

# Diversity and Inclusion & Equal Employment Opportunity Strategic Plan

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**FISCAL YEARS 2021-2024**





U.S. DEPARTMENT OF THE TREASURY  
OFFICE OF CIVIL RIGHTS & DIVERSITY

Contents

Message from the Director of the Office of Civil Rights and Diversity	5
Message from the Bureau EEO Officers and OMWI Directors	7
Department of the Treasury Endorsement	9
Vision Statement	10
Foreward	10
Bureau Implementation Plan	10
Strategic Framework	11
Goal 1: Demonstrate Diversity & Inclusion as Mission Critical Values	13
Priority 1.1: Leadership Responsibility and Transparency	14
Priority 1.2: Data-Based Research and Accountability	14
Goal 2: Enhance Communication, Collaboration and Consistency	17
Priority 2.1: Establish Role Clarity to Enhance Collaboration Between Human Resources, Equal Employment and Opportunity and Diversity and Inclusion Offices	18
Priority 2.2: Communicate Importance of D&I, EEO, and Affirmative Employment to Treasury's Mission	18
Priority 2.3: Support and Strengthen Internal Inclusion Efforts	19
Priority 2.4: Create Memoranda of Understanding with Outside Organizations	21
Goal 3: Center Safety, Fairness and Trust	23
Priority 3.1: Facilitate Inclusion and Trust in Day to Day Work	24
Priority 3.2: Create Space for and Listen to Candid Employee Feedback to Improve Customer Experience	25
Goal 4: Comply with Regulatory Mandates and Departmental Policies	27
Priority 4.1: Process EEO complaints of discrimination and reporting complaint activity	28
Priority 4.2: Increase Alternative Dispute Resolution (ADR) Participation and Settlement Rates	28
Priority 4.3: Reduce Processing Times for Reasonable Accommodation requests	29
Priority 4.4: Promote a Harassment-Free Workplace	29
Goal 5: Educate and Engage the Treasury Workforce	31
Priority 5.1: Training and Education for All Staff	33
Goal 6: Leverage Technology	35
Priority 6.1: Increase Use of Information Technology to Improve Efficiency of EEO Programs and Analyze Trends in Program Data and Workforce Demographics	36
Priority 6.2: Promote a Digital-First Culture that Prioritizes Stakeholder Interactions and Experiences	36
Milestones	37
Projected Priority Implementation Timeline	38





## Message from the Director of the Office of Civil Rights and Diversity

I want to thank the working group of bureau representatives from the Department of the Treasury's (Department) Equal Employment Opportunity (EEO), Diversity and Inclusion (D&I) and Human Resources (HR) offices who collaborated to create our continuing road map to ensure a workforce where diversity and inclusion is valued and equal opportunity is the backbone to strategic workforce decisions. With input from these organizations, training partners including the Treasury Executive Institute, and lessons learned from Employee Resource Groups, bureau stakeholders, and bureau audits, we've examined how to build on our successes from the previous years and face the unique challenges of our modern workforce. Thanks to their insight, the Office of Civil Rights and Diversity has developed a comprehensive set of six goals that highlight both D&I and EEO priorities. While understanding that each functional area has a separate focus, this plan promotes the cross collaboration necessary to include people with a variety of talents and from a variety of backgrounds, resulting in a workplace where people can feel respected and accepted.

These goals reflect current and emerging D&I and EEO-related matters and align directly with the Treasury's Strategic Plan, federal statutes and regulations, and Executive Orders that govern EEO and promote equal opportunity and diversity management within the workplace. For each goal and underlined priority, there are corresponding strategies and tactics that will need to be implemented by the Department and its stakeholders to achieve a model workplace. The goals are organized generally in the order that we would suggest a bureau enact them, but you have the flexibility to adapt the content based on your needs.

Commitment and accountability are the hallmarks of a successful effort to build and maintain an inclusive and diverse, high-quality workforce. A commitment to equal opportunity, diversity, and inclusion is critical to accomplishing the mission of the Department. Treasury's mission is to protect the Nation's economic and financial infrastructure, support U.S. leadership in the global economy, and promote job growth and shared prosperity. To accomplish our mission, we must be able to recognize the needs of our citizens and understand the multi-cultural forces that shape the global economy. To effectively serve this diverse nation, our workforce must be representative of all segments of society. Embracing diversity creates an inclusive environment that offers greater productivity and a competitive edge. Inclusive diversity improves the quality of our workforce and offers a higher return on our investment of human capital.

I look forward to working with Treasury bureaus' equal employment opportunity, diversity and inclusion, and human resources communities and its leaders to build and sustain an institution that provides fair treatment, access, opportunity, advancement, and success for all.

Sincerely,

Mariam G. Harvey







## Message for the Bureau EEO Officers and OMWI Directors

### Implementation of the Department of the Treasury's FY 2021-2024 Diversity and Inclusion and Equal Employment Opportunity Strategic Plan

Executive Order 13583 (EO), Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, directs executive departments and agencies to develop and implement a comprehensive, integrated, and strategic plan that focuses on diversity and inclusion as a key component of their human resources strategies. The Department of the Treasury meets the requirements outlined in the EO with the issuance of Treasury's FY 2021-2024 Diversity and Inclusion (D&I) and Equal Employment Opportunity (EEO) Strategic Plan (Plan) that focuses on workforce diversity, workplace inclusion, and agency accountability and leadership.

The Plan is designed to be implemented at the bureau level with support from the Office of Civil Rights and Diversity (OCD). The specific strategies and means to accomplish these goals and priorities will depend on your customization and should focus on maintaining measurable results throughout the four-year period of this plan. Development of the bureau implementation plan provides opportunity for engaging your internal stakeholders, such as Employee Resource Groups, Affinity Groups, and business partners, to contribute to its development and implementation. It is expected that you will work closely with your counterparts in Human Capital to help craft your bureau plan.

We ask that you establish your new implementation plan for carrying out the strategic objectives as outlined in this Plan and submit your bureau's plan to the Director of OCD and the Deputy Assistant Secretary for Human Resources/Chief Human Capital Officer here for review and approval within 60 days of this issuance or no later than March 10, 2021. Once approved, please ensure that managers are informed of your bureau's plan.

If you have any questions concerning this memorandum or access to the OCD SharePoint, please contact Tina Lancaster, Assistant Director for EEO Programs, at [Tina.Lancaster@treasury.gov](mailto:Tina.Lancaster@treasury.gov).

**Mariam G. Harvey**  
Director  
Office of Civil Rights and Diversity

**J. Trevor Norris**  
Deputy Assistant Secretary  
Human Resources and Chief Human Capital Officer





Department of the Treasury Endorsement

<b>Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer</b> Trevor Norris, Chief Human Capital Office	
<b>Office of Civil Rights and Diversity</b>	
Mariam Harvey, Director	Snider Page, Deputy Director
Tina Lancaster Assistant Director of EEO Programs	Guy Molock, Jr. Assistant Director of Compliant Operations
Lydia Aponte Morales Assistant Director of External Civil Rights	Thomas Lotito Program Manager for Diversity & Inclusion
<b>Bureau of Engraving and Printing</b> Judy Caniban, EEO Officer	<b>Bureau of the Fiscal Service</b> Gary K. Cyrus, EEO Officer
<b>Departmental Offices</b>	
Andre Faulk EEO Officer	Lorraine Cole, Director Office of Minority and Women Inclusion
<b>Financial Crimes Enforcement Network</b> Elizabeth Ortiz EEO Officer	<b>Internal Revenue Service</b> Valerie Gunter, Chief Diversity Officer Equity Diversity and Inclusion
<b>Internal Revenue Service – Chief Counsel</b> Keona I. Hill, EEO Officer	<b>U.S. Mint</b> Ashley Bailey, EEO Officer
<b>Office of the Comptroller of the Currency</b> Rebecca (Becky) Tudisco EEO Officer	Joyce Cofield, Director Office of Minority and Women and Inclusion
<b>Office of the Special Inspector General for the Troubled Asset Relief Program</b> Andre Faulk, EEO Officer	<b>Alcohol and Tobacco Tax and Trade Bureau</b> Peace T. Ngo, EEO Officer
<b>U.S. Treasury Inspector General for Tax Administration</b> Dominique Slaughter, EEO Officer Office of Minority and Women and Inclusion	

# Vision Statements

## Department of the Treasury

To recruit, hire and retain the best talent and to provide a welcoming work environment where all employees have the opportunity to use their full potential in support of Treasury’s stewardship of the United States economy.

## Office of Civil Rights and Diversity (OCD)

As an organization OCD believes that every employee must feel valued and respected. Therefore, OCD’s goal is to ensure that equality and fairness in employment are realized for all Department of the Treasury employees and applicants for employment; to ensure non-discrimination with respect to federal financial assistance and federally conducted programs; and to help create and sustain a workforce that looks like America.

# Foreword

The Department of the Treasury’s Diversity and Inclusion (D&I) Strategic Plan and the Equal Employment Opportunity (EEO) Plan outlines the second phase of the President’s 2011 Executive Order (EO) 13583, Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. EO 13583 directs executive departments and agencies to develop and implement a comprehensive, integrated and strategic plan that focuses on diversity and inclusion as a key component of their human resources strategies.

This plan represents the third iteration of The Department’s D&I Strategic Plan and supersedes the fiscal year 2017-2020 plan.

# Bureau Implementation Plan

Within 60 days of the issuance of this plan, each Treasury bureau shall establish a new implementation plan for carrying out the strategic objectives outlined in this plan. The following goals and priorities are designed to be implemented at the bureau level with support from the Department. The specific strategies and means to accomplish the goals can be customized by each bureau to meet their particular needs with a focus on measurable accomplishments throughout the four-year period of this plan.

The bureau implementation plan shall be sent to the Director of the Office of Civil Rights and Diversity and the Deputy Assistant Secretary for Human Resources (DASHR)/Chief Human Capital Officer (CHCO) for review and approval. It is expected that leaders of other communities will collaborate to develop the plan and share the efforts with managers.

# Strategic Framework

The Office of Personnel Management (OPM) has tasked each federal agency to evolve beyond legal compliance and philosophical support for inclusion by instituting processes and practices that fully integrate D&I into all aspects of the agency’s operations as a catalyst for high mission performance.

D&I is a catalyst for high performance and must reach beyond a bare minimum of compliance to become instead a vital part of all of Department’s programs and culture, without which we cannot accomplish our mission effectively.

In order to mature the Department’s D&I Program to full integration, OPM suggests federal agencies utilize a universal framework that ensures a complete and balanced approach is applied for managing D&I efforts. The Framework ensures a holistic approach is taken in achieving agencies’ vision and goals toward a more diverse and inclusive workplace and creates greater sustainability when D&I is recognized as a mission accelerator. The framework is -simple and focuses data-driven efforts across three areas: PEOPLE, CULTURE, and MISSION (adapted from the L. Hertzog Model, Cornell 2011).

PEOPLE (Workforce Diversity)	CULTURE (Workplace Inclusion)	MISSION (Agency Mission)
Achieve a workforce that is representative of people from diverse backgrounds at all levels of the agency and in all positions in the workforce.	Create a culture that encourages collaboration, learning from differences, flexibility, fairness, and equal opportunity where workplace structures, policies, and practices enhance organizational effectiveness.	Leverage D&I to grow and enhance an agency brand in an increasingly changing marketplace to effectively and efficiently meet the public’s needs.
Focused Areas May Include		
Conduct targeted outreach and recruitment  Assess barriers to employment and upward mobility  Utilize applicant flow data	Ensure leadership accountability  Assess policy inclusivity  Create and administer comprehensive education programs  Conduct and analyze employee survey  Establish employee resource groups	Align current D&I efforts to agency mission and priorities  Expand and strengthen stakeholder relationships through a D&I lens  Ensure D&I is embedded in external communication





## Goal 1

### Demonstrate Diversity & Inclusion as Mission Critical Values

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**Priority 1.1:** Leadership Responsibility and Transparency

**Priority 1.2:** Data-Based Research and Accountability

# Goal 1

## Demonstrate Diversity & Inclusion as Mission Critical Values

### Priority 1.1: Leadership Responsibility and Transparency

#### Culture, Mission

Leaders model what actions and values matter most in any organization. They have the ability to bring attention and resources as needed to both set policy and shape culture. Therefore, Bureau Heads, executives and senior leaders must visibly engage in D&I efforts and hold their staff and managers accountable through performance management.

#### Strategies and Tactics:

- Be a champion for diversity and inclusion by taking an active and visible role in committees, working groups, and other efforts.
- Bureau Head or direct report meet with stakeholders in leadership roles, employee resource groups, and related advisory committees to identify methods to promote D&I throughout the organization.
- Directly solicit employee suggestions for agency’s strategic initiatives and share adopted actions through town halls, virtual events, and online tools.
- Ensure the D&I and EEO functions are fully staffed, are provided tools and resources to accomplish their goals, and have access to the bureau head or principal deputy.
- Incorporate EEO and D&I language into agency’s strategic plan as part of core values.
- Ensure EEO and D&I performance management standards are required for managers and supervisors. Regularly review the performance management standards and implement revisions as necessary.
- Identify required EEO and D/I competencies and provide staff with training and networking opportunities to meet these competencies.

### Priority 1.2: Data-Based Research and Accountability

#### People, Culture

An effective D&I program requires data to guide its evidence-based approaches. Examples include barrier analysis, reviews of the Federal Employee Viewpoint Survey (FEVS), new employee and exit surveys, demographic dashboards, data from focus groups and other bureau-specific tools. These analyses can unearth hard-to-identify problems and track effectiveness in addressing challenges in our workplace.

#### Strategies and Tactics:

- Each bureau shall conduct an annual barrier analysis with the support of a working group to identify and address challenges in the workplace.
- Utilize Workforce Analytics to determine critical hiring and retention trends throughout the year.
- Utilize Workforce Analytics to develop recruitment strategies for competitive examining and SES positions to ensure a highly qualified, diverse applicant pool.
- EEO, D&I, and HR communities will evaluate the use of special non-competitive hiring authorities for veterans and persons with disabilities to meet the Department’s goals.
- Utilize data driven approaches to develop and continually refine automated diversity dashboards that assist bureaus in measuring and reporting on workforce diversity by ethnicity, race, gender, disability, disabled veteran, veteran status, and generational cohorts, and designing recruitment strategies around the results.
- Analyze employee surveys as available.
- Focus on key FEVS questions, including the New Inclusion Quotient (IQ) category questions, and increase employee satisfaction by developing and executing action plans.
- Utilize and enhance the EVS dashboards with performance measures to track the agency’s efforts in improving employee satisfaction.
- Each bureau shall share results of surveys and analyses with management and staff and explain what change(s) or new efforts came about as a result. This allows staff to see the connection between their input and changes made in the workplace, so they know they have been heard.
- Executives participate/host meetings with their management teams to discuss employee engagement, FEVS survey results, and develop a management team action plan.
- Involve D&I Committees and Employee Resource Groups in developing action plans in response to survey results.





## Goal 2

### Enhance Communication, Collaboration & Consistency

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**Priority 2.1:** Establish Role Clarity to Enhance Collaboration Between Human Resources, Equal Employment and Opportunity and Diversity and Inclusion Offices

**Priority 2.2:** Communicate Importance of D&I, EEO, and Affirmative Employment to Treasury's Mission

**Priority 2.3:** Support and Strengthen Internal Inclusion Efforts

**Priority 2.4:** Create Memoranda of Understanding with Outside Organizations

# Goal 2

## Enhance Communication, Collaboration & Consistency

### Priority 2.1: Establish Role Clarity to Enhance Collaboration Between Human Resources,Equal Employment and Opportunity and Diversity and Inclusion Offices

#### Mission

OPM’s research has shown that it is imperative that HR, EEO, and D&I work together and collaborate as teams rather than competitors, yielding greater returns to the organization. Each functional area should define the role of each function to enhance this collaboration

#### Strategies and Tactics:

- Review the organization within the bureau and division of duties for opportunities to set collaboration between the three functions as a cultural norm.
- Senior leaders in HR, EEO, and D&I offices meet regularly and coordinate on priorities, action items, and key meetings such as the Treasury Human Capital Advisory Council.
- Mandate participation from the three functions in key Treasury-wide efforts.
- Agency leaders send all staff messages detailing survey results, planned actions, and call for input from employees on solutions to challenges.
- Increase understanding among staff about the difference between HR, EEO and D&I.
- At the bureau level, design and launch a communication campaign for staff on the different roles of the three functions, including when to contact each.

### Priority 2.2: Communicate Importance of D&I, EEO, and Affirmative Employment to Treasury’s Mission

#### Mission

This priority echoes OPM’s framework of integrating inclusion as a key factor in accomplishing Treasury’s mission. Bureaus will assist the Department in conveying the importance of EEO and affirmative employment to the mission using a broad range of communication, marketing, and training tools.

#### Strategies and Tactics:

- The Department and the Bureaus shall use their various communication tools, including the internet, Treasury intranet, posters, brochures, and electronic media to increase awareness of EEO programs.
- The Department will develop and present an annual “State of the Agency” report and EEO/Diversity Policy Statement to the Secretary of the Treasury. The Bureau EEO Officers will present similar reports, annually, to the Bureau Heads.

- OCRD will continue to issue Manager Alerts to educate all Department managers and supervisors about crucial EEO topics.
- The Department and the Bureaus will provide EEO training to managers, supervisors, and employees on a bi-annual basis or upon request. Training should include prevention of harassment (sexual and non-sexual), complaint processing, requesting reasonable accommodations, and personal assistance services.
- The Department and the Bureaus will establish a marketing strategy by leveraging bureau communication resources and tools to convey EEO information to the workforce.
- Bureau EEO Officers will evaluate their current electronic and written communications for effectiveness and accuracy by implementing customer service/experience surveys.

### Priority 2.3: Support and Strengthen Internal Inclusion Efforts

#### People, Culture

Engage employee-driven efforts to build an inclusive workplace through formal Department-supported programs. Examples of inclusive groups include Special Emphasis Programs, Employee Resource Groups, and Diversity and Inclusion Councils and mentoring programs. Paramount to the success of such groups is managerial support and providing official time, resources and access to membership regardless of the employee’s position or grade. In organizations with Unions, recognize the value of partnership and collaboration with them in D&I efforts.

#### Strategies and Tactics:

- Treasury and bureau D&I leaders will meet with existing internal inclusion groups to discuss their needs and opportunities to align with Treasury’s mission as this new D&I plan launches.
- Bureaus should develop programs for employee development and growth depending on the bureau resources (mentoring, apprentice, career development programs). Programs should be widely advertised to ensure equal opportunity, and bureaus shall monitor participation by ERI/gender to the extent possible.
- Create intranet pages at the bureau level for employees to submit articles on inclusion topics, employee spotlights and other relevant topics.
- Treasury and bureau D&I leaders will engage senior leaders in a communication plan to encourage support for participation in these groups across the entire bureau with cooperation from management for time to attend. Discussions about the business case benefits can be a useful tool.
- Meet with senior leaders regarding marketing the inclusive groups and supporting frontline managers and their work groups.
- Support groups and special emphasis events by having senior leaders participate and encourage staff participation.





#### Priority 2.4: Create Memoranda of Understanding with Outside Organizations

##### People, Mission

Form official and mutually beneficial partnerships with third-party organizations to increase inclusion opportunities at Treasury. Examples include Minority Serving Institutions (MSIs) and other schools, other government agencies, and non-profit organizations.

##### Strategies and Tactics:

- Bureaus will review any informal partnerships or memberships with national employee organizations for opportunities to formalize relationships with memoranda of understanding to benefit both Treasury and the organization.
- Utilize connections to universities, employee organizations, affinity groups, and professional organizations to optimize diversity outreach for Treasury careers and increase recruitment opportunities.
- Bureaus will partner with White House Initiative working groups for MSIs to start a formal partnership with a school specializing in an area of study tied to key careers in the bureau.
- Partner with the Office of Small and Disadvantaged Business Utilization for contracting opportunities targeting Historically Black Colleges and Universities through their memorandum of understanding with the General Services Administration.





## Goal 3

### Value Safety, Fairness & Trust

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**Priority 3.1:** Facilitate Inclusion and Trust in Day to Day Work

**Priority 3.2:** Create Space for and Listen to Candid Employee  
Feedback to Improve Customer Experience



# Goal 3:

## Value Safety, Fairness & Trust

### Priority 3.1: Facilitate Inclusion and Trust in Day to Day Work

#### Culture

Asking individuals to be their full and authentic selves at work is asking them to be vulnerable. Without creating a culture of trust where they will be treated fairly, it will not be possible to engage or retain a diverse workforce and gain their input which is necessary to accomplish Treasury’s mission effectively.

Trust and fairness may be judged by equitable treatment from managers and supervisors in day to day work, clear expectations of job duties and annual ratings, and promotion and hiring.

#### Strategies and Tactics:

- Review day-to-day processes and interpersonal dynamics from the bureau-level to individual work groups to assess and address biases. Dimensions can include manager to employee to employee, identity groups, cultural fit, and more.
  - Create best practices for conducting meetings in a way that builds trust and fosters inclusion, such as encouraging small groups and rotating teams to build relationships, emphasizing time to voice disagreement respectfully, and allowing non-subject matter experts to speak first to challenge group-think.
  - Create and market diverse cohort groups for sharing resources, ideas and support from colleagues in non-managerial, informal settings.
  - Implement tools for communication between managers and employees such as 360-degree feedback opportunities and stay interviews.
- Provide resources regarding unconscious bias with small daily actions that staff can take and create a change in culture.<sup>1</sup> Use surveys such as the Federal Employee Viewpoint Survey and other assessment tools to gauge impact.
  - Provide training opportunities and resources available within the Department such as the Office of Civil Rights and Diversity, Office of Minority and Women Inclusion and Treasury Executive Institute to both managers and employees. Examples include Civil Treatment, Practical Inclusion Strategies, and Inclusion Insights.

<sup>1</sup> On September 22, 2020, President Trump issued Executive Order (EO) 13950 on Combating Race and Sex Stereotyping. The EO’s purpose is to ensure that race or sex stereotyping or scapegoating in the Federal Service is not permitted. The EO’s requirements were also supplemented by Office of Management Budget (OMB) guidance (M-20-37). Diversity and Inclusion training must be reviewed and approved by the Office of Personnel Management.

### Priority 3.2: Create Space for and Listen to Candid Employee Feedback to Improve Customer Experience

#### Culture

One of the major benefits of an inclusive workplace is the valuable input from individuals from all walks of life with varied experiences. Just as listening to their input is vital to the success of Treasury’s mission, it is just as critical to the success of our D&I efforts. Transparent and frequent opportunities where employees can share their candid experiences of the impact of D&I programs, including how they perceive the state of their workplace, allows the Department’s functional areas to fill in gaps for survey questions and numerical data with powerful stories. As the employees providing support to the Department, they can offer solutions best fit to their situations. Respect the importance of anonymity when available to ensure a space which builds trust.

#### Strategies and Tactics:

- Review bureau-specific surveys for employee engagement, improving customer experience, and inclusion, to include optional open-ended questions.
  - Review new hire and exit surveys as well as other bureau-specific survey questions and results with Employee Resource Groups, Diversity Committees and other D&I teams.
- Provide opportunities for employee feedback on Bureau efforts and culture.
  - Create an intranet portal where anonymous feedback can be shared within the bureau particular efforts.
  - Provide regular opportunities with senior leaders such as town halls and virtual forums to address questions from employees directly.
  - Hold dialogue sessions where employees can voluntarily engage in meaningful conversations about topics such as race from their own experiences.



## Goal 4

### Comply with Regulatory Mandates & Departmental Policies

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**Priority 4.1:** Process EEO complaints of discrimination and reporting complaint activity

**Priority 4.2:** Increase Alternative Dispute Resolution (ADR) Participation and Settlement Rates

**Priority 4.3:** Reduce Processing Times for Reasonable Accommodation requests

**Priority 4.4:** Promote a Harassment-Free Workplace



# Goal 4

## Comply with Regulatory Mandates & Departmental Policies

### Priority 4.1: Process EEO complaints of discrimination and reporting complaint activity

**Mission**  
EEO Leaders must implement strategies to increase compliance with federal regulatory EEO complaint processing and reporting requirements to have effective EEO programs.

- Strategies and Tactics:**
- Bureaus will assist the OCRD in processing and reporting EEO complaints consistent with federal regulations and Departmental policies.
  - Bureau EEO Officers will implement internal review processes to identify and remedy barriers to achieve regulatory timeframes.
  - Treasury will conduct audits of bureau EEO programs to ensure compliance with pre-complaint processing and reporting requirements.
  - Treasury will update the standard operating procedure manual for processing conflict of interest cases within the Department.
  - Bureau EEO Officers shall ensure the final Report of Counseling (ROC) is uploaded into iComplaints within five<sup>2</sup> (5) calendar days of issuance of the Notice of Right to File.
  - Bureau EEO Officers will ensure employees complete appropriate mandatory training to maintain EEO certifications to enhance and professionally develop staff.
  - Treasury and the bureaus will timely submit the Equal Employment Opportunity Commission (EEOC) 462 Report and the Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act) Report due to the U.S. Congress on an annual basis.

### Priority 4.2: Increase Alternative Dispute Resolution (ADR) Participation and Settlement Rates

**People, Culture**  
The Alternative Dispute Resolutions (ADR) process and Treasury’s Shared Neutrals Program (SNP) are available for use throughout the Department and will be offered to employees as options whenever possible to resolve EEO disputes. Education on these options and evaluation of their effectiveness is key to increase participation and settlement rates.

- Strategies and Tactics:**
- Bureau EEO Officers will collaborate with bureau leadership to market the benefits of ADR as a means to increase resolution and closure rates of EEO cases.

2 In accordance with Report of Counseling and New iComplaints Contact Type memo, dated July 10, 2020.

- Bureaus will proactively create marketing campaigns to highlight the benefits of ADR to staff.
- Treasury will evaluate the effectiveness and placement of the SNP and use the findings to make improvements.
- Bureaus will support Treasury’s Dispute Prevention Week by marketing and participating in Department sponsored events and/or hosting their own events.
- Bureau EEO Officers will develop a statement for issuance by bureau heads or senior leadership that promotes the benefits of ADR.
- Bureaus will assess the feasibility of providing ADR to address workplace conflicts external to the EEO administrative process.

### Priority 4.3: Reduce Processing Times for Reasonable Accommodation requests

**People, Mission**  
Reasonable Accommodation (RA) requests for persons with disabilities must be processed within the proper timelines in accordance with the law and to ensure fair treatment.

- Strategies and Tactics:**
- Bureaus will assist the Department with implementing strategies to reduce processing times and increasing program efficiencies.
  - Bureaus will support implementation of the Treasury-wide RA Tracking System to improve the tracking, processing, and reporting of RA data through a uniform central system.
  - Bureaus will engage critical stakeholders in the delivery of reasonable accommodations to increase understanding of their roles in the process, and to reduce processing times.

### Priority 4.4: Promote a Harassment-Free Workplace

**People, Culture, Mission**  
Anti-harassment programs, including those involving sexual harassment, are required to create a safe and equitable workplace. Throughout the period covered by this plan, bureaus should formalize their anti-harassment programs, track their effectiveness, and educate staff about their rights.

- Strategies and Tactics:**
- Bureaus will encourage the use of clear anti-harassment policies and procedures to promote a harassment-free workplace.
  - Bureaus will track anti-harassment allegations and ensure compliance with Federal regulations and Departmental policy.
  - Bureaus will collaborate with internal stakeholders to ensure anti-harassment inquiries are initiated within 10 calendar days and completed within 30 calendar days.
  - Bureaus will maintain hotline numbers and notify their workforce on an annual basis on where and how to report allegations of sexual harassment.



## Goal 5

### Educate & Engage the Treasury Workforce

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**Priority 5.1:** Training and Education for All Staff





## Goal 5

### Educate & Engage the Treasury Workforce

#### Priority 5.1: Training and Education for All Staff

##### People, Culture, Mission

We must ensure that all staff, not only managers, have educational opportunities on creating inclusive workplaces. Topics should not be limited to definitions of D&I and EEO but broadened to include subjects like the use of special hiring authorities, cultural competency, best hiring practices, unconscious bias, issues of inequality in our country and workplaces, and more. They can be integrated into traditional leadership or communication training rather than only offered in separate D&I courses.

##### Strategies and Tactics:

- Review training offerings for employees and managers to ensure D&I skills are taught to both leaders and staff to create shared understanding of expectations and benefits of inclusion.
  - Send bureau-wide communications of D&I related training available in the Integrated Talent Management system.
  - Review existing training for opportunities to incorporate D&I-related topics, rather than only providing content in specific D&I courses.
- Provide information outside of traditional classroom training.
  - Distribute information regarding special hiring authorities to hiring managers.
  - Organize team dynamic exercises, such as the Conflict Dynamic Profile test.
  - Establish or improve existing onboarding program for new hires and incorporate a D&I segment into the orientation.
  - Inform workforce of existing and newly updated D&I and EEO-related policies.





## Goal 6: Leverage Technology

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**Priority 6.1:** Increase Use of Information Technology to Improve Efficiency of EEO Programs and Analyze Trends in Program Data and Workforce Demographics



# Goal 6

## Leverage Technology

### Priority 6.1: Increase Use of Information Technology to Improve Efficiency of EEO Programs and Analyze Trends in Program Data and Workforce Demographics

#### Mission

To understand the impact and effectiveness of our EEO programs the Department must use technology to effectively collect, analyze, understand, track, and share program and workforce demographic data

#### Strategies and Tactics:

- Leverage the use of shared digital platforms among EEO offices to collaborate, share best practices, and reduce redundancies.
- Treasury will upgrade iComplaints, the Department’s EEO complaint database, to improve the tracking, processing, and reporting of EEO complaint data.
- Bureaus will evaluate EEO programs intranet and internet sites for user-friendliness and access to information. Bureaus will use those findings to implement improvements.
- Bureaus will ensure information technologies are accessible to persons with disabilities.

### Priority 6.2: Promote a Digital-First Culture that Prioritizes Stakeholder Interactions and Experiences

#### Culture, Mission

Once information is gathered, it must be protected and safely provided to stakeholders in a way that is easily understandable. Privacy is especially vital given the legal requirements involved in confidential matters regarding EEO.

#### Strategies and Tactics:

- The Department will transition to digital forms and electronic case processing to improve the customer experience.
- Bureaus will retain and dispose of digital records in accordance with established Federal Government records management regulations and Departmental policy.
- Bureau EEO Officers will transition to electronic processing and issue EEO documents in a secure digital format.







## Milestones

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Milestones

The strategic plan identifies immediate milestones to be achieved within the next few months and in the years after the plan’s launch. By setting clear milestones, OCRD will be able to measure progress toward longer-term outcomes and make recommendations or policy adjustments along the way.

Milestones					
Action Item	Submit Plan to OPM and EEOC	Bureau FY 2021-2024 Implementation Plans to OCRD	Review of Treasury and Bureau Diversity Dashboards with Senior Leaders	Action plans to address Federal Employee Viewpoint Survey FOCSE scores below 65% to OCRD/CHCO	Bureau Updates on D&I/EEO Plan Status to OCRD
Timeline	TBD	60 Days after OPM Approval of Plan	Semiannual	Annually	Annually
Responsible Official	OCRD	Bureau D&I and EEO Officers	OCRD & Bureau D&I and EEO Officers	Bureau D&I and EEO Officers	Bureau D&I and EEO Officers

The following are key indicators for developing and implementing diversity within the bureaus. It is important to note the critical relationships among these indicators and inclusive diversity behaviors. Because systematic and thorough data gathering and analysis is fundamental for comprehensive analysis of diversity at the Department, this strategic plan prioritizes improvements to existing data-gathering mechanisms and analysis on all aspects of diversity.

Key Performance Indicators					
Percent of veteran hires	Percent of disabled veteran hires	Percent of veterans in the workforce	Percent of persons with disabilities hires	Percent of persons with targeted disabilities hires	Year over year progress in diversity at senior level positions (GS-13-15 and SES (equivalent))
Goal: 17%	Goal: 6%	Goal: 14%	Goal: 12%	Goal: 2%	Increase

Key Performance Indicators			
Applicant flow data indicates wide recruitment	Intern program participation rates (by ERI and gender)	Percent of workplace filing EEO complaints and trends	Percent of complainants who participate in alternative dispute solution programs



## Projected Priority Implementation Timeline

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# Projected Priority Implementation Timeline

Below is a projected timeline the bureaus may use when drafting their implementation plan. This is a recommendation to use as a guide when implementing the plan’s priorities, but each bureau may alter it to suit their needs.

Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
1.1 Leadership Responsibility & Transparency			
1.2 Data-Based Research & Accountability			
2.1 Understand the Roles to Collaborate with HR, EEO and D&I Offices	2.3 Support and Strengthen Internal Inclusion Efforts	2.4 Create Memoranda of Understanding with Outside Organizations	
2.2 Communicate Importance of D&I, EEO & Affirmative Employment to treasury's Mission			
3.1 Facilitate Inclusion &Trust in Workgroups		3.2 Create Space for and Listen to Candid Employee Feedback to Increase Customer Experience	
4.1 Process EEO Complaints of Discrimination and Reporting Complaint Activity			
4.2 Increase ADR Participation & Settlement Rates			
4.3 Reduce Processing Times for RA Requests			
4.4 Promote a Harassment Free Workplace			
5.1 Training and Education for All Staff			
	6.1 Increase Use of IT to Improve Efficiency of EEO Programs and Analyze Trends in Program Data & Workforce Demographics	6.2 Promote a Digital First Culture that Prioritizes Stakeholder Interactions and Experiences	

