

## 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					
Grades GS-11 to SES					

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 people with disabilities (PWD) and people with targeted disabilities (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	60	14	20	See specific Bureau Part Js.
Answering questions from the public about hiring authorities that take disability into account	55	1	20	See specific Bureau Part Js.
Processing reasonable accommodation requests from applicants and employees	46	2	12	See specific Bureau Part Js.
Section 508 Compliance	207	0	2	See specific Bureau Part Js.
Architectural Barriers Act Compliance	19	1	319	See specific Bureau Part Js.
Special Emphasis Program for PWD and PWTD	15	0	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) 2021, the Office of Civil Rights and Diversity (OCRD) provided training sessions to the bureaus’ 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 the Equal Employment Opportunity Commission (EEOC) and Department of Labor (DOL), which educates attendees on various issues and topics related to disability. The bureau Disability Program Managers and Reasonable Accommodation Coordinators received refresher training on the new Reasonable Accommodation (RA) Tracking System that was deployed in FY 2020. Ongoing private sessions are offered on an as-needed basis. 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.

**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**

<b>Brief Description of Program Deficiency</b>	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.
--	---

<b>Objective</b>	Ensure initiation of inquiries processing of IRS reasonable accommodation requests. Establish and implement a Treasury-wide reasonable accommodation tracking system		
<b>Target Date</b>	Sep 30, 2019		
<b>Completion Date</b>			
<b>Planned Activities</b>	<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 Sep 30, 2022	July 30, 2020	Implement RA tracking system. IRS will continue communication with OCRD and system moderators to implement enhancements for successful migration to Treasury-wide RA tracking system.
<b>Accomplishments</b>	<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.	
	2021	As of June 2021, IRS continued to make improvements regarding timely processing of RA cases (31% timely processed). Following data gathering including eliciting input from all Business Units, the LSS team identified several 'quick-hits' which were socialized with all Business Units and implemented. The quick-hits pertained to expediting accommodation request assessment and approval/denial as well as fulfillment of accommodation needs involving adaptive technology or furniture and workspace modifications. Preliminary data suggest the quick-hits are yielding beneficial results. An additional recommendation to maintain an inventory of hardware components commonly used to address RA needs was accepted and the Service is moving to address logistical challenges and establish the inventory. Having a ready inventory will expedite delivery of adaptive technology accommodations as procurement actions will already have taken place. One more proposal for reducing RA fulfillment time is being finalized.	

	<u>Fiscal Year</u>	<u>Accomplishment</u>
	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.
<b>Objective</b>	Establish and implement a Treasury-wide reasonable accommodation tracking system.	
<b>Target Date</b>	Sep 30, 2019	
<b>Completion Date</b>		
<b>Planned Activities</b>	<u>Target Date</u>	<u>Completion Date</u> <u>Planned Activity</u>
<b>Accomplishments</b>	<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 DOL’s WRP Training, Treasury sponsored Bender Consulting Job Fair, and the Treasury Department’s Veteran Employment Summit to market Treasury and its job opportunities.

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

The 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 agency has incorporated the use of non-competitive hiring authorities into management discussions and training, and strongly encourages the use of non-competitive hiring authorities under both Schedule A for Individuals with Disabilities and the 30% or More Disabled Veterans authority for recruiting PWD and PWTD in the permanent workforce. The Human Resources Office forwards qualified applicant resumes from the Special Placement Program Coordinator to hiring officials for review and consideration.

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) An 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; and 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 the 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.

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 the ITMS.

**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					
% of Qualified Applicants					
% of New Hires					

- 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 (permanent workforce): New hires by Occupational Series and Monster Table B6 V2 (permeant workforce) (mission-critical occupations) were analyzed to identify triggers among the following new hires: FY 2021 New Hires Qualified vs. New Hires Qualified vs. New Hires 0110 (21) PWD: 10.11% - 4.76%\*\* PWTD: 6.74% - 0.00%\*\* 0301 (55) PWTD: 8.31% - 16.36%\*\* 0340 (4) PWD: 32.69% - 0.00%\*\*\* PWTD: 15.38% - 0.00%\*\*\* 0343 (26) PWTD: 11.87% - 7.69%\*\* 0501 (84) PWTD: 12.84% - 9.52%\*\* 0511 (13) PWD: 19.71% - 7.69%\*\*\* PWTD: 6.45% - 0.00%\*\*\* 0905 (47) PWD: 11.74% - 2.13%\*\* PWTD: 5.30% - 0.00%\*\* 1811 (89) PWD: 9.52% - 3.37%\* PWTD: 3.17% - 0.00%\* \*The 1811 or Criminal Investigators occupation, limits the employment opportunities available for PWD based on the Office of Personnel Management (OPM)’s established medical requirements for the position. Therefore, we would expect the hiring of PWD and PWTD 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 PWD and PWTD in the 0110, 0301,0340, 0343, 0501, 0511, 0905, 1811, and occupational series. For the Treasury bureaus that noted the same triggers in their workforce evaluation, these triggers are noted in their PART J. Plans to improve hiring for PWD/PWTD within the major occupations listed are detailed in their specific bureau’s PART J. Treasury will monitor the Part J developed by each bureau 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 (PWD and PWTD) 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, 0110, 0340, 0343, 0511 and 0905, 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 OCRD requested the bureaus 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.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability	Targetable Disability
		New Hires (%)	New Hires (%)
Numerical Goal	--	12%	2%

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD 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 WA Table B6 V2 (permanent workforce): by Occupational Series and Monster Table B6 V2 (permanent workforce) (mission-critical occupations) were analyzed to identify promotions, indicating the following results: FY 2021 Promotions Qualified Applicants Qualified Applicants to MCOs vs. Internal Promotions vs. Internal Promotions 0301 (21) PWD: 44.85% - 23.81% PWTD: 20.96% - 9.52%\* 0340 (13) PWD: 51.09% - 46.15% PWTD: 18.48%-15.38% \* 0343 (71) PWD: 41.64% - 25.35% PWTD: 18.19%-11.27% 0501 (166) PWD: 32.88% - 21.69% PWTD: 14.46% - 9.64% 0570 (71) PWD: 13.64% - 7.04%



PWTD: 3.03% - 1.46% 1169 (88) PWD: 22.33% - 18.18% PWTD: 10.69 - 11.36% 1811 (12) PWTD: 0.00% - 0.00% \* 2210 (121) PWD: 38.20% - 31.40% PWTD: 17.91% - 17.36% The following triggers were identified: Treasury noted a trigger between the qualified applicants and the actual promotions in all occupational series, except in the series 1811 for PWD and 1169 for PWTD. Those Treasury bureaus that noted triggers in their workforce evaluation are noted in their PART J reporting. Plans to improve hiring for PWD/PWTD within the major occupations listed are detailed in the specific bureau’s PART J. Treasury will monitor the Part J developed by each bureau 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 resource groups (ERGs), such as the Adelante’ which is a Hispanic ERG and the VERG which is the Veteran’s ERG. There are a host 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 ERGs. 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 (IDP) process. All development opportunity announcements are posted on the Treasury’s internal website. In conjunction with available training, Treasury will explore over the next two years, the development of a committee composed of bureau diversity, equity inclusion, and accessibility (DEIA) representatives to explore additional opportunities (e.g., mentoring) to the disabled community.

### B. CAREER DEVELOPMENT OPPORTUNITES

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

The Department does not have a formal Career Development Program. However, Treasury bureaus have established varied opportunities to further develop the careers of all employees, including PWD and PWTD. The below, highlights some programs offered. To view the exhaustive list, please see bureau specific reports. The Treasury Executive Institute (TEI) offers Departmental Offices (DO) employees the opportunity for individual coaching services for a six-month period. TEI’s coaching services assist DO employees with achieving professional goals, solve individual leadership challenges, and develop leadership attributes. The Bureau of Engraving and Printing (BEP) 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. Bureau of Fiscal Service (FS) encourages all employees to take advantage of the 40 hours of training available to all employees as supported by the service wide training budget and the individual Assistant Commissioner’s training budget. The Commissioner’s Scholarship Program and the Certification Exam Program are available to all employees. Managers are required to create Individual development plans (IDPs) to expand and build upon each of their employees’ strengths. Managers are reminded to consider permanently assigned PWD/PWTD for development opportunities as part of their IDP process. FS offers career development opportunities to all employees via notices of opportunities, non-competitive details, and promotions, e.g., career-ladder positions, competitive details, and merit promotions. In addition, FS has a Mentoring Program with platforms to meet the needs of PWD, PWTD, and veterans. Developmental opportunities will continue to be broadly communicated to all employees through internet website postings. IRS offers mentoring and career development programs throughout the Agency to support development of employees in both technical and leadership competencies. Career development tools include but are not limited to: Details offered through the Service-wide Opportunity Listing website; Career Learning Plans (CLP) jointly developed by employees and their managers; Leadership Succession Review (LSR) process, which provides the opportunity for all employees interested in becoming managers to become actively involved with their development; Front Line Readiness Program (FLRP), designed to develop employees for front line manager positions; Senior Manager Readiness Program (SMRP), designed to develop competencies and skills necessary to prepare participants for Senior Manager (SM) positions; Senior Executive Service (SES) CDP, used to identify and hire career executives; Self-directed, Mentor web-based program pairs a more experienced person with someone interested in career development; and the Taxpayer Advocate Service (TAS) Intake Leadership Development Program (ILDP), designed to provide an opportunity for intake advocates and lead intake advocates to develop their leadership skills. IRS-Chief Counsel (IRS-CC) solicited participants for the Executive Leadership and Development Program (ELDP) in December 2021. The ELDP will take place in FY 2022. The Human Resources Investment Fund (HRIF) training dollars were made available in FY 2021 for employees to use towards outside, job-related training. The United States Mint (Mint) offers the following career development opportunities to its regional employees throughout: Operator Certification Apprenticeship Program (OCAP) (San Francisco): OCAP ensures consistent and accurate training while strengthening the relationship between employee and supervisor through designed interaction. The training is structured and integrated to focus on developing Mint personnel to be competitive with Mint’s manufacturing industry. Those employees who complete the Program will receive a nationally recognized certificate of apprenticeship that not only increases their competitiveness within Treasury, but it can be used within the industry. The Manufacturer Certification Apprenticeship Program (MCAP) (Philadelphia and Denver): MCAP is a competency-based training and development program that allows employees to acquire the experience, knowledge, and skills necessary to perform the varied duties directly related to the manufacturing of coins and dies at the Mint. In short, it’s cross-training. MCAP participants also receive a nationally recognized certificate, and the Program provides career growth and advancement opportunities. The Office of Comptroller of the Currency (OCC) career development programs include: • The EXCEL I Program, sponsored by the Large Bank Supervision (LBS) department, provides bank examiners in pay band NB-V the opportunity to develop expertise in one of eight specialty areas. • The EXCEL II Program expands professional development opportunities for bank examiners in pay band NB-IV in the eight specialty areas of the EXCEL I Program. • The Honors Attorney Program is designed to provide cross-training and developmental assignments to equip attorneys with legal skills and experiences across multiple legal practices areas. • The Leadership Exploration and Development (LEAD) Program is an enterprise-wide leadership development program targeted to employees at the NB-V to NB-VI.2 levels, to help develop specific competencies aligned to skills and abilities needed at the team leader and/or manager level. • The Entry-Level Examiner Program, sponsored by Midsize and Community Bank Supervision, is a recruitment and career development program for entry-level bank examiner positions in pay bands NB-III and NB-IV. Assignments cover all areas of banking, including loans, interest rate risk, capital, liquidity, consumer protection programs, and compliance with banking laws and regulations. Through a program of continuing education and career development, OCC entry-level examiners expand their knowledge and skills in preparation for certification to National Bank Examiner at the pay band NB-V. • The MCBS NB-V UCE Recognition Events for Bank Examiners provides bank examiners exposure to the career options available in the various bank supervision lines of business; resources and factors to consider when making career decisions; and the ability to learn more about leadership development. • Agency 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 Financial Crimes Enforcement Network (FinCEN) offers career development opportunities to all employees via non-competitive details and promotions, e.g., career-ladder positions, competitive details, and merit promotions. Leadership development opportunities exist for all qualified employees through such programs as the New Leader Program, Executive Leadership Program, Executive Potential Program, Mentoring Program, FinCEN Career Development Toolkit, Leadership Development Program Guide, and the Women’s Leadership Series (WLS).

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						
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 B9-2 against the inclusion rate indicating a continued trend with the following triggers: The inclusion rate for PWD (11.65%) and PWTD (12.88%) in Time Off Awards (1-10 hours), was below the inclusion rate for employees with no disability (13.27%). The inclusion rate for PWD (8.49%) and PWTD (9.51%) in Time Off Awards (11-20 hours), was below the inclusion rate for employees with no disability (10.51%). The inclusion rate for PWD (4.89%) and PWTD (5.05%) in Time Off Awards (21-30 hours), was below the inclusion rate for employees with no disability (5.66%). The inclusion rate for PWD (13.17%) in Time Off Awards (31-40 hours), was below the inclusion rate for employees with no disability (13.80%). The inclusion rate for PWD (20.96%) and PWTD (22.96%) in Cash Awards (\$1000-\$1999), was below the inclusion rate for employees with no disability (25.12%). The inclusion rate for PWD (12.16%) and PWTD (14.10%) in Cash Awards (\$2000-\$2999), was below the inclusion rate for employees with no disability (14.87%). The inclusion rate for PWD (5.12%) and PWTD (5.49%) in Cash Awards (\$3000-\$3999), was below the inclusion rate for employees with no disability (10.15%). The inclusion rate for PWD (0.35%) and PWTD (0.34%) in Cash Awards (\$4000-\$4999), was below the inclusion rate for employees with no disability (0.78%). The inclusion rate for PWD (0.19%) and PWTD (0.19%) in Cash Awards (\$5000 or more), was below the

inclusion rate for employees with no disability (0.62%).

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD 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 (PWTD) Answer Yes

The inclusion rate for PWD (2.68%) and PWTD (2.99%) in Quality Step Increases (QSIs), was below the inclusion rate for employees with no disability (3.58%).

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
--------------	-----------	-------------------------	---------------------------------	-----------------------	-------------------------------

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD 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 (PWTD) 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 No
  - ii. Internal Selections (PWD) Answer Yes
- b. Grade GS-15
  - i. Qualified Internal Applicants (PWD) Answer Yes
  - ii. Internal Selections (PWD) Answer Yes
- c. Grade GS-14
  - i. Qualified Internal Applicants (PWD) Answer Yes
  - ii. Internal Selections (PWD) Answer Yes
- d. Grade GS-13

- i. Qualified Internal Applicants (PWD) Answer No
- 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: 32.86% - 32.95% - 21.16% GS-14 PWD: 35.84% - 35.43% - 16.67% GS-15 PWD: 44.47% - 42.77% - 15.38% SES PWD: 60.14% - 61.42% - 34.48% 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 2021. 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 Yes
- ii. Internal Selections (PWTDD) Answer Yes

b. Grade GS-15

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

c. Grade GS-14

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

d. Grade GS-13

- i. Qualified Internal Applicants (PWTDD) Answer No
- ii. Internal Selections (PWTDD) 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 PWTDD: 14.86% - 15.36% - 10.05% GS-14 PWTDD: 17.28% - 16.64% - 6.14% GS-15 PWTDD: 18.68% - 17.61% - 0.00% SES PWTDD: 23.31% - 23.22% - 13.79% 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 2021. 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 Yes
- 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: 17.43% - 23.86% GS-14 PWD: 21.07% - 19.33% GS-15 PWD: 26.43% - 5.26% SES PWD: 25.91% - 24.14% 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 PWTDD 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 (PWTDD) Answer No
- b. New Hires to GS-15 (PWTDD) Answer Yes
- c. New Hires to GS-14 (PWTDD) Answer No
- d. New Hires to GS-13 (PWTDD) 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 PWTDD: 7.78% - 11.68% GS-14 PWTDD: 9.67% - 10.08% GS-15 PWTDD: 13.21% - 5.26% SES PWTDD: 12.75% - 13.79% 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 PWTDDs 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 No
- ii. Internal Selections (PWD) Answer Yes

b. Managers

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

c. Supervisors

- i. Qualified Internal Applicants (PWD) Answer No
- 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: 58.63% 59.71% 31.43% Managers PWD: 6.67% 0.00% 0.00% Supervisors PWD: 66.67% 66.67% 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.

6. Does your agency have a trigger involving PWTDD 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 (PWTDD) Answer Yes
- ii. Internal Selections (PWTDD) Answer Yes

b. Managers

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

c. Supervisors

- i. Qualified Internal Applicants (PWTDD) Answer Yes
- ii. Internal Selections (PWTDD) 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 targeted disabilities, indicating the following results: Supervisory positions Internal Applicants Qualified

Applicants Internal Promotions Executives PWTd: 22.48% 22.30% 11.43% Managers PWTd: 6.67% 0.00% 0.00% Supervisors PWTd: 0.00% 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.

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 Yes
- 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: 24.59% 18.42% Managers PWD: 35.10% 31.82% Supervisors PWD: 22.22% 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.

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: 12.52% 10.53% Managers PWTd: 12.91% 0.00% 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 FY 2021, Treasury did not convert all eligible Schedule A employees to competitive appointments. § FINCEN did not timely convert an eligible Schedule A employee due to a management oversight while the employee was on extended leave. § IRS had 36 conversions and two non-conversions. One non-conversion was due to the employee’s decline in performance; therefore, performance period was extended 90 days for observation. The other non-converted employee had extensive LWOP and awaiting guidance from the policy office to determine how the LWOP affects the conversion date.

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 (7.19%) exceeded the inclusion rate of persons with no disability (1.19%) for voluntary separations. The inclusion rate for PWD (7.53%) exceeded the inclusion rate of persons with no disability (1.19%) for involuntary separations.

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
-------------	---------	---------------------------	-----------------------------------

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 (27.74%) exceeded the rate of persons with no disability (1.2%) for voluntary separations. The inclusion rate for PWTD (23.06%) exceeded the rate of persons with no disability (1.2%) for involuntary separations.

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
-------------	---------	-------------------------	---------------------------------

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 13.95 percent were due to retirement, 21.75 percent were transfers, 11.81 percent were resignations, and 25.09 percent were due to death. Of the voluntary separations, 36.61 percent were disabled veterans. Based on the comments in the FY 2021 Treasury Employee Exit Survey, Treasury does not consider any of the voluntary separations showing a trigger. 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, 2020, through September 30, 2021, 168 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, the factor most frequently cited as impacting a PWD’s decision to leave was job stress (64.88%) followed by office morale (44.65%); responses for my ability to participate in decision making (45.83 %) was an additional factor for PWD. Additional responses specified that 73.21 percent of the respondents indicated their work experience was generally positive; 62.50 percent stated they would be interested in returning to work for Treasury; and 68.45 percent 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](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 2021, the OCRD Audit Program, which includes Accessibility Reviews for Treasury bureau-occupied buildings, continued with an audit of DO. OCRD reviewed the accessibility of six DO buildings. A report listing the areas of noncompliance was forwarded to the appropriate officials to achieve full compliance.

## 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 2021 are: BEP 10 DO 9 FinCEN 0 – No RA requests to process in FY 2021 FS 10 Mint 11 IRS 58 IRS-CC 20 OCC 10 The overall average for processing the Departments initial requests for reasonable accommodations is 18.47 business days. The Department recognizes the high average for IRS which is currently reviewing its methodology for calculating "average days for providing reasonable accommodations." This FY the IRS reduced their processing time from 89 to 58 days. Treasury implemented a Treasury-wide reasonable accommodation tracking system that will eliminate the need to manually calculate processing timeframes. IRS is scheduled to transitioned to the system in FY 2022.

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 2021, 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 and procured a Treasury-wide PAS contract. This contract allows its bureaus to establish a blanket purchase agreement (BPA) against the Treasury-wide base contract. Training for PAS requests was provided to all managers, supervisors, and selected HR Professionals in FY 2019. Since 2019, PAS training has been included in the employee orientation of all newly-hired and -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 No

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 Yes

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.

There was one complaint with a finding of discrimination without a hearing. The following corrective action was taken by the agency: • monetary benefits issued to Complainant, • mandatory training completed by management official, and • posting notice of violation.

**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 No

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.

Same as above

## 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

<b>Source of the Trigger:</b>	Workforce Data (if so identify the table)				
<b>Specific Workforce Data Table:</b>	Workforce Data Table - B1				
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>  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.				
<b>STATEMENT OF BARRIER GROUPS:</b>	<i>Barrier Group</i>				
<b>Barrier Analysis Process Completed?:</b>	N				
<b>Barrier(s) Identified?:</b>	N				
<b>STATEMENT OF IDENTIFIED BARRIER:</b>  Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	<b>Barrier Name</b>		<b>Description of Policy, Procedure, or Practice</b>		
<b>Objective(s) and Dates for EEO Plan</b>					
<b>Date Initiated</b>	<b>Target Date</b>	<b>Sufficient Funding / Staffing?</b>	<b>Date Modified</b>	<b>Date Completed</b>	<b>Objective Description</b>
<b>Responsible Official(s)</b>					
<b>Title</b>		<b>Name</b>		<b>Standards Address The Plan?</b>	
<b>Planned Activities Toward Completion of Objective</b>					
<b>Target Date</b>	<b>Planned Activities</b>			<b>Sufficient Staffing &amp; Funding?</b>	<b>Modified Date</b>
<b>Report of Accomplishments</b>					
<b>Fiscal Year</b>	<b>Accomplishment</b>				

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.