survey instrument to make results more actionable.

**Table 2: Treasury Management Survey: Evidence Related Questionnaire Results**

	FY16 n=7	FY17 n=12	FY18 n=16	FY19 n=35	FY20 n=26	FY21 n=29	Trend
<b>Confidence in accuracy of data</b>							
Senior Executives	86%	92%	69%	65%	73%	65%	
Managers/Supervisors	100%	92%	81%	59%	81%	54%	
Program Staff	86%	75%	69%	54%	69%	43%	
Performance Staff	57%	75%	63%	56%	76%	57%	
<b>Use of data in decision making</b>							
Senior executives	57%	67%	56%	49%	65%	55%	
Managers/Supervisors	57%	75%	63%	40%	62%	45%	
Program Staff	29%	50%	44%	31%	46%	38%	
Performance Staff	57%	75%	56%	43%	68%	59%	

<sup>3</sup> FY 2017 GAO Managers’ Survey Results (Department of the Treasury): <https://www.gao.gov/special.pubs/gao-17-776sp/resultstreasury.htm>

## Appendix B: Bureau Self-Assessment of Evidence-Building Activities

During the development of the FY 2020 Annual Performance Report (also the FY 2022 Annual Performance Plan and FY 2022 President’s Budget), Treasury compiled a preliminary catalogue of evidence-building activities and operations to assess the coverage of evidence-building across the agency. Activities listed in italics are considered projects. Other activities (non-italicized) are ongoing and considered part of core operations. Projects listed as “planned” are tentative and may be resource dependent.

Bureau/ office	Evaluation	Research	Analysis	Statistics
BEP	Data collection and evaluation (including on-press) Currency Quality Assurance (CQA) Program - security feature research and development	Currency security and other feature research and development Correction and Preventive Actions	Performance measurement Currency Quality Assurance (CQA)	Characterization of product parameters using statistical process and quality control
CDFI	Use of ARM framework to track evaluation data, post-award compliance, reporting risks <i>Rapid response program evaluation</i>	<i>PPC Research with MITRE</i> <i>25 Years and Counting project (planned)</i> <i>CDFI Minority Impact project (planned)</i>	Certification, Compliance and Performance data collection and reporting: ACR, NMTC, CDFI, CMF, BEA ARM framework	InfoUSA or comparable database to replace Business Analyst for ESRI STATA software concurrent licenses for 5-7 staff <i>Decennial Census data update of all CDFI Fund program eligibility requirements</i> <i>CIMS Mapping System update</i>
FinCEN	Review of Rapid Response Program (RRP) requests, responses, recovery rates, and other data to determine effectiveness and efficiency of program, and potential trends.	Advisory support research BSA research in support of Treasury CFIUS review, FinCEN's role as Financial Intelligence Unit of United States, and in support of the FinCEN Exchange public-private partnership BSA foreign country fact sheets to assist with engagement and operational activity Open source and commercial database research on emerging geopolitical issues and foreign FIU	Performance measurement BSA data analysis Support law enforcement Increase Intelligence Capacity Enhance Systems and Analytical Capabilities Expand Threat and Information Sharing Detect and mitigate money laundering vulnerabilities	Regulatory impact analyses for purposes of the Paperwork Reduction Act and to implement Executive Order 12866 (1993). Compile data and related analysis in connection with publishing the SAR Activity Reviews mandated by the Anti-Money Laundering Act of 2020, to determine effectiveness, efficiency, and

Bureau/ office	Evaluation	Research	Analysis	Statistics
		developments to inform decision making related to Egmont exchange activity		potential trends regarding the RRP to detect potential BEC or fraud trends. Compile statistics and create reports to support the FinCEN Exchange public-private partnership and to provide feedback to financial institutions and regulators
Fiscal	Assessing Innovative, Emerging Technology Data Quality project RPA pilot implementation Establishment of Evidence register, learning agenda, and Annual Evaluation Plan Blockchain for Grant Payments pilot examination Emerging Technology Incubator	Customer Research Environmental Scans/research Future Readiness Assessment Mature Unredeemed Debt (MUD) Customer Research <i>Treasury Retail Investment Manager (TRIM) Customer Journey Research Disbursement Services Modernization Initiative (DSMI)</i> <i>Financing Modernization project</i> <i>Treasury Financial Experience (TFX)</i>	Performance measurement Alternatives Analysis Mainframe Strategy E-Invoicing Modernization Payment Integrity Center of Excellence (PICOE) <i>Joint Financial Management Improvement Program (JFMIP) project</i>	Analytics Projects Do Not Pay (DNP) Analytics
IRS	<i>Notice Redesign using Behavioral Insights</i> <i>Customer Callback Initiative</i> <i>Marginal Revenue/Cost Case Selection</i> <i>Online Accounts usability testing</i> <i>Issue Recommender for Examination Program Enhancement</i> <i>Measuring the Impact of Proactive Outreach and Education</i>	Taxpayer Experience Strategy Initiative <i>Network Approaches for Emerging and Undetected Identify Theft Selections</i> Small Business/Self Employed Emerging Issues Tax Gap research initiatives <i>Measuring Indirect Effects of enforcement activities</i> <i>Exam Planning Scenario Tool</i>	Performance measurement <i>Employment Tax noncompliance study</i> <i>Power of Attorney fraud analysis</i> Graphic Database Visualization studies	Statistical Research Program SOI Statistics on Individual, tax-exempt organizations, and government bonds SOI Statistics on Corporation, small business, and Farms
Mint	Business cases and After Actions Reports	Demand and sales forecasting Numismatic product pricing	Performance measurement Data warehouse implementation	Numismatic customer base research

Bureau/ office	Evaluation	Research	Analysis	Statistics
	Net income maximization project for numismatic portfolio	Payments market trend analysis Long term circulating coin demand trend modelling Improved numismatic modelling	(planned) Executive level dashboards (planned)	Customer satisfaction measurement
OCC	OCC Strategic Operating Plan Enterprise Workforce Planning	Economic and financial research functions Issuance of interpretive letters that provide legal certainty for cryptocurrency activities Policy research workgroups Enterprise Data Governance <i>Technology Modernization</i> <i>Single Supervisory Platform Project</i>	Performance measurement Financial sector and policy analysis Strategic analysis	
TTB	Regulatory Requirements Analysis Customer/User Experience (CX/UX) Research and Analysis Customer Surveys	Taxpayer Compliance Alcohol Market Trends <i>Controlled Groups project</i> <i>Taxpayer Notice Redesign (planned)</i> <i>Alcohol Market Trends project (planned)</i>	Performance Measurement Management Dashboards Risk Assessment Industry Guidance & Outreach Workforce Analysis	Commodity Statistical Reports Data Quality Assessment
DO - Mgmt.	Coordination of usaspending.gov/Data Act reporting Coordination of Evidence Act Title I Workforce analysis and human capital evaluations <i>Coordination of Equity Assessment Objective 1</i> <i>Equity uptake assessments - ARP programs</i> <i>Impact evaluation - ECIP and CDFI</i> <i>DASHR-CHCO hiring assessment evaluation</i>	Coordination with MITRE (FFRDC) Literature reviews for learning agenda questions <i>Coordination of MITRE Great Power Competition - Dollar Dominance Study</i>	Analysis of performance data in quarterly data-driven reviews and annual assessment of Treasury performance measures Risk assessment FEVS data analysis Financial analysis and budget formulation Analysis of administrative data (e.g., procurement, operations, civil rights compliance) Development and maintenance of analytical dashboards and data inventory OCRD Audits of the Bureaus' EEO	DASHR-CHCO/OCRD/OMWI Workforce Demographic Statistics

Bureau/ office	Evaluation	Research	Analysis	Statistics
	<i>Consultation on MITRE/Treasury research partnerships</i>		Programs OCRD Annual Management Directive 715 Reporting OCRD Quarterly No FEAR Reports Civil rights compliance analysis <i>Civil rights pre- and post-award compliance (planned)</i>	
DO - Policy Offices	Monitoring and Evaluation (Technical Assistance) <i>Recovery program evaluations (ECIP, CDFI, ARP)</i> <i>Analysis of RESTORE grant processing efficiency</i>	Fiscal projections and debt management Original research on specific financial and economic topics Emerging technology and risk assessments Research to support policy analysis <i>Situational awareness of the financial sector project</i>	Policy analysis Performance measurement Analysis of CFIUS transactional data Analysis of tax revenue Equity assessment activities Cash flow and debt analysis Bank Systemic Risk Monitor Financial Stress Index Interagency Data Inventory Short-term Funding Monitor US Money Market Fund Monitor	Economic modeling to support policy analysis Advanced data analysis