

Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR §1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|--------------------------------|--------|----|
| a. Cluster GS-1 to GS-10 (PWD) | Answer | No |
| b. Cluster GS-11 to SES (PWD) | Answer | No |

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d)(7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|---------------------------------|--------|----|
| a. Cluster GS-1 to GS-10 (PWTD) | Answer | No |
| b. Cluster GS-11 to SES (PWTD) | Answer | No |

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	45563	6699	14.70	1917	4.21
Grades GS-11 to SES	46233	5594	12.10	1248	2.70

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

The Department of the Treasury issued a memorandum on or around September 25, 2017 to Human Resources' (HR) staff and hiring managers, describing the Department's commitment to meeting the numerical goals set forth under Section 501. The memorandum emphasized improving hiring efforts in the mission critical occupations: IT Management; Program Analyst; Accounting; and Financial Management Analysis. Additionally, the Department provides Treasury's leadership updates on the participation, grade distribution, hiring, and separations of PWD and PWTD, allowing leadership to make informed decisions on how the Department is doing towards meeting the established goals for PWD and PWTD.

Section II: Model Disability Program

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.

Answer Yes

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	80	3	8	See specific Bureau Part Js.
Answering questions from the public about hiring authorities that take disability into account	57	3	21	See specific Bureau Part Js.
Processing reasonable accommodation requests from applicants and employees	49	4	12	See specific Bureau Part Js.
Section 508 Compliance	150	2	2	See specific Bureau Part Js.
Architectural Barriers Act Compliance	19	2	319	See specific Bureau Part Js.
Special Emphasis Program for PWD and PWTD	14	4	5	See specific Bureau Part Js.

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Answer Yes

In Fiscal Year (FY) 2020, OCRD provided training sessions to the bureau’s staff on an as-needed basis regarding the PARTJ and use of the new MD-715 V2 workforce data tables. OCRD and the bureau’s Disability Program Managers also participated in the quarterly Federal Exchange on Employment and Disability (FEED) meetings, hosted by EEOC and Department of Labor, which educates attendees on various issues and topics related to disability. The bureau Disability Program Managers and Reasonable Accommodation Coordinators received training on the new Reasonable Accommodation Tracking system that was deployed in FY 2020. Ongoing private sessions are offered on an as-needed bases. Annually, all HR professionals are required to complete online courses related to veteran’s employment, which include disability components. This training, provided by the Department, is mandated by Executive Order (EO) 13518. Also, HR representatives attended a reasonable accommodation (RA) refresher course, which included a disability component.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Answer Yes

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC’s regulations and guidance? [see 29 CFR §1614.203(d)(3)]		
Objective	Ensure Treasury and its bureaus RA policies and procedures are in compliance with EEOC requirements and submitted to EEOC for final approval.		
Target Date	Sep 30, 2019		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Jan 30, 2018	January 30, 2018	Once bureau RA policies and procedures are approved by OCRD, they will be submit to EEOC for review and final approval.
	Mar 30, 2018		Pending EEOC’s final approval of bureau RA policies and procedures, Bureaus will post interim RA policies and procedures to internal and external websites.
	Aug 30, 2018	August 24, 2018	Require bureaus to submit updated RA policies and procedures to OCRD for review and comment.
	Sep 7, 2018	September 7, 2018	OCRD will review bureau RA policies and procedures and make any recommended changes. Those RA policies and procedure requiring change will be returned to the appropriate bureau for correct.
	Mar 30, 2019		Once RA policies and procedures are approved by EEOC, bureaus post their EEOC approved RA policies and procedure to their internal and external.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2020	OCRD met with EEOC regarding the RA Policy and Procedures status. OCRD submitted to EEOC the remaining RAPs for final review and approval. The EEOC’s review was finalized at the end of FY 2020 resulting in a request for changes. OCRD received final approval from EEOC in FY 2021.	
	2018	To date, OCRD has submitted the revised bureau RA policies and procedures to EEOC for BEP, FS, DO, IRS, Mint, OCC and TIGTA. Of those submitted to EEOC, EEOC has approved OCC’s RA policies and procedures. OCRD is currently working with FinCEN, IRS-CC, OIG, SIGT, and TTB to finalize their revisions to their RA Policies and procedures.	
	2019	OCRD has submitted all bureau Ra policies and procedures to EEOC with the exception of IRS. EEOC has approved OCC RA policy and procedures. OCRD is currently working with IRS to finalize their revisions and the RA policy and procedures. Once finalized OCRD will submit to EEOC for final review and approval. OCRD is currently waiting for EEOC’s approval of our remaining bureaus.	

Brief Description of Program Deficiency	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.		
Objective	Ensure initiation of inquiries processing of IRS reasonable accommodation requests. Establish and implement a Treasury-wide reasonable accommodation tracking system		
Target Date	Sep 30, 2019		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Apr 30, 2019	April 4, 2019	Allocate budget for Treasury-wide RA tracking system.
	Sep 30, 2019		Monitor implementation of IRS’s planned activities to eliminate untimely processing of RA requests.
	Sep 30, 2019	September 24, 2019	Initiate procurement process to compete and award a RA tracking system contract.
	Apr 30, 2020	September 30, 2020	Train RA Coordinators and transition bureaus to new RA Tracking system.
	May 29, 2020	July 30, 2020	Implement RA tracking system.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2020	In FY 2020, OCRD implemented the Treasury-wide RA tracking system, trained RA Coordinators, and transitioned the bureaus to the new system, with the exception of IRS. IRS requested further customization for the new system. In the interim, IRS maintained their prior RA tracking system. Implementation of the customized features are anticipated for FY21. IRS slightly improved its timely processing of RA cases in FY 2020 (28% timely processed). In February 2020, the IRS began a Lean Six Sigma (LSS) evaluation of its RA processes. In July 2020, the LSS team concluded the data gathering phase of the study. In order to better position the LSS team to analyze the data and formulate recommendations on processes to increase efficiency in responding and fulfilling requests for reasonable accommodation, the IRS initiated additional partners to the process to include senior subject matter experts from the Facilities Management & Security Services and Information Technology functions. The LSS team expects to present its findings and recommendations for changes to leadership to implement processes in Fiscal Year 2021. Those recommendations will need to be vetted with partner support functions and might necessitate either contract or impact bargaining with the union before implementation.	
	2019	IRS, did not improve its timely processing of RA cases in FY 2019 (23% timely processed). As part of OCRD’s oversight, an audit was conducted of IRS’ EEO program from July to August 2019. Part of OCRD’s findings was the untimely processing of RA requests. As a recommendation for corrective action, OCRD’s encouraged IRS to complete a Lean Sigma 6 study of its current processes to determine where process improvements need to be made to ensure the timely processing of accommodation requests. OCRD secured required funding for Treasury-wide RA tracking system and awarded the contract to Micro PACT.	
Objective	Establish and implement a Treasury-wide reasonable accommodation tracking system.		
Target Date	Sep 30, 2019		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	

Section IV: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

• The Workforce Recruitment Program (WRP) is continually promoted as a source for recruiting students and graduating seniors with disabilities, including disabled veterans. • The Pathways Intern Program is maximized to hire interns with targeted disabilities. • Outreach efforts with Disability and Military Student offices are routinely conducted to promote internship opportunities. • Recruitment events, fairs, and conferences are mapped for annual participation, i.e., Hiring Heroes, Federal Disability Workforce Consortium, the Department of Labor’s WRP Training, Treasury sponsored Bender Consulting Job Fair, and the Treasury Department’s Veteran Employment Summit to market Treasury and its job opportunities. • As a part of Treasury’s “Be A Champion” initiative, the Disability and Veteran’s Program Managers work closely with hiring managers to identify qualified PWD and PWTD, to include disabled veterans to non-competitively hire using Schedule A Hiring Authority.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce

Schedule A Hiring Authority is promoted and available for use along with Veterans Appointment Authorities to non-competitively appoint PWD/PWTD and veterans with a service-connected disability rating of 30% or more. The Department’s Disability Program Manager (DPM) has established numerous external partnerships with private and public organizations that assist PWD/PWTD candidates in finding meaningful employment. The DPM alerted both selecting officials and embedded HR personnel on the value of hiring external disabled applicants. Alerts were made through Saba Centra, an e-Learning product which expands remote access such as email communications, conference calls, and Department-wide online training.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual’s application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

When applicants utilize the Schedule A Hiring Authority, the process for eligibility and hire encompass: 1) Application qualification review process – conducted by the servicing HR Specialist who confirms that the applicants meet the qualification requirements of the announced position and have provided required proof of disability; 2) Applicant referral - individuals deemed qualified are referred to the hiring manager on a Schedule A certificate of eligibility with guidance on selection procedures, this includes the application of veterans’ preference, when applicable. Managers have the option to interview and/or hire from the Schedule A certificate or to consider other candidates from other issued certificates (Merit Promotion, Non-Competitive, Veterans’ Recruitment Appointment (VRA), etc.). Alternatively, when individuals submit their resumes directly to the Treasury or Internal Revenue Service (IRS) Special Placement Program Coordinator (SPPC) for vacant positions, the SPPC refers the resumes to the designated servicing HR Specialist. The HR Specialist reviews the resumes to determine qualifications. If qualifications and Schedule A eligibility are met, the resumes are then forwarded to the hiring manager for consideration, with guidance on selection procedures, including the application of veterans’ preference, when applicable.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Answer Yes

All Treasury managers, supervisors, and selected HR professionals are required to complete veteran’s employment online training provided through the Treasury’s Integrated Talent Management System (ITMS). Disability training, such as Americans with Disability Act: An Overview for Managers and A Manager’s Guide to Diversity, Inclusion and Accommodations, along with other

hiring manager tools are also available through ITMS.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The Department engages with varied organizations such as Department of Vocational Rehabilitation Centers, Veterans Administration (VA), and Department of Labor Employment Service by partnering, providing lectures, and attending on-site presentations and classroom visits to develop stronger relationships with college students and professors, and with college campus clubs and groups that maintain focus on students with disabilities. Meetings with professional organizations such as Wounded Warriors and Department of Vocational Rehabilitation Centers are held periodically to share Treasury’s process for providing vacancy announcements, and share information about opportunities, including career development tracks. Up until the end of FY 2020, Treasury utilized its Memorandum of Understanding with the Computer/Electronic Accommodation Program (CAP) to secure devices frequently used by PWD and PWTD. The IRS offers a similar program for its employees called Information Resource Accessibility Program (IRAP). Both programs conduct a needs assessment and provide training on how to effectively use the new equipment. The Department is also in the process of establishing a Treasury-wide sign language interpretive contract, with possible additional Video Interpretive Relay service, to provide an effective and efficient procedure for providing sign language interpreters.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

- a. New Hires for Permanent Workforce (PWD) Answer No
- b. New Hires for Permanent Workforce (PWTD) Answer No

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	51840	10.79	0.13	5.37	0.09
% of Qualified Applicants	34909	10.78	0.14	5.16	0.09
% of New Hires	1809	6.14	0.72	2.87	0.61

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for MCO (PWD) Answer Yes
- b. New Hires for MCO (PWTD) Answer Yes

Data from the Treasury Workforce Analytics (WA) Table B6 V2 (permeant workforce): New hires by Occupational Series and Monster Table B6 V2 (permeant workforce) (mission-critical occupations) were analyzed to identify triggers among new hires, indicating the following results: FY 2020 New Hires Qualified vs. New Hires Qualified vs. New Hires 0110 (75) PWD: 9.46% - 5.63%** PWTD: 2.67% - 0.00%** 0301 (139) PWD: 12.19% - 23.02% PWTD: 5.97% - 2.88%** 0340 (8) PWD: 14.49% - 0.00%*** PWTD: 6.31% - 0.00%**** 0501 (148) PWD: 11.92% - 25.68% PWTD: 5.86% - 1.35%** 0511 (44) PWD: 10.84% -

15.91%*** PWT: 5.11% - 0.00%*** 0570 (131) PWT: 3.58% - 8.40% 0905 (77) PWT: 8.23% - 2.60%** PWT: 3.18% - 0.00%** 1169 (54) PWT: 5.44% - 11.11% PWT: 1.81% - 1.85% 1811 (123) PWT: 2.58% - 0.00%* 2210 (403) PWT: 11.05% - 28.54% *The 1811, Criminal Investigators occupation, limits the employment opportunities available for PWT based on the Office of Personnel Management (OPM)'s established medical requirements for the position. Therefore, we would expect the hiring of PWT and PWT to be limited in this series and do not consider the lack of participation to be a trigger. **Triggers were noted when comparing the qualified applicant flow data with the new hires for PWT and PWT in the 0110, 0301, 0501, 0905, 1811, and 2210 occupational series. For the Treasury bureaus that noted the same triggers in their workforce evaluation, these triggers are noted in their PART J's. Plans to improve hiring for PWT/PWT within the major occupations listed are detailed in the specific bureau PART J's. Treasury will monitor all bureau PART J's to ensure appropriate plans are developed to eliminate any identified barrier(s). *** When there is limited hiring there cannot be a realistic expectation that all groups (PWT and PWT) would be hired at rates comparable to their qualification rates. Therefore, Treasury determined a threshold of 50 new hires. Any hire rate less than 50, will not support a statistically significant outcome. The occupations with limited hiring, 0340 and 0511, did not have enough hires to determine if there is an actual trigger. NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. The Office of Civil Rights and Diversity (OCD) requested the bureaus to complete detailed analyses to determine if any PWT or PWTs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	
0110ECONOMIST	35	254.29	2.86	151.43	0.00
0301MISCILANEOU ADMINISTRATION AND PROGRAM	142	342.25	7.75	167.61	2.82
0340PROGRAM MANAGEMENT	35	177.14	0.00	77.14	0.00
0343MANAGEMEN PROGRAM ANALYST	246	376.83	8.13	169.51	3.25
0501FINACIAL ADMINISTRATION AND PROGRAM	167	338.92	14.37	166.47	7.78
0511AUDITING	36	147.22	2.78	69.44	0.00
0570BANK EXAMINER	16	143.75	12.50	62.50	0.00
0905GENERAL ATTORNEY	37	286.49	2.70	110.81	0.00
1169REVENUE OFFICER	22	245.45	22.73	81.82	9.09
1811CRIMINAL INVESTIGATING	51	135.29	7.84	58.82	1.96
2210INFORMATIOI TECHNOLOGY	204	650.98	20.59	325.49	11.76

- Using the relevant applicant pool as the benchmark, do triggers exist for PWT and/or PWT among the qualified internal applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Qualified Applicants for MCO (PWD) Answer No
- b. Qualified Applicants for MCO (PWTD) Answer No

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Promotions for MCO (PWD) Answer Yes
- b. Promotions for MCO (PWTD) Answer Yes

Data from the Treasury Workforce Analytics (WA) Table B6 V2 (permeant workforce): by Occupational Series and Monster Table B6 V2 (permeant workforce) (mission-critical occupations) were analyzed to identify promotions, indicating the following results: FY 2020 Promotions Qualified Applicants Qualified Applicants to MCOs vs. Internal Promotions vs. Internal Promotions 0301 (73) PWD: 10.21% - 8.22% PWTD: 4.41% - 2.74% 0340 (180) PWD: 7.94% - 4.44% PWTD: 2.13% - 0.56% 0343 (201) PWD: 13.42% - 9.95% PWTD: 6.06% - 3.48% 0501 (519) PWD: 12.31% - 11.18% PWTD: 6.14% - 5.78% 0570 (124) PWD: 7.85% - 2.42% PWTD: 3.32% - 0.00% 1169 (95) PWD: 6.56% - 5.26% PWTD: 3.04% - 0.00% 1811 (50) PWD: 1.52% - 4.00% * PWTD: 0.00% - 0.00% * 2210 (68) PWTD: 7.03% - 4.41% The following triggers were identified: Treasury noted a trigger between the qualified applicants and the actual promotions in all occupational series; those Treasury bureaus that noted triggers in their workforce evaluation are noted in their PART J’s. Plans to improve hiring for PWD/PWTD within the major occupations listed are detailed in the specific bureau PART J’s. Treasury will monitor all bureaus’ PART J’s to ensure appropriate plans are developed to eliminate any identified barriers. * When there is limited hiring, there cannot be a realistic expectation that all groups (PWD and PWTD) would be hired at rates comparable to their qualification rates. Therefore, Treasury determined a threshold of 50 hires or less is not enough hires to expect that all groups would be hired at rates comparable to their qualification rates. For those occupations (1811) with limited hiring, there were not enough hires resulting in internal promotions to determine if there is an actual trigger.

Section V: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

Treasury’s opportunities for advancement are accessible and open to all employees, including employees with disabilities. Treasury offers non-competitive opportunities to streamline the hiring process to fill critical and non-critical positions quickly (e.g., details, including positions that can lead to promotion). Leadership development opportunities exist for all qualified employees through such programs as Leadership Succession Review for general schedule (GS)-12 to senior executive service (SES) employees; Executive Readiness (XR), and Candidate Development Programs (CDP), which can potentially lead to the SES. Treasury encourages diverse employee (including PWD/PWTD) participation in management, leadership and career development programs through employee network groups (ENGs), such as the Adelante’, an ENG established for Hispanic employees, and the Veterans Employee Resource Group and a variety of other communication venues throughout the agency. Developmental opportunities are broadly communicated to all employees through internal weekly and monthly newsletters, internet website postings, and shared by ENGs. Treasury encourages individual development plans for all employees. Managers are reminded to consider permanently assigned PWD/PWTD for development opportunities as part of their Individual Development Planning process. All development opportunity announcements are posted on the Treasury’s internal website. In conjunction with available training, Treasury will explore, for FY 2021, the development of a committee composed of bureau representatives to explore additional opportunities (e.g., mentoring) to the disabled community.

B. CAREER DEVELOPMENT OPPORTUNITIES

1. Please describe the career development opportunities that the agency provides to its employees.

The Department of Treasury does not have a formal Career Development Program. However, Treasury bureaus have established varied opportunities to further develop the careers of employees, including PWD and PWTD. The below, highlights some programs offered. To view the exhaustive list, please see bureau specific reports. The Bureau of Engraving offers a series of programs for GS 7-15 employees or equivalent. Programs include: • The New Leaders Program (GS 7-11 employees or equivalent). This program focuses on developing future public service leaders and includes leadership self-assessments, experiential learning, and individual development opportunities integrated into a competency-based learning approach. • The Executive Leadership Program (GS 12-13 employees or equivalent). This program enhances support to organizational mission and goals, focusing specifically on the competency of “leading people” through developmental activities and experiences. • The Executive Potential Program (GS 14-15 employees or equivalent), a competency-based leadership program that prepares high-potential employees to focus on leading change effectively at the senior level. • The Career Development Program (GS-11 and below or equivalent), provides upward mobility via defined career training using individual career development plans for training and other opportunities to employees, who positions offer limited promotion potential, for placement into positions in other occupational series for which they would not otherwise be qualified. Departmental Offices partners with the Treasury Executive Institute (TEI) to offer employees individual coaching services for a six-month period. TEI’s coaching services assist DO employees with achieving professional goals, solving individual leadership challenges, and developing leadership attributes. Bureau of Fiscal Service (BFS) offers career development training courses to its employees in career ladder positions to enhance their eligibility for potential promotion to higher grades. In person and online classes enable BFS employees to develop skills to help them advance and qualify for other positions. IRS offers career development opportunities service wide to all employees for non-competitive details/promotions and internal merit promotions. In addition, leadership development opportunities are available for all employees to consider. IRS Chief Counsel offers training and development opportunities for attorneys Counsel-wide. Reasonable accommodations are made for all training. The United States Mint (Mint) offers Manufacturer Certification and Apprenticeship Program and Operator Certification and Apprenticeship programs which are available to PWD and PWTD. The Office of Comptroller of the Currency (OCC) offers at least three professional development programs for its bank examiners. Non-examiners are also exposed to career forums that provide a variety of career options in the non-examiner lines of business. Additionally, OCC offers the 0905 occupational series cross-training and developmental assignments to equip attorneys with legal skills and experiences across multiple legal practice areas through the Honors Attorney Program. Overall, training and development courses are available to all employees, in the classroom, online, virtual, and self-study. Temporary details and short-term work assignments are advertised to all employees on the agency’s Opportunities Board. The Treasury Inspector General for Tax Administration (TIGTA)’s programs include: • The Office of Audit’s Leadership Development Program for Auditors GS-13, GS-14, and GS-15 employees, which allows qualified diverse employees to participate in career development training, and opportunities that will prepare them for the Office of Audit’s management vacancies. • The Office of Investigations provides diverse employees an opportunity to participate in their Equity, Diversity, and Inclusion Program, which offers career development opportunities for all employees. • Career developmental opportunities using rotational assignments and business unit details are also encouraged for all TIGTA employees. TIGTA communicates vacancy announcements and detail opportunities to all employees, including PWD/PWTD through email, intranet, and internet. The Alcohol and Tobacco Tax and Trade Bureau (TTB)’s primary career development program (CDP) is the Emerging Leaders Program (ELP) – a three-year centralized training program that is competitive with selections made at the Assistant Administrator level. During the 4th quarter of each fiscal year, TTB broadcasts an ELP annual opportunity announcement to request applicants for the Program. The announcement provides general information about the ELP and its three programs, identifies the three-year curriculum for each program, and explains how employees may apply. The TTB ELP framework consists of three separate and distinct programs: - Program for non-supervisory employees; - Program for 1st level supervisors; and, - Program for 2nd level supervisors and senior leaders. All TTB employees, including disabled veterans, are eligible for consideration for the ELP and may apply during the annual announcement period. Selections are made through a competitive process. TTB’s Training and Professional Development Division chairs a meeting with senior leaders and provides its recommendations for selection. Senior leaders make the final selections.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/ approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Fellowship Programs						
Training Programs						

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Detail Programs						
Coaching Programs						
Other Career Development Programs						
Mentoring Programs						
Internship Programs						

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWD) Answer No
- b. Selections (PWD) Answer No

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWTD) Answer No
- b. Selections (PWTD) Answer No

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

- a. Awards, Bonuses, & Incentives (PWD) Answer Yes
- b. Awards, Bonuses, & Incentives (PWTD) Answer Yes

The Department analyzed data from the Treasury WA Table B9 against the inclusion rate indicating the following triggers: The inclusion rate for PWD (10.46%) and PWTD (12.94%) in Time Off Awards (1-10 hours), was below the inclusion rate for employees with no disability (14.66%). The inclusion rate for PWD (4.97%) and PWTD (6.72%) in Time Off Awards (11-20 hours), was below the inclusion rate for employees with no disability (7.13%). The inclusion rate for PWD (7.70%) in Time Off Awards (21-30 hours), was below the inclusion rate for employees with no disability (8.65%). The inclusion rate for PWD (6.53%) and PWTD (7.65%) in Time Off Awards (31-40 hours), was below the inclusion rate for employees with no disability (8.34%). The inclusion rate for PWTD (17.63%) in Cash Awards (\$500 and Under), was below the inclusion rate for employees with no disability (18.72%). The inclusion rate for PWTD (17.75%) in Cash Awards (\$501-\$999), was below the inclusion rate for employees with no disability (20.61%). The inclusion rate for PWD (21.07%) and PWTD (16.31%) in Cash Awards (\$1000-\$1999), was below the inclusion rate for employees with no disability (29.48%). The inclusion rate for PWD (2.25%) and PWTD (2.52%) in Cash Awards (\$2000-\$2999), was below the inclusion rate for employees with no disability (4.39%). The inclusion rate for PWD (0.45%) and PWTD (0.56%) in Cash Awards (\$3000-\$3999), was below the inclusion rate for employees with no disability (1.22%). The inclusion rate for PWD (0.14%) and PWTD (0.09%) in Cash Awards (\$4000-\$4999), was below the inclusion rate for employees with no disability (0.37%). The inclusion rate for PWD (0.21%) and PWTD (0.34%) in Cash Awards (\$5000 or more), was below the inclusion rate for employees with no disability (0.47%).

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	13768	12.99	15.09	13.53	12.80
Time-Off Awards 1 - 10 Hours: Total Hours	82580	77.89	90.58	80.81	76.88
Time-Off Awards 1 - 10 Hours: Average Hours	6	0.05	0.01	0.19	0.00
Time-Off Awards 11 - 20 hours: Awards Given	7846	7.04	8.67	8.52	6.53
Time-Off Awards 11 - 20 Hours: Total Hours	96577	86.77	106.78	103.14	81.15
Time-Off Awards 11 - 20 Hours: Average Hours	12.31	0.10	0.02	0.38	0.00
Time-Off Awards 21 - 30 hours: Awards Given	14274	15.49	15.34	17.57	14.78
Time-Off Awards 21 - 30 Hours: Total Hours	206978	227.45	222.06	255.21	217.91
Time-Off Awards 21 - 30 Hours: Average Hours	14.5	0.12	0.02	0.45	0.00
Time-Off Awards 31 - 40 hours: Awards Given	14155	13.60	15.45	14.31	13.36
Time-Off Awards 31 - 40 Hours: Total Hours	260939	261.53	282.92	270.73	258.37
Time-Off Awards 31 - 40 Hours: Average Hours	18.43	0.15	0.02	0.59	0.00
Time-Off Awards 41 or more Hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Average Hours	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$501 - \$999: Awards Given	32149	36.49	34.30	41.68	34.71
Cash Awards: \$501 - \$999: Total Amount	14018742	16746.67	14811.64	17711.63	16414.94
Cash Awards: \$501 - \$999: Average Amount	436.06	3.65	0.55	13.22	0.36
Cash Awards: \$1000 - \$1999: Awards Given	46256	35.86	52.15	37.54	35.29
Cash Awards: \$1000 - \$1999: Total Amount	36035925	29019.73	40422.08	29611.38	28816.34
Cash Awards: \$1000 - \$1999: Average Amount	779.05	6.44	0.98	24.53	0.22
Cash Awards: \$2000 - \$2999: Awards Given	6424	4.66	7.28	4.11	4.85
Cash Awards: \$2000 - \$2999: Total Amount	9154572	7044.68	10308.47	6033.93	7392.15
Cash Awards: \$2000 - \$2999: Average Amount	1425.06	12.02	1.79	45.71	0.44
Cash Awards: \$3000 - \$3999: Awards Given	1594	0.94	1.83	0.84	0.97
Cash Awards: \$3000 - \$3999: Total Amount	3522787	2161.06	4039.92	1953.25	2232.51
Cash Awards: \$3000 - \$3999: Average Amount	2210.03	18.31	2.80	72.34	-0.26

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$4000 - \$4999: Awards Given	483	0.24	0.56	0.12	0.28
Cash Awards: \$4000 - \$4999: Total Amount	1354081	707.55	1567.93	383.48	818.96
Cash Awards: \$4000 - \$4999: Average Amount	2803.48	23.59	3.52	95.87	-1.27
Cash Awards: \$5000 or more: Awards Given	533	0.43	0.59	0.37	0.45
Cash Awards: \$5000 or more: Total Amount	2454116	1840.94	2730.53	1941.59	1806.34
Cash Awards: \$5000 or more: Average Amount	4604.35	34.09	5.86	161.80	-9.81

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTB for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- a. Pay Increases (PWD) Answer Yes
- b. Pay Increases (PWTB) Answer Yes

The inclusion rate for PWD (2.16%) and PWTB (2.61%) in Quality Step Increases (QSI), was below the inclusion rate for employees with no disability (3.46%).

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	0	0.00	0.00	0.00	0.00

3. If the agency has other types of employee recognition programs, are PWD and/or PWTB recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

- a. Other Types of Recognition (PWD) Answer N/A
- b. Other Types of Recognition (PWTB) Answer N/A

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer Yes
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Answer No
 - ii. Internal Selections (PWD) Answer Yes

- c. Grade GS-14
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer No
- d. Grade GS-13
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer Yes

Data from the Treasury WA Table B7 Applicants and Promotion by Disability and the Monster (M) B7 – Applicants and Promotions by Senior Grade Levels were analyzed to identify qualified internal applicants and/or selectees for promotion to senior grade levels with disabilities, indicating the following results: Internal Applicant vs. Qualified Internal Applicant vs. Internal Selections GS-13 PWD: 11.67% - 11.10% - 9.57% GS-14 PWD: 9.16% - 6.54% - 8.41% GS-15 PWD: 16.67% - 17.58% - 12.38% SES PWD: 9.24% - 8.75% - 0.00% While there were internal vacancy announcements that reflect the applicant flow data, the significant difference in the percentage of the Qualified Applicant Pool, the Selection and the Promotions are the result of existing employees who applied to not only internal vacancy announcements, but to all status vacancy announcements open to all Federal employees in FY 2020. This will also result in differences between internal/external selections and promotions rates. NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

2. Does your agency have a trigger involving PWTDD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWTDD) Answer No
 - ii. Internal Selections (PWTDD) Answer Yes
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTDD) Answer No
 - ii. Internal Selections (PWTDD) Answer Yes
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWTDD) Answer No
 - ii. Internal Selections (PWTDD) Answer No
- d. Grade GS-13
 - i. Qualified Internal Applicants (PWTDD) Answer No
 - ii. Internal Selections (PWTDD) Answer No

Data from the Treasury WA Table B7 Applicants and Promotion by Disability and the Monster (M) B7 – Applicants and Promotions by Senior Grade Levels were analyzed to identify qualified internal applicants and/or selectees for promotion to senior

grade levels with disabilities, indicating the following results: Internal Applicant vs. Qualified Internal Applicant vs. Internal Selections GS-13 PWTd: 5.25% - 4.75% - 2.09% GS-14 PWTd: 4.65% - 2.48% - 1.51% GS-15 PWTd: 5.56% - 5.49% - 1.59% SES PWTd: 2.78% - 2.13% - 0.00% While there were internal vacancy announcements that reflect the applicant flow data, the significant difference in the percentage of the Qualified Applicant Pool, the Selection and the Promotions are the result of existing employees who applied to not only internal vacancy announcements, but to all status vacancy announcements open to all Federal employees in FY 2020. This will also result in differences between internal/external selections and promotions rates. NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTds are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires to SES (PWD) Answer Yes
- b. New Hires to GS-15 (PWD) Answer Yes
- c. New Hires to GS-14 (PWD) Answer No
- d. New Hires to GS-13 (PWD) Answer No

Data from the Treasury WA Table B7 Applicants and New Hires by Disability and the Monster (M) B7 – Applicants and New Hires by Senior Grade Levels were analyzed to identify qualified internal applicants and/or selectees for new hires to senior grade levels with disabilities, indicating the following results: External Applicant vs. New Hires GS-13 PWD: 10.62% - 25.08% GS-14 PWD: 11.34% - 23.71% GS-15 PWD: 13.75% - 11.65% SES PWD: 13.22% - 7.14% NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTds are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTd among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires to SES (PWTd) Answer Yes
- b. New Hires to GS-15 (PWTd) Answer Yes
- c. New Hires to GS-14 (PWTd) Answer Yes
- d. New Hires to GS-13 (PWTd) Answer Yes

Data from the Treasury WA Table B7 Applicants and New Hires by Disability and the Monster (M) B7 – Applicants and New Hires by Senior Grade Levels were analyzed to identify qualified internal applicants and/or selectees for new hires to senior grade levels with disabilities, indicating the following results: External Applicant vs. New Hires GS-13 PWTd: 4.98% - 3.97% GS-14 PWTd: 5.06% - 3.92% GS-15 PWTd: 6.93% - 0.00% SES PWTd: 6.43% - 0.00% NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore,

a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

- i. Qualified Internal Applicants (PWD) Answer Yes
- ii. Internal Selections (PWD) Answer No

b. Managers

- i. Qualified Internal Applicants (PWD) Answer Yes
- ii. Internal Selections (PWD) Answer Yes

c. Supervisors

- i. Qualified Internal Applicants (PWD) Answer Yes
- ii. Internal Selections (PWD) Answer Yes

Data from the Treasury WA Table B8 New Hires by Disability and the Monster B8 – (Management Positions by New Hires and Occupational Series) Applicants and Hires were analyzed to identify qualified internal applicants and/or selectees for promotion to supervisory positions, with disabilities, indicating the following results: Supervisory positions Internal Applicants Qualified Applicants Internal Promotions Executives PWD: 9.30% 8.87% 12.19% Managers PWD: 17.14% 14.58% 9.07% Supervisors PWD: 27.27% 20.00% 9.72% NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

6. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

- i. Qualified Internal Applicants (PWTD) Answer Yes
- ii. Internal Selections (PWTD) Answer Yes

b. Managers

- i. Qualified Internal Applicants (PWTD) Answer Yes
- ii. Internal Selections (PWTD) Answer Yes

c. Supervisors

- i. Qualified Internal Applicants (PWTD) Answer No
- ii. Internal Selections (PWTD) Answer No

Data from the Treasury WA Table B8 New Hires by Disability and the Monster B8 – (Management Positions by New Hires and Occupational Series) Applicants and Hires were analyzed to identify qualified internal applicants and/or selectees for promotion to supervisory positions, with targeted disabilities, indicating the following results: Supervisory positions Internal Applicants Qualified Applicants Internal Promotions Executives PWTD: 2.71% 2.07% 1.56% Managers PWTD: 6.67% 5.21% 2.22% Supervisors PWTD: 0.00% 0.00% 2.09% NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline or glass wall; and based on their findings, develop plans to eliminate identified barriers.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for Executives (PWD) Answer Yes
- b. New Hires for Managers (PWD) Answer No
- c. New Hires for Supervisors (PWD) Answer Yes

Data from the Treasury WA Table B8 New Hires by Disability and the Monster B8 – (Management Positions by New Hires and Occupational Series) Applicants and Hires were analyzed to identify qualified external applicants and/or selectees for new hires to supervisory positions, with targeted disabilities, indicating the following results: Supervisory Positions Qualified External Applicants New Hires Executives PWD: 13.29% 11.76% Managers PWD: 13.67% 36.39% Supervisors PWD: 66.67% 19.35% NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline or glass wall; and based on their findings, develop plans to eliminate identified barriers.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for Executives (PWTD) Answer Yes
- b. New Hires for Managers (PWTD) Answer Yes
- c. New Hires for Supervisors (PWTD) Answer Yes

Data from the Treasury WA Table B8 New Hires by Disability and the Monster B8 – (Management Positions by New Hires and Occupational Series) Applicants and Hires were analyzed to identify qualified external applicants and/or selectees for new hires to supervisory positions, with targeted disabilities, indicating the following results: Supervisory Positions Qualified External Applicants New Hires Executives PWTD: 6.65% 0.00% Managers PWTD: 7.42% 5.81% Supervisors PWTD: 0.00% 0.00% NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline or glass wall; and based on their findings, develop plans to eliminate identified barriers.

Section VI: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Answer No

In FY2020, Treasury did not convert all eligible Schedule A employees to competitive appointments. § BEP did not timely convert two eligible Schedule A employees, but initiated actions to convert the remaining eligible employees with an effective date of December 6, 2020. § FINCEN did not timely convert eligible Schedule A employees due to unsatisfactory performance issues. § IRS did not timely convert five eligible Schedule A employees: two had performance issues, two employees had just reached their two-year eligibility deadline at the end of the FY, one employee had a conversion action processed but later cancelled.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWD) Answer Yes

b. Involuntary Separations (PWD) Answer Yes

The inclusion rate for PWD (7.88%) exceeded the inclusion rate of persons with no disability (6.82%) for voluntary separations. The inclusion rate for PWD (0.75%) exceeded the inclusion rate of persons with no disability (0.57%) for involuntary separations.

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	546	0.74	0.55
Permanent Workforce: Resignation	2291	2.56	2.38
Permanent Workforce: Retirement	3300	3.66	3.43
Permanent Workforce: Other Separations	922	1.56	0.88
Permanent Workforce: Total Separations	7059	8.52	7.24

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWTD) Answer Yes

b. Involuntary Separations (PWTD) Answer Yes

The inclusion rate for PWTD (8.71%) exceeded the rate of persons with no disability (6.82%) for voluntary separations. The inclusion rate for PWTD (0.75%) exceeded the rate of persons with no disability (0.57%) for involuntary separations.

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	546	0.74	0.57
Permanent Workforce: Resignation	2291	3.01	2.38

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Retirement	3300	4.31	3.43
Permanent Workforce: Other Separations	922	1.29	0.96
Permanent Workforce: Total Separations	7059	9.35	7.34

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

When evaluating the types of voluntary separations, we noted that 50.60% were due to retirement, 10.01% were transfers, and 35.22% were resignations. The remaining 4.17% were due to death. Based on comments in the FY 2020 Treasury Employee Exit Survey and the explanation cited below in question #4, Treasury does not consider the separations “due to retirement” a trigger. However, each bureau where a trigger has been identified will be asked to evaluate those voluntary separations due to retirements, transfers, and resignations, along with information gleaned from their exit survey, to determine if these triggers are a potential barrier. During the period of October 1, 2019 through September 30, 2020, 136 permanent/seasonal PWD responded to the Department’s Exit Survey. The overall responses from PWD were similar to the overall permanent/seasonal employee responses, in that 38.24% (52) had more than 25 years of service and 43.38% (59) were age 50 or older. Of the respondents with disabilities, 38.24% (52) were disabled veterans. The most frequently cited reason for separation of PWD was retirement (65 or 47.79%). The factor most frequently cited as impacting a PWD’s decision to leave was job stress (66.91%). Additional factors frequently cited include office morale (59.55%); resources available to do the job (50.74%); and office organization and alignment with regard to effective and efficient service (49.26%). Additional responses specified that 69.85% of the respondents indicated their work experience was generally positive; 61.03% stated they would be interested in returning to work for Treasury; and 69.12% stated they would recommend Treasury as a good place to work.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency’s public website for its notice explaining employees’ and applicants’ rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The “Accessibility” page on the public Treasury.gov website, <https://home.treasury.gov/utility/accessibility>, provides three links with resources for Persons with Disabilities. Information on how to file a complaint can be found at: <https://www.treasury.gov/about/organizational-structure/offices/Mgt/Pages/discrimination-complaint.aspx>. The following address, located on the Treasury.gov public website, provides information and explains employee and applicant rights under Section 508 of the Rehabilitation Act: <https://home.treasury.gov/utility/accessibility/web-accessibility>. Additionally, the following link (which is also located on the “Accessibility” page), provides information regarding how to file a complaint of discrimination: https://www.treasury.gov/about/organizational-structure/offices/Mgt/Documents/Section508_Complaint_Processing.pdf.

2. Please provide the internet address on the agency’s public website for its notice explaining employees’ and applicants’ rights under the Architectural Barriers Act, including a description of how to file a complaint.

Regarding physical accessibility, the following address is located under the “Accessibility” page on the public Treasury.gov website: <https://home.treasury.gov/utility/accessibility/physical-accessibility>. Additionally, the following link (which is also located on the “Accessibility” page) provides information regarding how to file a complaint of discrimination: <https://home.treasury.gov/utility/accessibility/disability-resources>.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

In FY 2020, the OCRD Audit Program, which includes Accessibility Reviews for Treasury/bureau-occupied buildings, was placed on hold due to maximum telework due to the COVID-19 pandemic. In FY 2021, OCRD hopes to continue the Audit Program, to include Accessibility Reviews for remaining bureaus.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

Each bureau is responsible for independently processing their requests for reasonable accommodations. The average time frame (number of days) for processing within the bureaus for FY 2020 are: BEP 04 DO 11 FinCEN 14 FS 10 Mint 10 IRS 89 IRS-CC 20 OCC 07 TIGTA 15 TTB 18 The overall average for processing the Departments initial requests for reasonable accommodations is 20 days. The Department recognizes the high average for IRS which is currently reviewing its methodology for calculating “average days for providing reasonable accommodations.” Treasury developed an implementation plan to acquire a Treasury-wide reasonable accommodation tracking system that will eliminate the need to manually calculate processing timeframes.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency’s reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

The Department has an effective Disability Program, supported by various policies, procedures, and practices, as evidenced by overall timely processing requests for accommodations. Mandatory training for new managers and supervisors includes responsibilities on providing reasonable accommodations. Throughout FY 2020, bureaus provided reasonable accommodations guidance via training courses, newsletters, and postings on its intranet websites (see specific bureau submission for details). Bureaus are responsible for monitoring reasonable accommodation data for trends relating to the workforce.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

Treasury established its PAS policy and procedures during FY 2018. Training for PAS requests was provided to all managers, supervisors, and selected HR Professionals throughout FY 2019. PAS training has been added to orientation for all newly-hired managers and newly-promoted managers.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the governmentwide average?

Answer Yes

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

- 3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

- 1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer Yes

- 2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer Yes

- 3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

In FY 2020, there were four findings of discrimination involving failure to provide Reasonable Accommodations (RA); the corrective actions were: 1. Pay compensatory damages, restore leave, two (2) hours of RA training to two (2) Responding Management Officials (RMOs), post Notice, and pay attorney fees; 2. Allow complainant to telework in future if there is a medical need to do so, pay compensatory damages, restore leave, two (2) hours of RA training, disciplinary action taken against RMO, Post Notice, pay attorney fees; 3. Reinstate complainant to position held prior to termination, have RA coordinator engage in dialogue to ensure a reasonable accommodation is in place before employee starts back at job, pay compensatory damages, pay backpay and benefits, restore leave, remove Absent Without Leave (AWOL) charges from file, two (2) hours of RA training to three (3) RMOs, disciplinary action taken against three (3) RMOs, Post Notice, pay attorney fees; and 4. Pay compensatory damages, pay attorney fees, restore leave, retroactive promotion to GS-12, amend performance evaluations, expunge disciplinary actions, and Post Notice.

Section VIII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

- 1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Answer No

- 2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Answer N/A

- 3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

Source of the Trigger:	Workforce Data (if so identify the table)				
Specific Workforce Data Table:	Workforce Data Table - B1				
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Note: The following bureaus have identified triggers and initiated the barrier analysis process for PWD and PWTD: BEP, DO, FS, IRS, IRS-CC, and OCC. Each bureau is required to report independently, its plan to address their deficiencies.				
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i>				
Barrier Analysis Process Completed?:	N				
Barrier(s) Identified?:	N				
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name		Description of Policy, Procedure, or Practice		
Objective(s) and Dates for EEO Plan					
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
Responsible Official(s)					
Title		Name		Standards Address The Plan?	
Planned Activities Toward Completion of Objective					
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date
Report of Accomplishments					
Fiscal Year	Accomplishment				

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to

complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

NOTE: It is important to note that when the Department looks at Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. The consolidated view of the data may mask where potential barriers still exist within some of the bureaus. Therefore, a detailed barrier analysis based on bureau specific data into possible glass ceilings, blocked pipelines, and glass walls must be conducted by each of the bureaus. OCRD expressed to the bureaus requirements to complete detailed analyses to determine if any PWD or PWTDs are facing a potential glass ceiling, blocked pipeline, or glass wall; and based on their findings, develop plans to eliminate identified barriers.