



## INTRODUCTION

This report covers the period of October 1, 2008 through September 30, 2009, and outlines the Department of the Treasury's equal employment opportunity (EEO) program activities. The report highlights Treasury's accomplishments during Fiscal Year (FY) 2009 in attaining and maintaining a model EEO Program by promoting the concepts of equal opportunity for all of our employees and customers, and identifying areas for improvement.

### The Department of the Treasury

The Department of the Treasury is the steward of the public purse. It takes in money, pays bills, and when appropriate, borrows and invests. On a typical day, the Treasury Department's cash transactions average in excess of \$58 billion. The Department's responsibilities range from activities such as advising the President on economic and financial issues and encouraging sustainable economic growth, to fostering improved governance in financial institutions.

The Treasury operates and maintains systems that are critical to the nation's financial infrastructure, such as the production of coin and currency, the disbursement of payments to the

American public, revenue collection, and the borrowing of funds necessary to run the Federal Government. The Department works with other federal agencies, foreign governments, and international financial institutions to encourage global economic growth, raise standards of living, and, to the extent possible, predict and prevent economic and financial crises.

The Treasury also performs a critical and far-reaching role in enhancing national security by implementing economic sanctions against foreign threats to the U.S., identifying and targeting the financial support networks of national security threats, and improving the safeguards of our financial systems.

In FY 2009, the Department established a new bureau, the Special Inspector General for the Troubled Assets Relief Program (SIGTARP). SIGTARP's mission is to advance economic stability by promoting the efficiency and effectiveness of the Troubled Assets Relief Program (TARP) management, through transparency, coordinated oversight, and robust enforcement against those, whether inside or outside of Government, who waste, steal or abuse TARP funds.

SIGTARP faces the administrative realities of any new organization and is working to formulate a full strategic plan, and to identify the resource requirements that will enable it to carry out its mission effectively. The Office of Civil Rights and Diversity will work closely with SIGTARP management in the development of a model EEO Program for its employees.

## Department of the Treasury Strategic Plan

The theme for Treasury's 2007-2012 Strategic Plan, "*E Pluribus Unum* – Out of many, one," continues to support the Department's commitment that



despite our organizational diversity, we are one Treasury. The Department remains committed to creating the conditions that allow its programs and activities to perform efficiently and effectively. Through the Department's strategic objectives, Treasury continues to link funding to performance, helping Treasury employees understand, accept, and meet their responsibilities for achieving organizational excellence.

### Organizational Reporting Structure

For Management Directive (MD) 715 reporting purposes, Treasury's second level reporting bureaus are:

- Bureau of Engraving and Printing (BEP)
- Bureau of Public Debt (BPD)
- Departmental Offices (DO)
- Financial Management Service (FMS)
- Internal Revenue Service (IRS)
- Internal Revenue Service Office of the Chief Counsel (IRS-CC)
- Office of the Comptroller of the Currency (OCC)
- Office of Thrift Supervision (OTS)
- U.S. Mint

Bureaus employing fewer than 1,000 employees are required to provide their individual MD 715 reports to Treasury's Office of Civil Rights and

Diversity. These bureaus are Treasury Inspector General for Tax Administration (TIGTA), Alcohol and Tobacco Tax and Trade Bureau (TTB), Financial Crimes Enforcement Network (FinCEN), Special Inspector General for Trouble Asset Relief Program (SIGTARP), and the Office of the Inspector General (OIG). However, SIGTARP was not required to provide an individual report covering FY 2009 based in part on its small number of permanent employees (44).

Each bureau, regardless of its size, has its own distinct reporting structure for its EEO and Human Resource (HR) offices and programs. Therefore, each bureau sets its own policy and procedures regarding the hiring, recruitment and retention of employees within the broad framework of the Department's Human Capital Strategy. Treasury's Office of Civil Rights and Diversity, part of the Departmental Offices' organizational structure, is primarily responsible for providing guidance and oversight to the bureau EEO offices.

### The Office of Civil Rights and Diversity

The Office of Civil Rights and Diversity (OCRD) provides leadership, direction and guidance in carrying out the Department of the Treasury's equal employment opportunity, diversity and civil rights responsibilities. OCRD administers the Department-wide equal employment opportunity and diversity (EEOD) program by providing policy, oversight and technical guidance for Treasury's bureaus, including the Departmental Offices, on affirmative employment, special emphasis program areas, diversity, and EEO complaint processing.

OCRCD oversees Treasury's external civil rights efforts to ensure non-discrimination in programs operated or funded by the Department of the Treasury. The External Civil Rights program ensures individuals are not excluded from participation in, denied the benefits of, or otherwise subjected to prohibited discrimination under programs or activities conducted by the Department.

OCRCD also oversees the Treasury's EEO complaint processing functions, including the Treasury Complaint Center, the discrimination complaint processing arm of Treasury. OCRCD issues final agency actions on discrimination complaints filed by Treasury employees and applicants for employment.

Additionally, OCRCD oversaw the Office of the Comptroller of the Currency's (OCC) pilot EEO complaint process throughout FY 2009. However, starting in FY 2010, the Department has decided to discontinue OCC's pilot program and reincorporate OCC's complaint processing into the enterprise-wide Treasury process.

### **A Model EEO Program**

Treasury's success in utilizing the full potential of available talent depends on fostering diversity in our workforce, managing it effectively and valuing what each of our employees has to offer. Therefore, managing diversity at the Department of the Treasury involves creating and maintaining a work environment that (1) attracts the widest pool of talent; (2) provides opportunities for all employees to maximize their potential and contribute to the agency's mission; and (3) ensures all employees are treated with dignity and respect.

Treasury works proactively to incorporate diversity management into daily operations. Treasury continues to utilize the Human Capital Strategic Plan to provide a vision for Treasury and its bureaus. This Strategic Plan incorporates diversity management and helps the Department align with Management Directive 715 (MD-715), the policy guidance issued by the U.S. Equal Employment Opportunity Commission (EEOC) that federal agencies follow in establishing and maintaining effective programs of equal employment opportunity.

The following evaluation of Treasury's EEO programs against the six essential elements of an agency EEO program as established by MD-715 reflects Treasury's commitment to establishing and maintaining a model EEO Program.



### **Essential Element A: Demonstrated Commitment from Treasury Leadership**

On January 26, 2009, Timothy F. Geithner was sworn in as the 75<sup>th</sup> Secretary of the United States Department of the Treasury. Secretary Geithner affirmed his commitment to EEO and diversity at the Department by issuing his policy statement in support of equal employment opportunity and diversity and a workplace free of discriminatory harassment on March 10, 2009. This policy statement was communicated via email to all Treasury employees on March 11, 2009. Each of Treasury's bureau heads has committed to EEO and diversity by either issuing or reissuing their policy statements in support of EEO and diversity. Each bureau also ensures that its own EEO Policy and Treasury's EEO Policy is disseminated to all new employees and is available on the intranet and public internet site.

Additionally, each bureau ensures all newly promoted managers and supervisors receive copies of both the bureau and Treasury EEO Policies as a reminder of their role and responsibility in providing a discrimination/harassment free work environment. Treasury's EEO and diversity policy is located at [http://www.treas.gov/offices/management/hr/oeod/pdf/diversity\\_policy.pdf](http://www.treas.gov/offices/management/hr/oeod/pdf/diversity_policy.pdf).

Policy and directives on EEO matters can be found on Treasury's intranet located at <http://intranet.treas.gov/hr/hris.asp> and public internet site located at [http://www.treas.gov/offices/management/hr/oeod/eo\\_policy.shtml](http://www.treas.gov/offices/management/hr/oeod/eo_policy.shtml).

In order to attain a model EEO program Treasury recognizes that it must provide the infrastructure necessary to achieve the ultimate goal of a discrimination/harassment free work environment, characterized by an atmosphere of inclusion and free and open competition for employment opportunities. To that end, the Department of the Treasury released its FY 2008-2013 Human Capital Strategic Plan that outlines Treasury's four strategic goals.

1. Broaden and Diversify Talent Pool.
2. Develop and Retain Workforce.
3. Effectively Manage and Utilize Human Capital.
4. Develop Human Capital Practitioners as Strategic Business Partners.

These four goals not only align with the five systems addressed by OPM's Human Capital Assessment and Accountability Framework (HCAAF), but also align with the six essential elements established by EEOC's Management Directive (MD) 715. The Department's FY 2008-2013 Human Capital Strategic Plan is located on the Treasury's internet site located at <http://www.treas.gov/offices/management/hr/Human-Capital-Strategic-Plan.pdf>

**Essential Element B: Integration of EEO into the Strategic Mission**

The Secretary has delegated authority over all EEO matters to the Assistant Secretary for Management and Chief Financial Officer (ASM/CFO) through Treasury Order 102-02 located at <http://www.treas.gov/regs/to102-02>. The ASM/CFO, who reports directly to the Secretary and Deputy Secretary, is kept abreast of EEO matters through meetings with the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer (DASHR/CHCO). The Director of the Office of Civil Rights and Diversity (OCRD), who provides day-to-day management of the Equal Employment Opportunity, Civil Rights and Diversity programs in Treasury, has access to the Assistant Secretary to provide him with critical information regarding these programs. In addition, the Director of OCRD has regular weekly meetings with the DASHR/CHCO on the status of EEO programs. This reporting structure continues to allow Treasury Headquarters Civil Rights and Human Resource (HR) components to work in unison to develop corporate strategies in the hiring, recruitment and retention of employees.

The Department is committed to creating the conditions that allow its programs and activities to perform efficiently and effectively, while continuing to drive results through performance and cost-based decision-making; aligning resources to deliver outcomes; investing in, securing and leveraging information technology; closing skills gaps; recruiting and retaining a high performing workforce; and developing effective leadership. All Treasury managers, supervisors, and EEO Officers are

stakeholders in the effective implementation of the Department's EEO Program. EEO program officers advise and provide appropriate assistance to managers and supervisors regarding the status of EEO programs within a manager's or supervisor's area of responsibility. The Office of Human Capital Strategic Management and the Office of Civil Rights and Diversity collaborate on personnel programs, policies, and procedures to ensure management/personnel actions conform to instructions contained in EEOC management directives.

Throughout FY 2009, the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer met with bureau EEO and Human Resources (HR) officers to develop initiatives to meet the objectives set forth in Treasury's Human Capital Operating Plan for FY 2009. The FY 2009 Plan focused on five areas:

- Attracting Talent,
- Developing Talent,
- Retaining Talent,
- Transformation of the Human Capital Occupation, and
- Leadership Effectiveness.

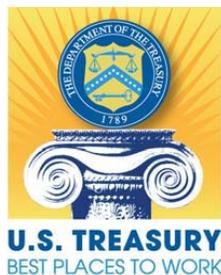
The Human Capital (HC) Operating Plan, as well as the HC Strategic Plan, was developed by the Human Capital Advisory Council (HCAC). The HCAC is comprised of representatives from the bureau's Human Resources, Equal Employment Opportunity, and Training Offices, who work together to ensure the EEO and HR communities collaborate on our overall goals and objectives. In FY 2009, the HCAC sponsored joint bureau recruiting and outreach activities to brand Treasury as an Employer of Choice. The activities

included developing a comprehensive marketing and outreach strategy, conducting Treasury's second Annual Recruiters' Symposium, conducting a disABILITY Summit/Career Fair and further development of a Treasury-wide exit interview survey tool that continued to be piloted by two of Treasury's bureaus (Departmental Offices and Financial Management Services).

On June 11, 2009, the HCAC hosted its Second Annual Recruiters' Symposium. The Recruiters' Symposium brought together bureau representatives to discuss the benefits of employment branding, the value proposition for using a Treasury-wide brand, and how to increase the Treasury and its bureaus' marketability as an employer of choice. As a result, the Department developed a new Tag line for use with Treasury recruitment and outreach materials, "*Invest in Tomorrow*". The Department also established a Recruitment Council that meets quarterly to discuss upcoming recruitment activities and serves as a forum to share best practices.

To support Treasury's human capital strategic goal to recruit and hire a highly skilled and diverse workforce, Treasury continued its partnership with the Hispanic College Fund. For the fourth consecutive year, the Department of the Treasury was a sponsor of the 2009 Virginia Hispanic Youth Symposium. This year the Symposium was held at George Mason University in Fairfax, VA on July 28-31, 2009. The

*Invest in Tomorrow*



Hispanic Youth Symposium is a four-day college campus experience where sophomore and junior high school students attend workshops stressing academic achievement, career choices, community service and civic responsibility. Two hundred students from the surrounding DC area attended. As part of the Department's sponsorship, two Treasury representatives from the Departmental Offices (DO) served on the Hispanic Heroes and Public Service workshops. In addition, eight Treasury employees volunteered to assist in daily conference operations.

The Department also was a sponsor of the Second Annual Federal Hispanic Career Advancement Summit held on September 16, 2009. The Department was an active planning partner of this inter-agency conference, which over 1000 Federal employees attended. Treasury had a booth in the exhibit area promoting its bureaus and mission critical occupations and had one IRS executive who served as an executive coach. Treasury also provided volunteers to assist with on-site conference operations.

In FY 2010, Treasury will continue to pursue initiatives that stemmed from our HC Strategic Plan, including conducting its Second Annual disABILITY Summit and Career Fair.

### ***Internship Program***

To attract a diverse applicant pool, Treasury continues to utilize available hiring flexibilities, such as the Federal Career Internship Program and Student Intern Programs. Internship programs play a role in ensuring that a diverse pipeline of talent is available to fill

mission critical occupations being vacated by an aging workforce.

Treasury has taken the lead in establishing/maintaining partnerships with existing external internship programs that attract highly qualified, educated and diverse students. Internship programs such as the Hispanic Association of Colleges and Universities' (HACU) Hispanic National Internship Program (HNIP), the Washington Internship Program for Native Students (WINS), the Workforce Recruitment Program (WRP) and the Thurgood Marshall College Fund (TMCF) provide Treasury and its bureaus an avenue to identify and expand its pool of potential candidates to fill mission critical occupation vacancies and to grow new talent.



### ***Hispanic Serving Institutions National Internship Program (HSINIP)***

As a way to develop a pipeline of Hispanic employees, Treasury has maintained its partnership with HACU's Hispanic Serving Institutions National Internship Program (HNIP). Viewed as a cornerstone of diversity recruitment, the HNIP aims to increase employment opportunities for Hispanic students throughout the Federal government.

During FY 2009, Treasury placed 52 HACU interns. The interns were sponsored by the Departmental Offices, Financial Management Service, Treasury Inspector General for Tax Administration, the Internal Revenue Service, Financial Crimes Enforcement Network and the Office of Thrift Supervision.

### ***Washington Internship for Native Students (WINS)***

The Washington Internship for Native Students (WINS) grew out of a small summer program founded at American University in 1994. WINS provides an opportunity for Native American and Alaska Native students to live in Washington, D.C., gain professional work experience through an internship, and earn academic credit. Participants intern at an agency for 36 hours each week and prepare a prescribed portfolio on their work experience and research for a total of 6 college credits.

In FY 2009, the Department's bureaus sponsored four interns through the WINS program.

### ***Thurgood Marshall College Fund (TMCF)***

The Thurgood Marshall College Fund (TMCF) offers an efficient and effective process for recruiting the best and brightest candidates, with a focus on matching government agencies with well-prepared young professionals, from undergraduate to graduate level candidates, attending 47 Historically Black Colleges and Universities.

In FY 2009, the Department's bureaus sponsored one intern through the TMCF.

### ***Workforce Recruitment Program (WRP)***

The Workforce Recruitment Program for College Students with Disabilities (WRP) is a resource to connect public and private sector

employers nationwide with highly motivated postsecondary students and recent graduates with disabilities who are eager to prove their abilities in the workforce.

Coordinated by the Department of Labor and the Department of Defense, the Workforce Recruitment Program sends trained recruiters to conduct personal interviews with interested students on college and university campuses annually. Treasury provided five recruiters from the IRS and the Financial Crimes Enforcement Network (FinCEN). From these interviews, a database was compiled containing information on more than 1,500 college students and recent graduates seeking temporary or permanent jobs. In FY 2009, Treasury hired a total of twelve WRP students.

### Hamilton Fellows Program

In FY 2009, Departmental Offices piloted the Hamilton Fellows Program, hiring 16 students from graduate schools throughout the country. In FY 2010, this well-received program will be expanded Treasury-wide. The program is designed to help recruit and attract exceptional individuals to the Federal workplace who have diverse professional experiences, academic training and competencies. Using the merit system principles, Hamilton Fellows will be appointed to a two-year internship in the excepted service at the GS-9 grade level. Through formal training and development, Hamilton Fellows will be prepared for a career within the Department of the Treasury. Upon successful completion of the program, Hamilton Fellows may be non-competitively converted to career or career-conditional appointments.



### Essential Element C: Management and Program Accountability

Treasury Headquarters continues to conduct regular HCAC Meetings with its bureau EEO Officers and HR Officers to share ideas, practices and policies. This further assists the Department in developing and enhancing the collaborative relationship between EEO and HR professionals and in creating and maintaining a model EEO program as prescribed in Management Directive 715.

Throughout FY 2009, Treasury continued to provide guidance and assistance to its bureaus on the reporting requirements under MD 715. During FY 2009, the Department continued to enhance our MD-715 data processing by 1) ensuring updated workforce data was available on a quarterly basis, 2) enhancing our Workforce Analytics tool by developing supplemental workforce data tables on hires, separations, awards and growth in the Senior Pay Levels (SPL) and feeder group grade levels. The additional data tables were designed to assist bureaus in conducting drill down analysis during the barrier analysis process. Additionally, the HR Connect Program Office and OCRD collaborated to conduct quarterly data review sessions to ensure the accuracy of data contained in the MD-715 Report. OCRD and HR Connect staff conducted a two-day refresher training workshop for bureau EEO and HR personnel on the preparation of the MD-715 report, identifying workforce data table triggers/barrier analysis, and performing extensive training on the use of the



Adhoc Query tool to conduct a detailed drill down into the workforce data. The Department will continue to work with our HR Connect Program Office and bureaus to enhance the delivery and usability of bureaus' automated workforce data tables.

In FY 2008, Treasury established a working group responsible for the development and deployment of a Treasury-wide web-based exit survey. The web-based exit survey was completed and deployed for testing during the third quarter of FY 2008.

Throughout FY 2009, two of Treasury's bureaus piloted the exit survey to determine if the tool met the Treasury's requirements. After enhancements have been completed, Treasury will deploy the exit survey tool to its remaining bureaus in January 2010. The exit survey tool will assist Treasury's bureaus in determining reasons for employee turnover rates that are greater than their overall participation rates within the workforce.



An analysis of data collected for the bureaus that piloted the exit survey in FY 2009 (DO and FMS) did not indicate any significant differences in the responses of men and women, or between Hispanics, Whites or any other races. However, perhaps contrary to popular belief, only 21% (12) of the separating permanent employees reported that they were retiring while 69% (38 out of 55) had accepted other positions. Career Growth (53%) was cited as the top factor affecting a permanent employee's decision to leave Treasury.

Of note, 22% of departing permanent employees did not believe that complaints, disputes or grievances in their work unit were resolved in a fair and timely manner. A similar percent felt that arbitrary action, personal favoritism, or coercion for partisan political purposes was tolerated. Similar concerns were noted when OCRD reviewed the results of Treasury's FY 2008 Federal Human Capital Survey (FHCS) results. Although not considered a weakness as defined by OPM, a little less than half of Treasury employees agreed that complaints, disputes or grievances are resolved fairly in their work unit (46.5%) and that they could disclose a suspected violation of any law, rule or regulation without fear of reprisal (49.8%).

Concerns about these results have been shared with the bureaus which were requested to incorporate the FHCS results into their MD-715 reports and develop appropriate action plans to address these areas. We plan to continue to monitor these results as we roll out the exit survey Treasury-wide and through the next version of the Employee Viewpoint Survey.

OCRD also analyzed the FHCS results by ethnicity, race and sex. For most questions in the FHCS, Treasury had no significant differences in the responses of men and women, or between Hispanics, Whites or any other race. Overall, Native Hawaiian or Other Pacific Islanders and Asian employees responded more positively than other employees, while American Indian/Alaska Natives and those of the Two or More Races group responded more negatively. Bureaus also were asked to develop appropriate plans to

demonstrate that the Department's commitment to EEO extends to members of all EEO groups.

The Department continued the deployment of its EEO audit program established in FY 2008 to strengthen Headquarters' oversight of the bureaus.

At the request of the EEOC, OCRD and the EEOC partnered in an audit of the Bureau of Public Debt (BPD) in October 2008. The EEOC's report on that audit was to have been issued before the close of FY 2009, but has not. OCRD staff found no major concerns with the BPD EEO program during the audit. Since that time, the management of the BPD EEO Office has changed and there have been other staff changes. Accordingly, OCRD has not issued any recommendations based on the October 2008 review and will instead continue to include BPD on the rotating list of bureaus scheduled for EEO audits.

The report of the audit of the Alcohol, Tax and Trade Bureau (TTB), issued during the first half of FY 2009, found that TTB had an effective program for an agency of its size (518 permanent employees). Some areas where improvement were recommended included: seeking collateral duty employees to fill Special Emphasis Program Manager positions, which would both provide the EEO office with additional resources and allow employees to demonstrate commitment to EEO and diversity; consider utilizing various sources to assist in conducting analyses of management practices and workforce data in order to perform the required barrier analyses; and focusing on conducting trend analyses in areas



where triggers have previously been identified.

During the 3rd quarter of FY 2009, OCRD conducted an audit of the United States Mint. The US Mint's EEO Program satisfied most of the Essential Elements of a Model EEO Program, as set forth in EEOC's Management Directive 715. However, there were areas where improvements were recommended. These areas included: more proactive outreach to managers; stronger oversight and support to Plant EEO Officers; documented analysis and results of the examination of specific areas indicating potential barriers to full participation; special emphasis plans and reports should reflect tangible outreach and recruitment activities; and the external civil rights program should be strengthened. The results of that audit were shared with the leadership of the US Mint in November FY 2009.

## Essential Element D: Proactive Prevention of Unlawful Discrimination

### SPECIAL EMPHASIS PROGRAMS

Special Emphasis Programs (SEPs) continue to provide a framework for incorporating EEO principles of fairness and equal opportunity into the fabric of the Department, across the employment spectrum. Established throughout the Department, the three federally mandated SEPs -- the Hispanic Employment Program, the Federal Women's Program, and the Persons with Disabilities Program -- reflect the Department's commitment to equal opportunity, dignity, and respect. At their discretion, individual bureaus have established other SEPs such as

the African-American, Asian American / Pacific Islander and the American Indian / Alaska Native employment programs.

Special Emphasis Program Managers and Coordinators serve as resource persons or advisors on the unique concerns of the particular constituent group and support the Internship Programs and other partnerships discussed infra.

Our Special Emphasis Programs also provide an opportunity to inform and train all employees through sponsorship of a variety of events and speakers designed to educate the workforce about diversity and understanding differences. The FY 2009 programs were:

Month	Event	Date	Speaker/Activity
October	National Disability Employment Awareness <i>"America's People, America's Talent, America's Strength"</i>	10/23/08	Dr. Donna R. Walton
November	American Indian/Alaska Native <i>"A Vision for Native Communities, Health, Education, and Economic Opportunities"</i>	11/19/08	Billy Mills
January	Black History <i>"Quest for Black Citizenship in the Americas"</i>	2/5/09	Julian Bond
March	Women's History <i>"Women Taking the Lead to Save Our Planet"</i>	3/12/09	Dr. Lise Van Susteren
April	Inter-Agency Days of Remembrance Program	4/29/09	We Survived, We Live On
May	Asian American/Pacific Islander Heritage <i>"Leadership to Meet the Challenges of a Changing World"</i>	5/14/09	Sandy Hoa Dang
June	Lesbian, Gay, Bisexual and Transgender (LGBT) Pride Month <i>"Building a Bridge of Tolerance and Understanding"</i>	6/30/09	John Berry
August	Women's Equality Day <i>"Honoring the Struggle of Visionary Women"</i>	8/26/09	Discussion Panel with: Dr. Gina L Myers, Marylouise Uhlig and Dr. Lesia M. Banks
September	Hispanic Heritage <i>"Embracing the Fierce Urgency of Now"</i>	9/23/09	Nelson Diaz

The Department has devoted many of its resources to resolving conflict through dispute prevention and through Alternative Dispute Resolution (ADR) methods.

Conflict that results in formal disputes is costly and disruptive to the workforce.



Conflict detracts from optimum work environments, causes employees to focus on the conflict rather than the mission, and can be a prime motivator for talented employees to leave the Treasury workforce. Productivity often suffers because of workplace conflict and unresolved issues. While not always measurable, these costs are significant.

While conflict is normal in any organization, unabated conflict becomes harmful and may create a dysfunctional organization. To educate Treasury employees on various tools to deal with conflicts in the workplace, the Treasury's Dispute Prevention Working Group (DPWG) created Dispute Prevention Week (DPW). The Department's FY 2009 Dispute Prevention Week was held September 21 through 25. The theme for this year's DPW was "*Resolving Conflict in Changing Times*", and began with an opening presentation by Mr. Arthur Matthews, of Matthews and Matthews Consulting, on the importance of addressing conflict in the workplace, why conflict occurs, and, when conflict arises, how to address the re-building of trust.

As part of this effort, the Treasury Shared Neutrals Program Steering Committee held an interactive two-hour workshop that addressed the perceptions of conflict, conflict styles, effective

communication in conflict situations, and methods to deflect and decompress conflict.

Additionally, on October 22nd, OCRD brought the Department's Equal Employment Opportunity and Alternative Dispute Resolution practitioners together to participate in a workshop, *Working at the Speed of Trust*, aimed at improving their conflict resolution skills. This workshop examined the impact trust has in deterring conflict in the workplace and how to re-build trust when it has been compromised.

In FY 2009, 96% of EEO counseling contacts were offered ADR, and 51% of those offered ADR participated in ADR at the informal level.

**ADR Offered to Complainants (Informal) FY 2009**

<b>Total Counseling</b>	<b>818</b>
<b>Total ADR Offered</b>	<b>783</b>
<b>Total Accepted</b>	<b>396</b>
<b>Acceptance Rate</b>	<b>51%</b>
<b>Offer Rate</b>	<b>96%</b>

As shown in the chart below, during FY 2008, Treasury held the second highest ADR participation rate of all cabinet level agencies.

**Top Three Agencies**

Agency	Participation Rate
<i>Cabinet/Large (15,000 or more employees)</i>	
U.S. Postal Service	74.10%
Department of the Treasury	44.10%
Department of Veterans' Affairs	44.00%

During FY 2009, 57% of complainants were offered ADR in the formal EEO complaint process. The acceptance rate by complainants who filed formal complaints was 29%.

#### **ADR Offered to Complainants (Formal) FY 2009**

<b>Formal Complaints</b>	<b>474</b>
<b>Total ADR Offered</b>	<b>268</b>
<b>Total Accepted</b>	<b>138</b>
<b>Acceptance Rate</b>	<b>29%</b>
<b>Offer Rate</b>	<b>57%</b>

In FY 2010, Treasury plans to continue to improve the ADR program participation rate by mandating manager participation in ADR and by increasing awareness through effective marketing efforts. Moreover, additional emphasis will be placed on the implementation of the Treasury Dispute Prevention Strategy, examining the root causes of complaints and taking steps to ensure a positive working environment for all employees.

#### **Shared Neutrals Program**

Through the Treasury Shared Neutrals (TSN) Program, Treasury maintains a nationwide cadre of certified and highly trained neutrals (also known as mediators). TSN mediators are employees from various organizations trained in the art of mediation who voluntarily serve on a collateral-duty basis. Their objective is to assist bureaus in resolving all types of workplace disputes at the earliest stages of the conflict and to provide a resolution through mediation, facilitation, and coaching.

Over the past ten years, the TSN Program has been administered by the Bureau Resolution Center within the Bureau of Engraving and Printing. However, as part of the program's 10-year anniversary, the Department decided to share the program responsibilities by rotating leadership for the program among all of Treasury's bureaus. To that end, leadership for the program transitioned to the Office of the Comptroller of the Currency (OCC) at the end of September 2009.

OCC leadership will continue to ensure mediators are accessible nationwide within Treasury at limited cost to participating bureaus.

## Essential Element E: Efficiency

Treasury has sufficient staffing, funding and authority to comply with the time frames established in EEOC regulations (29 CFR §1614) for processing EEO complaints of employment discrimination. Treasury promotes and utilizes an efficient and fair dispute resolution process and has a system in place for evaluating the impact and effectiveness of the Department's EEO complaint processing program. Treasury's complaint management system, I-Trak, continues to provide greater Department-wide tracking and case management capabilities for both the formal and informal complaint process.

### Discrimination Complaints

In the area of discrimination complaints, OCRD is responsible for providing authoritative advice to Departmental Officials, bureau EEO staff, and the Treasury Complaint Center. OCRD also develops complaint policies and procedures and produces high quality final agency decisions. In addition, OCRD oversees the Department's appeal process, tracks all appeal decisions, and monitors compliance with decisions issued by the Equal Employment Opportunity Commission (EEOC).

The Treasury Complaint Center, located in Dallas, TX, is responsible for the acceptance and the investigation of all individual complaints of discrimination<sup>1</sup>. Discrimination complaints may be accepted on the

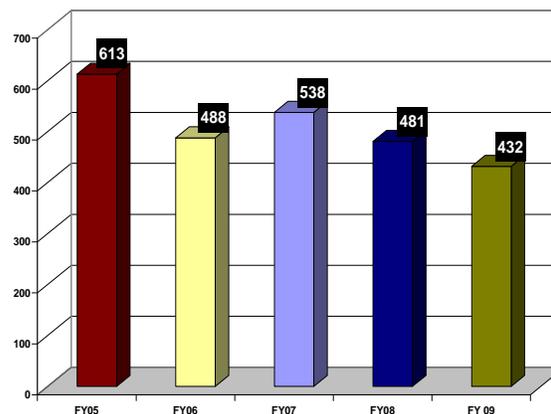
<sup>1</sup> Throughout FY 2009, OCC accepted and investigated its own complaints under a pilot program. The Department discontinued OCC's pilot program beginning October 1, 2009.

basis of race, color, national origin, religion, sex, age, disability, protected genetic information, or reprisal. The Department also has special procedures for handling complaints on the basis of sexual orientation or parental status. The latter two bases were added in response to Presidential Executive Orders.

### Complaint Activity

Treasury timely submitted the Equal Employment Opportunity Commission 462 Report in October 2009. The Report is an annual assessment of the agency's formal and informal complaints, and of avenues used to resolve issues prior to and during the complaint process.

During FY 2009, the number of EEO complaints filed by Treasury employees and applicants decreased by 10.2% from the number filed in FY 2008.



\* Due to a change in reporting requirements, "mixed case" complaints are only included in the FY 2007, FY 2008 and FY 2009 data.

At the close of FY 2008, Treasury had 626 complaints pending that were carried over to FY 2009. During FY 2009, 432 complaints were filed and Treasury closed 474 complaints.

It should be noted that during FY 2009, Genetic Information complaints were processed under the Department's modified procedures. The Genetic Information Non-Discrimination Act (GINA) became effective November 2009, and these complaints will be processed as EEO complaints in the statutory complaint process during FY 2010.

In FY 2009, the Department timely completed 94.1% of EEO counselings, a slight decrease of 0.1% from 94.2% in FY 2008.

Treasury issued 203 final agency decisions in cases where a hearing was not requested. Of these decisions, 140 were merit decisions and 63 were procedural dismissals. However, in FY 2009, five merit decisions (3.6%) found discrimination, compared to one in FY 2008.

Overall, Treasury processed the 140 merit decisions within an average of 50.4 processing days which is a decrease compared to the 62.5 average processing days in FY 2008. Eighty-five percent were timely issued within 60 days of receipt of the decision request. This is an increase from the 67% that were timely issued in FY 2008.

Treasury issued 99 final agency actions in cases with an administrative judge's decision (i.e., cases where a hearing was requested); three involved a finding of discrimination.

At the end of FY 2009, agency personnel completed 357 investigations, of which 119 (33%) were completed within 180 days or less. There were 201 (56%) investigations completed between 181-360 days. A total of 37 (10%)

investigations were completed in 361 or more days. Because time frames are extended under certain situations, 61.2% of all investigations were timely completed, an increase from 56.3% in FY 2008.

At the end of FY 2009, Treasury had 586 complaints pending (including complaints that were remanded by the EEOC for further processing). Pending complaints can be at the acknowledgement, investigation, hearing or final agency decision stages.

At the end of FY 2009, 31% of pending complaints were at the investigation stage. Fifty-three percent of all pending complaints were awaiting a hearing before an EEOC Administrative Judge. A total of 82 (14%) of the complaints remained pending in the final agency decision/action phase.

The most frequently cited bases and issues alleged in Treasury's EEO complaints have remained constant for several years. The first two most frequent bases and issues mirror Government-wide trends. However, across the Federal Government the third most frequent basis is Disability (and Race-Black is fourth) and the third most frequent issue alleged is "Terms and Conditions" of employment.

**Treasury Top Three Bases and Issues of Formal Complaints Filed during FY 2009**

<b>Bases</b>	<b>Issues</b>
<b>Reprisal</b>	<b>Harassment (Non-Sexual)</b>
<b>Age</b>	<b>Promotion/Non-Selection</b>
<b>Race (Black)</b>	<b>Evaluation/Appraisal</b>

While the Department consistently strives to improve the efficiency of our complaint processing, we also strive to ensure quality is not sacrificed for speed. To emphasize the quality of products delivered from the Department's complaint processing staff, note that Treasury continues to have one of the lowest reversal rates for procedural decisions of the 14 cabinet level agencies. As seen in the chart below, in FY 2008, Treasury had the second lowest reversal rate of the cabinet level agencies, with the EEOC reversing only 4.8% of Treasury's procedural decisions, while other agencies had from 7.84% to 31.1% of their procedural decisions reversed. This is an improvement from FY 2007, where Treasury had the third lowest reversal rate (7.69%).

#### EEOC Procedural Closure Reversal Rates for Cabinet Level Agencies

Agency	# EEOC Procedural Closures	# EEOC Procedural Reversals	% of EEOC Procedural Reversals
HUD	17	0	0
Treasury	62	3	4.84
USDA	51	4	7.84
Education	9	1	11.11
State	26	3	11.54
Interior	26	3	11.54
VA	207	27	13.4
Commerce	32	6	18.75
DOJ	37	7	18.92
DHS	115	22	19.13
Energy	5	1	20
HHS	32	7	21.88
DOT	72	19	26.39
Labor	177	55	31.07

The percentage of Treasury employees who filed formal EEO complaints has fallen from 0.47% of the workforce in FY 2005 (577 complainants) to 0.32% in FY 2009 (395 complainants). According to the EEOC,

in FY 2008, Treasury had the 5<sup>th</sup> fewest complainants as a percentage of the workforce of all the cabinet level agencies. In FY 2007, 0.41% of Treasury's workforce filed EEO complaints, which was the third fewest rate of complainants for all cabinet level agencies.

#### EEOC Complainants as a Percentage of the Workforce

Agency	Complainants as a Percentage of Total Workforce
Energy	0.31
Interior	0.34
USDA	0.37
Commerce	0.37
Treasury	0.38
HHS	0.47
State	0.48
DOJ	0.59
DHS	0.61
DOT	0.63
VA	0.7
Labor	0.74
Education	0.94
HUD	1.01

\* Note that since a complainant may file more than one complaint, the number of complainants is typically fewer than the number of complaints.

## Essential Element F: Responsiveness and Legal Compliance

Treasury is in compliance with the law, including EEOC regulations, directives, orders and other instructions. The Department has posted all required No Fear Act information, provided the required training, and consistently filed a timely MD-715 and EEOC Form 462 report as well as other reports required by EEOC and OPM.

### Compliance

On June 10, 2008, OCRD published and transmitted the Department's Policy on *Addressing Allegations of Discriminatory Harassment*. This policy remains in effect and established procedures and guidance for ensuring that the Department is taking all necessary steps to prevent all forms of discriminatory harassment, including sexual harassment, in the workplace, and to correct harassing conduct that may occur before it becomes severe or pervasive.

### External Civil Rights

OCRD provides policy, oversight, expert advice and guidance to Treasury bureaus in complying with civil rights responsibilities and requirements resulting from Treasury federally conducted or assisted programs. Treasury's nondiscrimination policy provides that individuals have equal opportunity to participate in, and receive benefits from, all programs or activities funded by the Department.

Federal financial assistance is defined as programs providing monetary or non-monetary assistance to a recipient to support a public purpose. Federal financial assistance includes, but is not

limited to, grants and loans of federal funds, donations of federal property, training, details of federal personnel, and any agreement, arrangement or other contract which has as one of its purposes the provision of assistance. A federally conducted program or activity is, in simple terms, anything a federal agency does.

OCRD processes complaints from individuals alleging discrimination in Treasury conducted or assisted programs or activities. Race, color or national origin complaints alleging discrimination in programs or activities receiving Treasury financial assistance may be filed pursuant to Title VI of the Civil Rights Act of 1964. Complaints alleging age discrimination in Treasury assisted programs may be filed pursuant to the Age Discrimination Act of 1975. Complaints alleging sex discrimination in Treasury assisted educational programs may be filed pursuant to Title IX of the Education Amendments of 1972. Complaints alleging disability discrimination in programs or activities receiving financial assistance from, or conducted by the Department, may be filed pursuant to Section 504 of the Rehabilitation Act of 1973. Complaints alleging denial of accessibility to electronic and information technology in use by the Department may be filed pursuant to Section 508 of the Rehabilitation Act of 1973, as amended.

In FY 2009, Treasury received 29 complaints of discrimination and inquiries, pertaining to the external civil rights program, compared to 17 complaints and inquiries received during FY 2008. Of the external allegations filed in FY 2009, seven were accepted for investigation.

During FY 2009, the OCRD External Civil Rights Program Manager continued to focus on ensuring that Treasury regulations and policies were in place and that all bureaus were aware of their responsibilities in this area. The Civil Rights Program Manager conducted an external civil rights Lunch & Learn session entitled *Is Your Program in Compliance with External Civil Rights Laws?*, that was open to all employees and was well attended. OCRD required all bureaus to update the external civil rights information in their websites. OCRD ensured that notice regarding the civil rights protections available to the public was included in the Recovery Act programs webpage, and requested that the bureaus implementing programs under the Act include similar information in their websites. The Civil Rights Program Manager provided technical assistance to the Departmental Offices EEO Staff in complying with civil rights requirements applicable to their programs and activities with the goal of preparing a civil rights implementation plan.

The Civil Rights Program Manager also continued the effort to assist all bureaus in completing their self-evaluations as required by Treasury's Section 504 implementing regulation found at 31 C.F.R. Part 17. This fiscal year the Treasury also started the process to update its existing Language Assistance Plan.

### **Bureau MD-715 Briefings**

In FY 2009, the Department continued to hold one-on-one briefings with each of its bureaus in an effort to improve the mutual understanding of bureau program deficiencies and workforce triggers/barriers. These briefings provide a forum for OCRD and bureau EEO staff to dialogue about

possible internal and external factors that may be contributing to triggers and to identify corporate strategies that may assist bureaus in determining if workplace barriers exist.

OCRD also provided feedback letters to each bureau acknowledging accomplishments and noting areas for improvement. OCRD has requested that each bureau continue to select a minimum of one or two key areas and conduct or at least initiate the required barrier analyses to determine if barriers exist. If barriers are found, the bureaus are required to prepare a PART I and establish plans to eliminate the identified barriers during FY 2010. If no barrier exists, then the bureaus are required to either submit a PART I with the required analysis that proved no barrier exist or include the detailed information in its MD-715 Executive Summary.



**Demographics**

Over the last five years, Treasury's bureaus have identified that a lack of focused recruitment and outreach has impacted the diversity of their workforce. As a result, the bureaus established recruitment/outreach plans to increase diversity in those areas with lower than expected participation rates.

Thus, this portion of Treasury's report focuses on the changes in Treasury's workforce demographics over the 5-year period of FY 2005 to FY 2009. As is the case for many federal agencies, but particularly for an agency the size of Treasury, it is impractical to expect any demographic data to change by more than a percent in a single fiscal year. Indeed, such data typically varies only by tenths of a percent from one year to the next.

**Participation Rates in the Permanent Workforce**

As of the close of FY 2009, Treasury had 117,926 permanent employees. When examining workforce demographics, comparisons are made to the 2000 Civilian Labor Force (CLF)<sup>2</sup> availability rates.

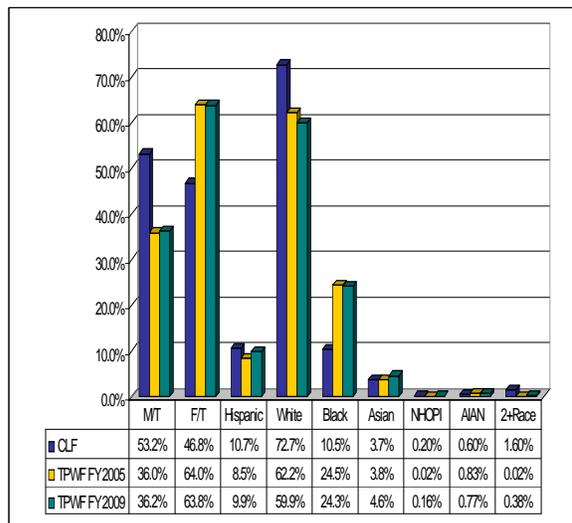
The chart below depicts the participation rates in Treasury's permanent workforce for FY 2005 and FY 2009 as compared to the CLF.<sup>3</sup> As can be seen, there has been little change in Treasury's participation rates for

men and women. Participation rates for women and non-Whites as a whole continue to exceed their CLF availability rates. Women made up 64% of the workforce in FY 2005 and 63.8% in FY 2009, and continue to exceed the CLF availability rate of 46.8%.

The participation rate for men in Treasury's permanent workforce increased from 36% in FY 2005 to 36.3% in FY 2009, an increase of only 0.3%. This 36.3% participation rate for men remains below the CLF availability rate of 53.2%.

In FY 2005, Treasury's permanent workforce was 62.3% White and 37.7% non-White. In FY 2009, Whites were 59.9% of the workforce and non-Whites were 40.1%. Thus, Whites continue to remain below the CLF availability rate of 72.7%.<sup>4</sup>

**Permanent Workforce Demographics  
CLF Comparison  
FY 2005 and FY 2009**



<sup>2</sup> Civilian Labor Force (CLF) data is derived from the decennial census reflecting persons 16 years of age or older who are employed or are seeking employment, excluding those in the Armed Services. Currently, CLF data is based on the 2000 Census and is not adjusted for citizenship.

<sup>4</sup> While women and non-Whites are well represented in the total, permanent Treasury workforce, a closer look will reveal that these groups are concentrated in the lower grades and in non-supervisory positions.

**Women at Treasury**

Treasury has been very successful in attracting women to employment opportunities in the Department. Women represent 46.8% of the Civilian Labor Force (CLF), but represent only 43.2% of all Federal Government employees. However, at Treasury, women represent 63.8% of the workforce.

**FY 2009 Total Men and Women in Federal Government<sup>5</sup> and Treasury Compared to the Civilian Labor Force**

	Federal Government	Treasury	CLF
Total Employees	2.6 million	121,352	N/A
Men	56.8%	36.2%	53.2%
Women	43.2%	63.8%	46.8%

The Department's success at attracting women is particularly evident at the Internal Revenue Service (IRS), which represents the bulk of the Department's employees. At the IRS, women represent 66.6% of the permanent workforce, well above their CLF availability rate of 46.8%.

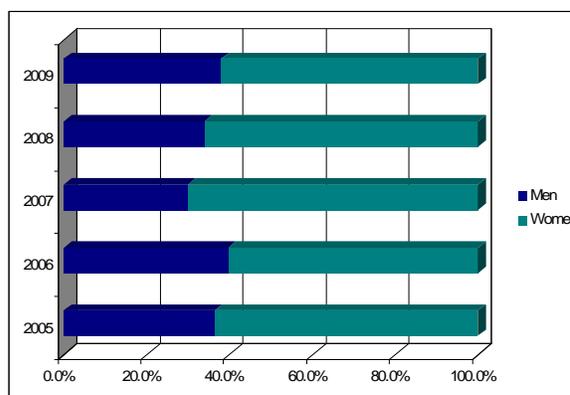
However, women in all other Bureaus<sup>6</sup> also participate at a rate above the rate for the Federal Government as a whole and above their CLF availability rate.

**FY 2009 Total Men and Women in Federal Government, Treasury, IRS, and Other Bureaus Compared to the Civilian Labor Force**

	*Federal Government	Treasury	IRS	Other Bureaus
Men	56.8%	36.2%	33.4%	52.5%
Women	43.2%	63.8%	66.6%	47.5%

Treasury has a long history of attracting women to its workforce, as shown in the chart below.

**FY 2005 – FY 2009 Hiring Trends for Men and Women**

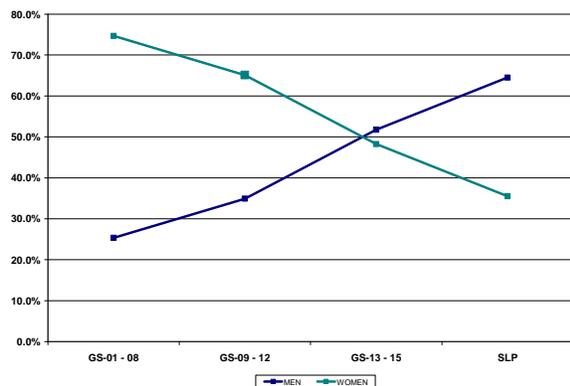


However, one area of concern for Treasury is the distribution of women in its workforce. Women in Treasury's permanent General Schedule (GS) workforce tend to be concentrated in the lower grades. Of the over 83,000 positions at or below the GS-12 level, women hold approximately 71% and men hold approximately 29% of the positions. Women hold approximately 47% of positions at the GS-13 to GS-15 levels.

<sup>5</sup> Federal Workforce Data is derived from EEOC's FY 2008 Annual Report

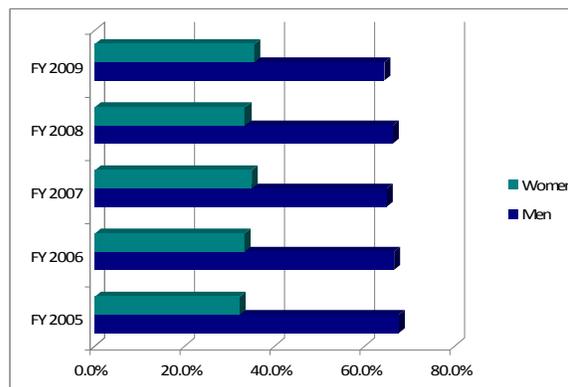
<sup>6</sup> Other Bureaus consist of BEP, BPD, DO, FinCEN, FMS, IRS-CC, Mint, OCC, OIG, OTS, SIGT, TIGTA, and TTB.

**FY 2009 Comparison of General Schedule Grades by Men and Women (Permanent Employees)**



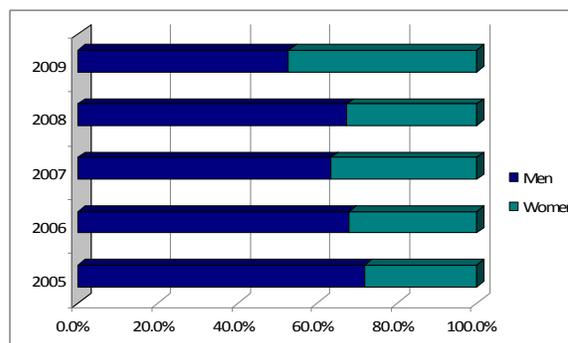
A second area of concern for Treasury is the distribution of women in the Senior Pay Level (SPL)<sup>7</sup> positions. According to EEOC’s annual report, within the Federal Government, women hold approximately 44.1% of the SPL positions compared to men who represent 55.9%. As can be seen from the next chart, over the past five (5) years, women have made up approximately 34% of Treasury’s SPL positions compared to men who have made up approximately 66%. While the participation rate of women in SPL positions at the Department remains below the Government-wide average of 44.1%; over the last five years, women have seen a slight increase from 32.3% in FY 2005 to 35.5% in FY 2009.

**FY 2005 – FY 2009 SPL Participation Trends by Men and Women<sup>8</sup> (Career Employees Only)**



Moreover, the percentage of women joining Treasury’s SPL cadre increased in four (4) of the past five (5) fiscal years, reaching a high of over 47% of hires in FY 2009.

**FY 2005 – FY 2009 SPL Growth Trends for Men and Women**



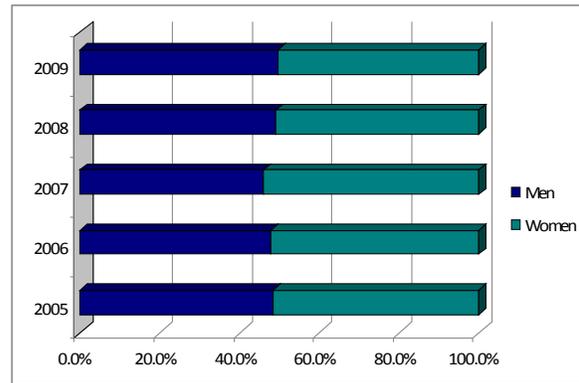
	Men	Women
2009	52.9%	47.1%
2008	67.4%	32.6%
2007	63.5%	36.5%
2006	67.9%	32.1%
2005	72.1%	27.9%

<sup>7</sup> EEOC defines Senior Pay Level (SPL) positions as SES, Executive Schedule, Senior Foreign Service and other employees earning salaries above grade 15.

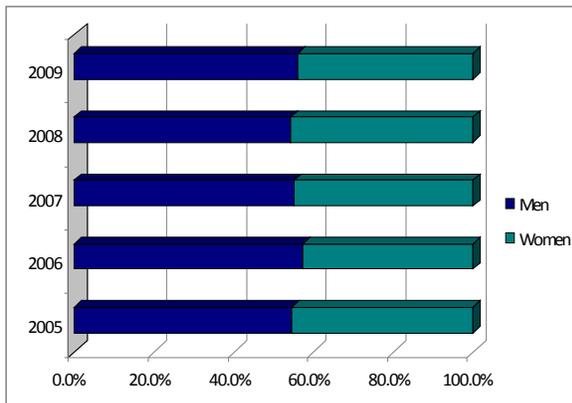
<sup>8</sup> At Treasury, SPL positions include SES and those employees earning salaries above grade 15 of the General Schedule (AD, AJ, NB, and TG).

In the important “feeder” grades leading to SPL positions, Treasury has made some strides in closing the gap between men and women at the GS-13 and GS-14 levels, but continues to face challenges in the growth rates into GS-15 positions. However, the Department expects that the proportion of women attaining SPL and GS-15 positions will likely increase in the future if the growth trends for GS-13 and GS-14 positions continue.

FY 2005 – FY 2009 GS-14 Growth Trends for Men and Women



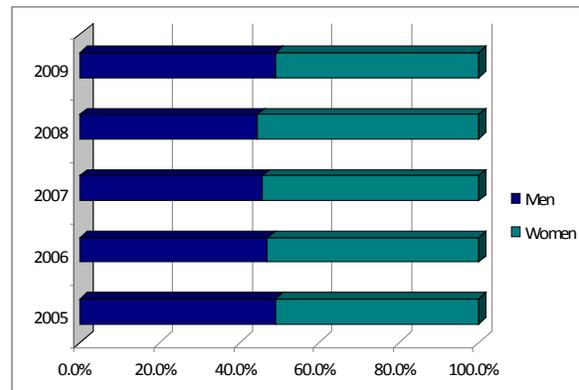
FY 2005 – FY 2009 GS-15 Growth Trends for Men and Women



	Men	Women
2009	56.0%	44.0%
2008	54.3%	45.7%
2007	55.2%	44.8%
2006	57.4%	42.6%
2005	54.7%	45.3%

	Men	Women
2009	49.7%	50.3%
2008	49.0%	51.0%
2007	46.1%	53.9%
2006	47.8%	52.2%
2005	48.4%	51.6%

FY 2005 – FY 2009 GS-13 Growth Trends for Men and Women



	Men	Women
2009	49.0%	51.0%
2008	44.5%	55.5%
2007	45.6%	54.4%
2006	47.1%	52.9%
2005	49.0%	51.0%

**Hispanics at Treasury**

According to the U.S. Office of Personnel Management's Federal Equal Opportunity Recruitment Program report, Treasury has ranked in the top five agencies for the employment of Hispanics in executive level agencies since at least FY 2007.

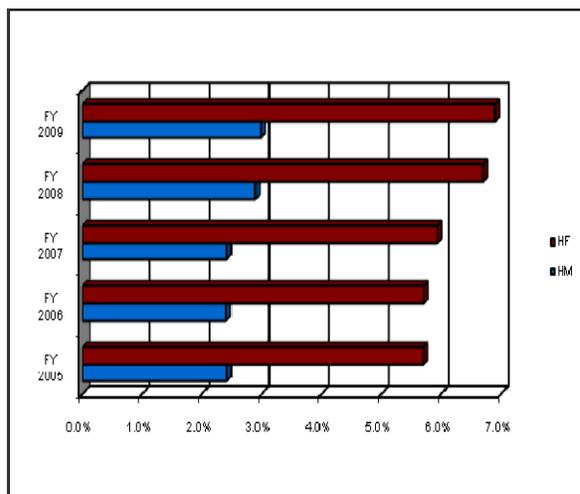
In FY 2009, Hispanic representation in Treasury's permanent workforce increased from 8.5% to 9.9%. While the participation rate of Hispanics is still below the CLF availability rate of 10.7%, they are represented at a rate significantly above the Government-wide rate of 7.9%.

**FY 2009 Total Hispanic Men and Women in Federal Government and Treasury Compared to the Civilian Labor Force**

	Federal Government	Treasury	CLF
Hispanic Men	4.7%	3.0%	6.2%
Hispanic Women	3.2%	6.9%	4.5%
Total	7.9%	9.9%	10.7%

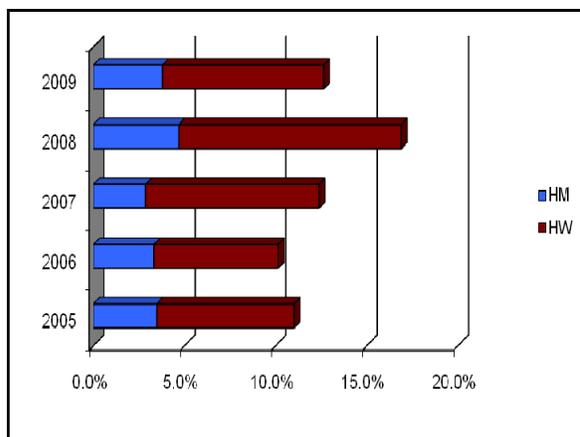
As previously noted, Treasury's success in attracting women is evident in the participation rate of Hispanic women. In particular, in FY 2009, Hispanic women continue to be represented at a rate (6.9%) well above their CLF availability rate (4.5%). While Hispanic men continue to have a lower than expected participation rate in the permanent workforce, their participation rate increased to 3.0% in FY 2009 from 2.9% in FY 2008; an increase of 233 individuals.

**FY 2005 - FY 2009 Participation Rate Trends for Hispanic Men and Women**



In addition, as shown in the chart below, Hispanics have represented an average of 13% of the permanent new hires over the last five years. Hispanic men have represented an average of 4% of all permanent hires and Hispanic women have represented an average of 9%. Should this hiring trend continue, Hispanic women will continue to be represented at a rate significantly above their CLF availability rate and Hispanic men could reach their CLF availability rate within the next few years.

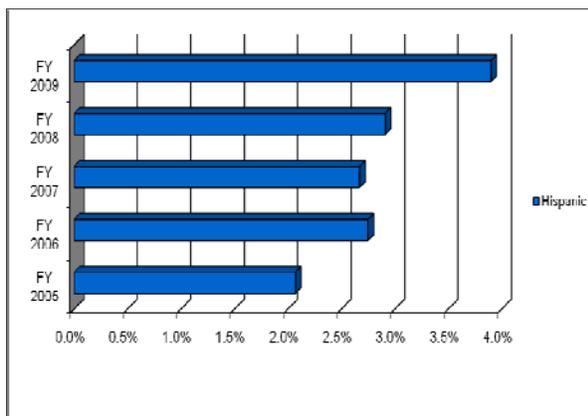
**FY 2005 – FY 2009 Hire Trends for Hispanic Men and Women**



Treasury is concerned with the distribution of Hispanics in its workforce. Hispanics in Treasury’s permanent GS workforce tend to be concentrated in the lower grades. Of the over 83,000 positions at or below the GS-12 level, Hispanics hold approximately 11.7% of those positions. Hispanics hold approximately 5% of positions at the GS-13 to GS-15 levels.

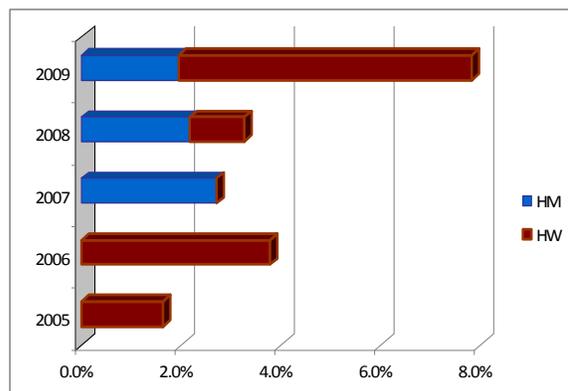
Treasury also is focused on the distribution of Hispanics in the SPL positions. Over the past five (5) years, Hispanics have made up approximately 2.9% of Treasury’s SPL positions. However, as can be seen from the chart below, at Treasury Hispanic representation in SPL positions has increased from 2.1% in FY 2005 to 3.9% in FY 2009, a rate slightly above the Federal Government rate for Hispanics in the SPL positions (3.6%).

**FY 2005 – FY 2009 SPL Participation Trends for Hispanics (Permanent Employees Only)**



Moreover, the percentage of Hispanics joining Treasury’s SPL cadre has increased. Over the last five years, the percentage of Hispanics who were hired or promoted into the SPL positions increased from 1.6% in FY 2005 to 7.9% in FY 2009.

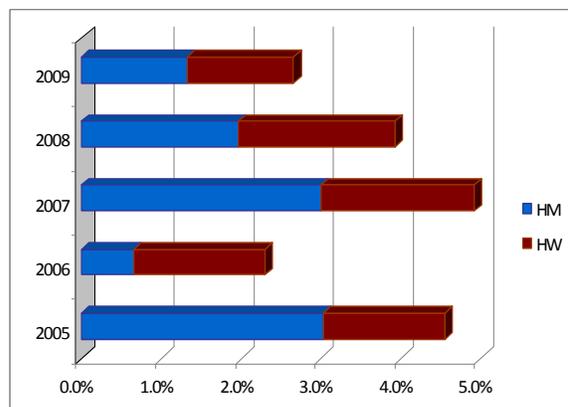
**FY 2005 – FY 2009 SPL Growth Trends for Hispanics**



	HM	HW
2009	2.0%	5.9%
2008	2.2%	1.1%
2007	2.7%	0.0%
2006	0.0%	3.8%
2005	0.0%	1.6%

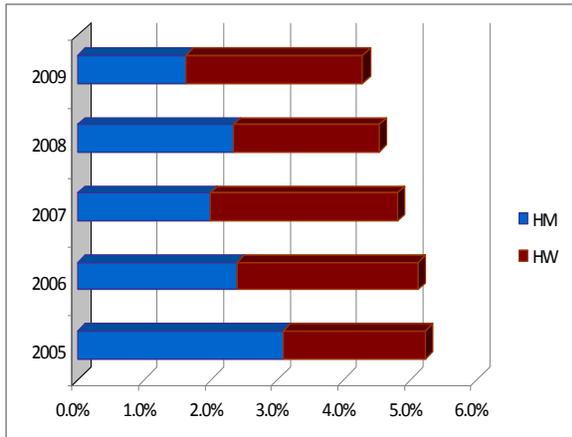
However, in the important “feeder” grades leading to SPL positions, Treasury has noted a decrease in the growth of Hispanics into positions at the GS-13 through GS-15 levels.

**FY 2005 – FY 2009 GS-15 Growth Trends for Hispanics**



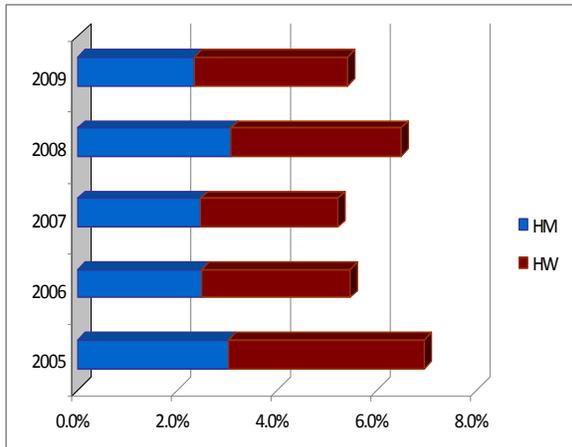
	HM	HW
2009	1.3%	1.3%
2008	2.0%	2.0%
2007	3.0%	1.9%
2006	0.7%	1.6%
2005	3.0%	1.5%

**FY 2005 – FY 2009 GS-14 Growth Trends for Hispanics**



	HM	HW
2009	1.6%	2.7%
2008	2.3%	2.2%
2007	2.0%	2.8%
2006	2.4%	2.7%
2005	3.1%	2.1%

**FY 2005 – FY 2009 GS-13 Growth Trends for Hispanics**



	HM	HW
2009	2.4%	3.1%
2008	3.1%	3.4%
2007	2.5%	2.8%
2006	2.5%	3.0%
2005	3.0%	3.9%

**Whites at Treasury**

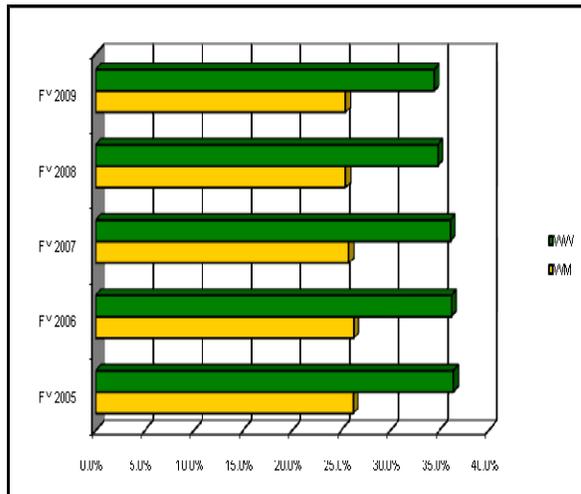
As a result of the increased diversity of Treasury’s workforce, there has been a decreased participation rate for Whites. In FY 2009, White representation in the permanent workforce decreased to 59.9% from 60.2% in FY 2008. The participation rate for Whites continues to be below both the CLF availability rate of 72.7% and the Government-wide average of 65.3%.

**FY 2009 Total White Men and Women in Federal Government and Treasury Compared to the Civilian Labor Force**

	Federal Government	Treasury	CLF
White Men	38.8%	25.4%	39.0%
White Women	26.5%	34.5%	33.7%
Total	65.3%	59.9%	72.7%

As can be seen in the following chart, the participation rates for both White men and women have decreased over the last five years. In FY 2009, the participation rate for White women was 34.83% compared to their FY 2005 participation rate of 36.4%. The participation rate for White men also decreased from 26.2% in FY 2005 to 25.4% in FY 2009.

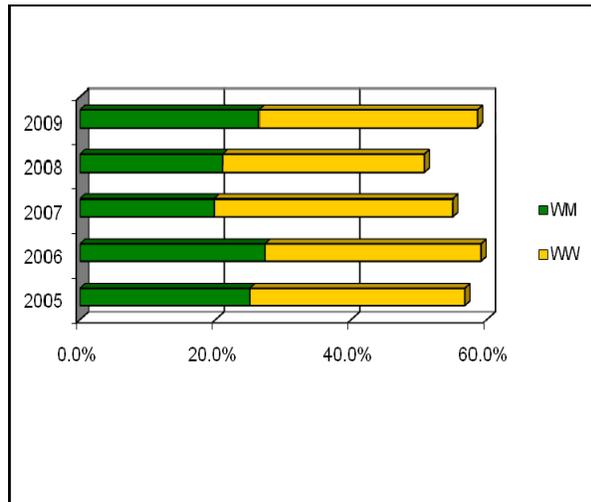
**FY 2005 - FY 2009 Participation rate Trends for White Men and Women**



As shown in the next chart, Whites have represented an average of 56.1% of the new permanent hires over the last five years, below the CLF rate of 72.7%. White men have represented an average of 23.9% of all permanent hires and White women have represented an average of 32.2%, below the onboard rate of 25.4% for White men and 34.5% for White women.

While White women continue to be represented at a rate (34.45%) above their CLF availability rate of 33.7%, this is likely to change if their hire rate trend continues to decrease. White men will remain below their CLF availability rate if this hire rate trend continues.

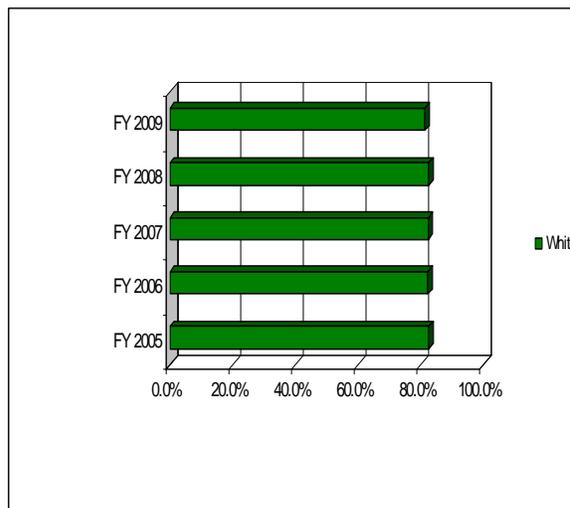
FY 2005 – FY 2009 Hire Trends for White Men and Women



As with women in general, Treasury is concerned with the distribution of White women in its workforce. White women in Treasury's permanent GS workforce tend to be concentrated in the lower grades. Of the over 83,000 positions at or below the GS-12 level, White women hold approximately 37.1%, while White men hold 19.2%. However, White women hold approximately 29.8% of positions at the GS-13 to GS-15 levels, while White men hold 39.8%; a rate almost twice that of their participation rate in grades GS-12 and below.

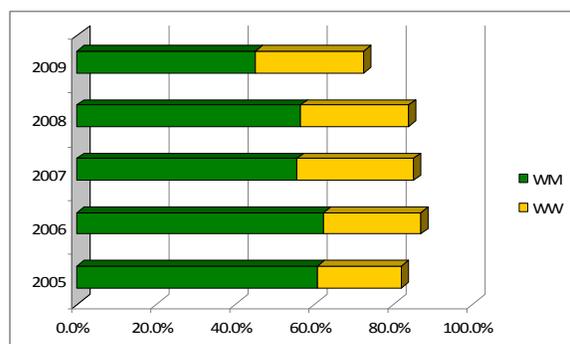
According to EEOC's annual report, within the Federal Government, Whites hold approximately 85.6% of the SPL positions. As can be seen from the next chart, over the past five (5) years, Whites have made up approximately 81.3% of Treasury's SPL positions.

FY 2005 – FY 2009 SPL Participation Trends for Whites (Permanent Employees Only)



While Whites represent a large majority of the SPL positions, Treasury is concerned with the participation rate of White women (27.5%) in SPL positions. However, as seen in the next chart, White women have seen an increased participation rate in the SPL positions, from 21.3% in FY 2005 to 27.5% in FY 2009.

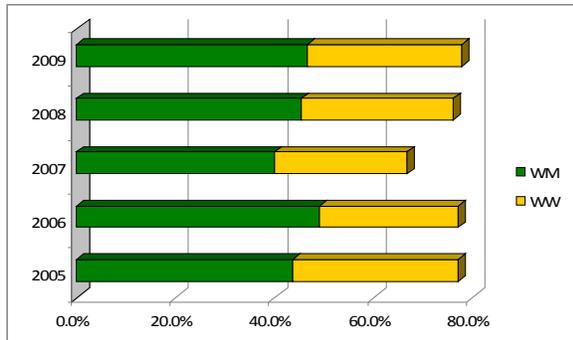
FY 2005 – FY 2009 SPL Growth Trends for Whites



	WM	WW
2009	45.1%	27.5%
2008	56.5%	27.2%
2007	55.4%	29.7%
2006	62.3%	24.5%
2005	60.7%	21.3%

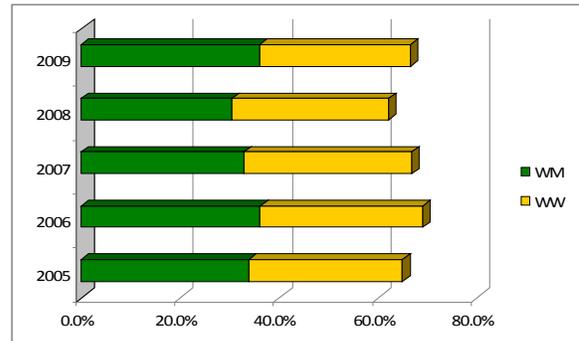
This increase in participation has not occurred in the important “feeder” grades leading to SPL positions. Rather, Treasury has had an overall decrease in the growth of White women into positions at the GS-13 through GS-15 levels.

**FY 2005 – FY 2009 GS-15 Growth Trends for Whites**



	WM	WW
2009	46.6%	31.3%
2008	45.3%	30.9%
2007	39.9%	26.8%
2006	49.2%	27.9%
2005	43.7%	33.5%

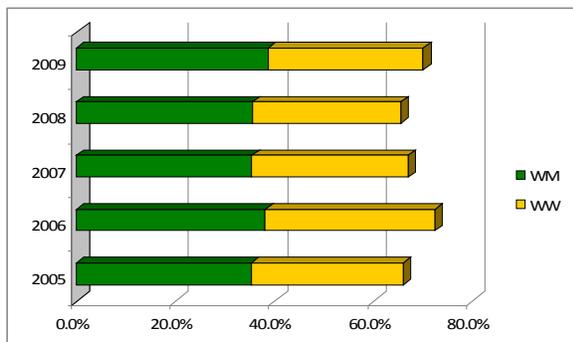
**FY 2005 – FY 2009 GS-13 Growth Trends for Whites**



	WM	WW
2009	36.0%	30.6%
2008	30.4%	31.8%
2007	32.9%	34.0%
2006	36.2%	32.8%
2005	34.0%	31.0%

While the Department is pleased with progress noted for White women in the SPL, we will continue to monitor their participation in the feeder groups.

**FY 2005 – FY 2009 GS-14 Growth Trends for Whites**



	WM	WW
2009	38.7%	31.4%
2008	35.6%	30.0%
2007	35.5%	31.5%
2006	38.2%	34.2%
2005	35.3%	30.8%

**Blacks/African Americans at Treasury**

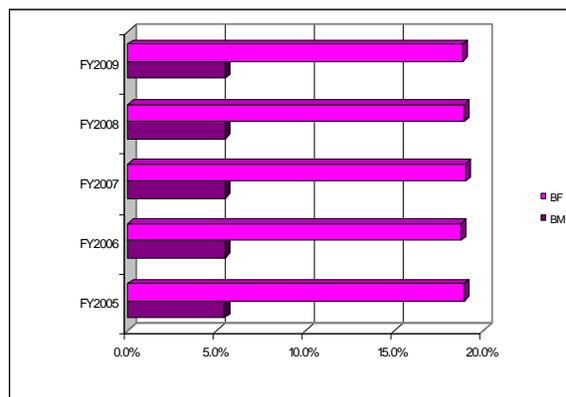
As with Whites, there has been a decreased participation rate for Blacks resulting from the increased diversity of Treasury’s permanent workforce. Even with the slight decrease in the participation rates for Blacks from FY 2005 to FY 2007, Blacks, particularly Black women, clearly continue to be attracted to employment opportunities within the Department.

In FY 2009, Black men represent 5.5% of Treasury’s workforce, exceeding their CLF availability rate of 4.8%. Black women represent 18.8% of Treasury’s workforce, which is over three times greater than their CLF availability rate of 5.7%.

**FY 2009 Total Black Men and Women in Federal Government and Treasury Compared to the Civilian Labor Force**

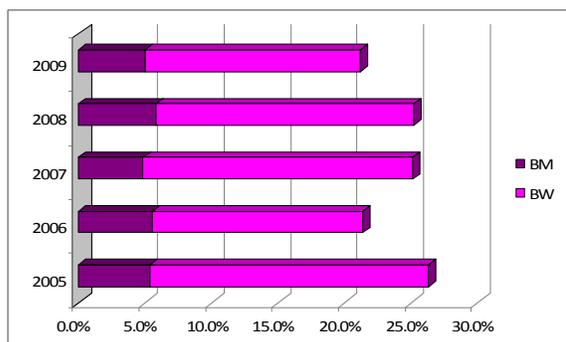
	Federal Government	Treasury	CLF
Black Men	7.8%	5.5%	4.8%
Black Women	10.5%	18.8%	5.7%
Total	18.3%	24.3%	10.5%

**FY 2005 - FY 2009 Participation Rate Trends for Black Men and Women**



While the hire rate for Blacks decreased in FY 2009, Treasury continues to experience great success in attracting Blacks to its workforce. As shown in the chart below, Blacks have represented an average of 24% of the hires over the last five years. Black men have represented an average of 5% of all permanent hires and Black women have represented an average of 19% of hires. Should this hiring trend continue, Black men and women will continue to be represented at a rate significantly above their CLF availability rate.

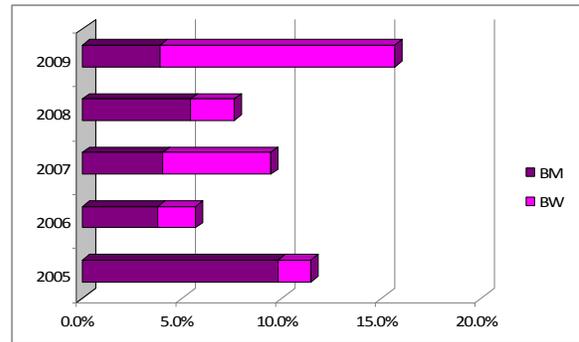
**FY 2005 – FY 2009 Hire Trends for Black Men and Women**



Again, however, the distribution of Black women in Treasury’s workforce is a concern. While Black women represent 18.8% of the Treasury permanent workforce, they tend to be concentrated in the lower grades. Of the over 83,000 positions at or below the GS-12 level, Black women hold approximately 21.8%. Of the approximately 32,000 positions at the GS-13 to GS-15 level, Black women hold approximately 12.5% of positions. However, Black men, who represent 5.5% of the Treasury permanent workforce, hold approximately 5% of the positions at or below the GS-12 level and approximately 6% of the positions at the GS-13 to GS-15 level.

Moreover, the percentage of Blacks joining Treasury’s SPL cadre has increased. Over the last five years, Blacks have seen an increase from 11.5% in FY 2005 to 15.7% in FY 2009.

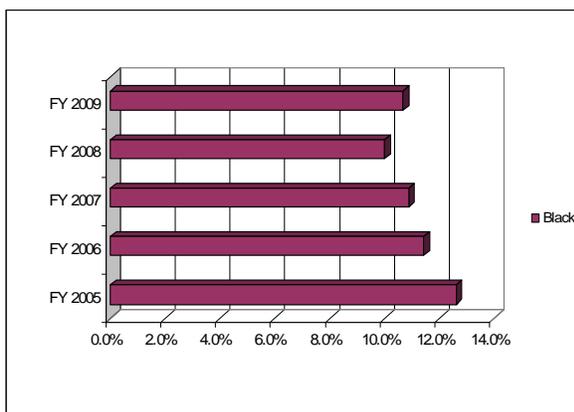
**FY 2005 – FY 2009 SPL Growth Trends for Blacks**



	BM	BW
2009	3.9%	11.8%
2008	5.4%	2.2%
2007	4.1%	5.4%
2006	3.8%	1.9%
2005	9.8%	1.6%

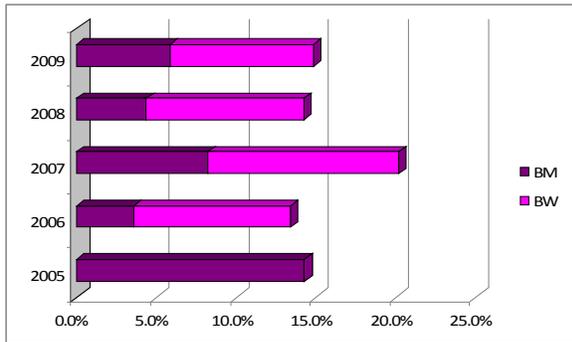
We also note that according to EEOC’s annual report, within the Federal Government, Blacks hold approximately 6.7% of the SPL positions. As can be seen from the chart below, over the past five (5) years, Blacks have made up approximately 11% of Treasury’s SPL positions.

**FY 2005 – FY 2009 SPL Participation Trends for Blacks (Permanent Employees Only)**



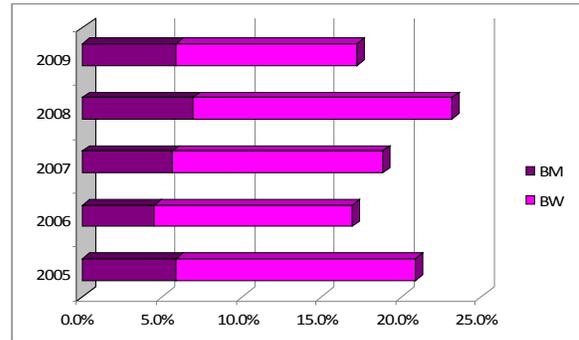
At Treasury, Blacks continue to join the important “feeder” grades leading to SPL positions at rates that exceed their overall CLF availability rate. However, the growth rates for Blacks into GS-13 to GS-15 positions have generally decreased as a result of increases in the representation rates for other EEO groups.

**FY 2005 – FY 2009 GS-15 Growth Trends for Blacks**



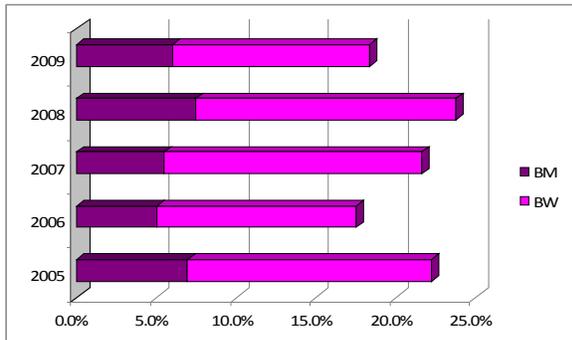
	BM	BW
2009	5.8%	9.0%
2008	4.4%	9.9%
2007	8.2%	12.0%
2006	3.6%	9.8%
2005	14.3%	0.0%

**FY 2005 – FY 2009 GS-13 Growth Trends for Blacks**



	BM	BW
2009	5.8%	11.4%
2008	6.9%	16.2%
2007	5.6%	13.2%
2006	4.5%	12.5%
2005	5.9%	15.0%

**FY 2005 – FY 2009 GS-14 Growth Trends for Blacks**



	BM	BW
2009	6.0%	12.4%
2008	7.5%	16.3%
2007	5.5%	16.2%
2006	5.0%	12.5%
2005	7.0%	15.3%

**Asians at Treasury**

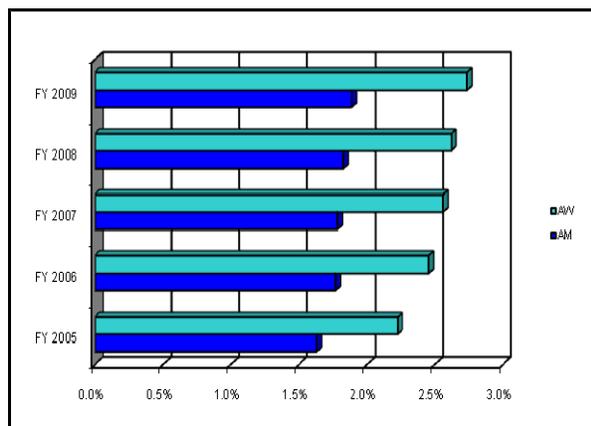
As with other groups, Asian women are attracted to Treasury. Asian women represent 2.7% of the workforce, a rate significantly higher than their CLF availability rate of 1.7% and above the Federal Government participation rate of 2.5%. Asian men represent 1.9% of the permanent workforce, which is equal to their CLF availability rate of 1.9% but below the Federal Government rate of 3.3%.

**FY 2009 Total Asian Men and Women in Federal Government and Treasury Compared to the Civilian Labor Force**

	Federal Government	Treasury	CLF
Asian Men	3.3%	1.9%	1.9%
Asian Women	2.5%	2.7%	1.7%
Total	5.8%	4.6%	3.6%

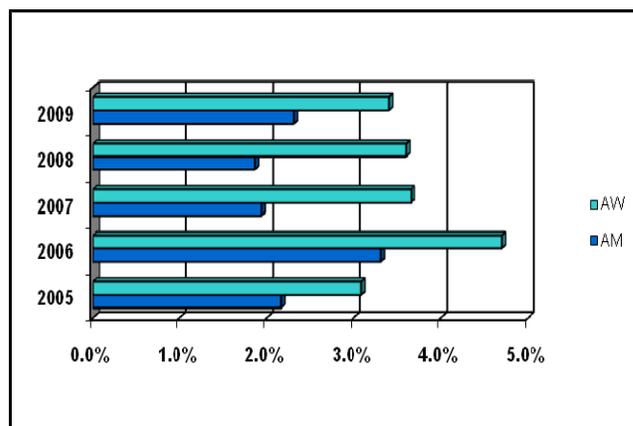
From FY 2005 through FY 2009, Treasury saw an increased participation rate for both Asian men and women. Currently, Asians represent 4.6% of Treasury's permanent workforce, above their CLF participation rate of 3.6%.

**FY 2005 - FY 2009 Participation Rate Trends for Asian Men and Women**



While the hire rate for Asians decreased in FY 2009, Treasury continues to experience great success in attracting Asians to its workforce. As shown in the chart below, Asians have represented an average of 6% of the hires over the last five years. Asian men have represented an average of 2.3% of all permanent hires and Asian women have represented an average of 3.7%. Should this hiring trend continue, Asian men and women will continue to be represented at a rate significantly above their CLF availability rate.

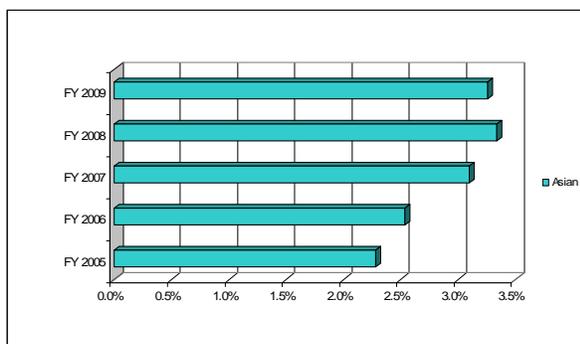
**FY 2005 – FY 2009 Hire Trends for Asian Men and Women**



Asian women represent 2.7% of the Treasury permanent workforce and appear to be fairly evenly dispersed in the grades. Of the over 83,000 positions at or below the GS-12 level, Asian women hold approximately 3% of the positions. Of the approximately 32,000 positions at the GS-13 to GS-15 level, Asian women hold approximately 3% of positions. Asian men, who represent 1.9% of the Treasury permanent workforce, hold approximately 2% of the positions at or below the GS-12 level and approximately 3% of the positions at the GS-13 through GS-15 level.

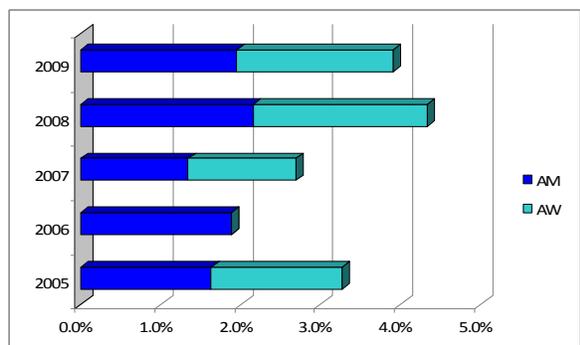
Treasury continues to focus on the diversity in the SPL positions. According to EEOC's annual report, within the Federal Government, Asians hold approximately 3.9% of the SPL positions. As can be seen from the chart below, over the past five (5) years, Asians have made up approximately 3% of Treasury's SPL positions. Moreover, the participation rates for Asians in the SPL's have increased from 2.3% in FY 2005 to 3.3% in FY 2009.

**FY 2005 – FY 2009 SPL Participation Trends for Asians (Permanent Employees Only)**



The percentage of Asians joining Treasury's SPL cadre also has increased. Over the last five years, Asians have seen an increase from 3.3% in FY 2005 to 4% in FY 2009.

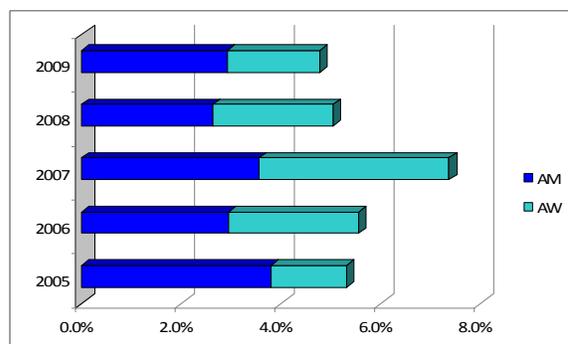
**FY 2006 – FY 2009 SPL Growth Trends for Asians**



	AM	AW
2009	2.0%	2.0%
2008	2.2%	2.2%
2007	1.4%	1.4%
2006	1.9%	0.0%
2005	1.6%	1.6%

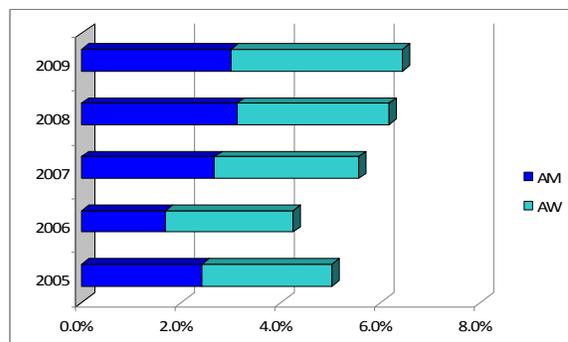
In the important "feeder" grades leading to SPL positions, Treasury has made significant strides in closing the gap for Asians at the GS-13 and GS-14 levels, but continues to face challenges in the growth rates into GS-15 positions. However, the Department expects that the proportion of Asians attaining SPL and GS-15 positions will likely increase in the future if the growth trends for GS-13 and GS-14 positions continue.

**FY 2005 – FY 2009 GS-15 Growth Trends for Asians**



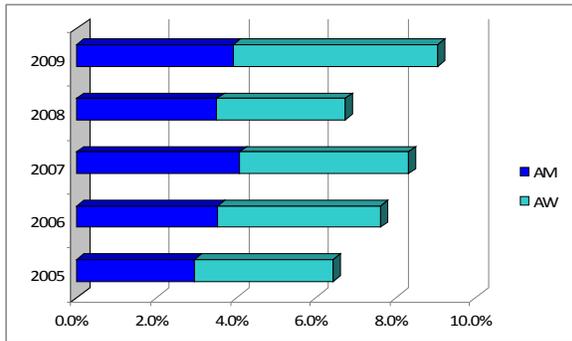
	AM	AW
2009	2.9%	1.9%
2008	2.6%	2.4%
2007	3.6%	3.8%
2006	3.0%	2.6%
2005	3.8%	1.5%

**FY 2005 – FY 2009 GS-14 Growth Trends for Asians**



	AM	AW
2009	3.0%	3.4%
2008	3.1%	3.1%
2007	2.7%	2.9%
2006	1.7%	2.6%
2005	2.4%	2.6%

**FY 2005 – FY 2009 GS-13 Growth Trends for Asians**



	AM	AW
2009	3.9%	5.1%
2008	3.5%	3.2%
2007	4.1%	4.2%
2006	3.5%	4.1%
2005	3.0%	3.5%

**American Indian/Alaska Natives, Native Hawaiian or Other Pacific Islanders, and Two or More Races at Treasury**

Combined, American Indian/Alaska Natives (AIAN), Native Hawaiian or Other Pacific Islanders (NHOPI), and Two or More Races (2 + Races) represent approximately 1.3% of Treasury's permanent workforce. As seen from the chart below, American Indian/Alaska Native men, Native Hawaiian or Other Pacific Islander men and Two or More Race men and women are represented at rates below both their CLF availability rates and their Federal Government participation rates. However, American Indian/Alaska Native and Native Hawaiian or Other Pacific Islander women are represented at rates above their CLF availability rates but below their Federal Government rates.

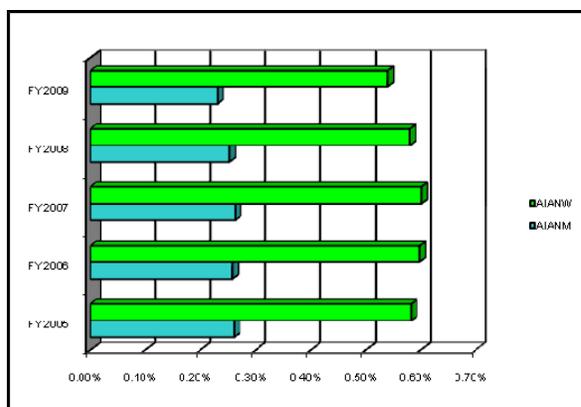
**FY 2009 Total AIAN, NHOPI, and 2 + Race Men and Women in Federal Government and Treasury Compared to the Civilian Labor Force**

	Federal Government	Treasury	CLF
AIAN Men	0.73%	0.23%	0.30%
AIAN Women	0.90%	0.54%	0.30%
NHOPI Men	0.17%	0.05%	0.10%
NHOPI Women	0.14%	0.11%	0.10%
2 + Race Men	0.29%	0.14%	0.80%
2 + Race Women	0.28%	0.24%	0.80%

**Participation Trends**

From FY 2005 through FY 2009, Treasury saw a slightly decreased participation rate for both American Indian/Alaska Native men and women. However, American Indian/Alaska Native women continue to participate at a rate (0.54%) above their CLF availability rate (0.30%).

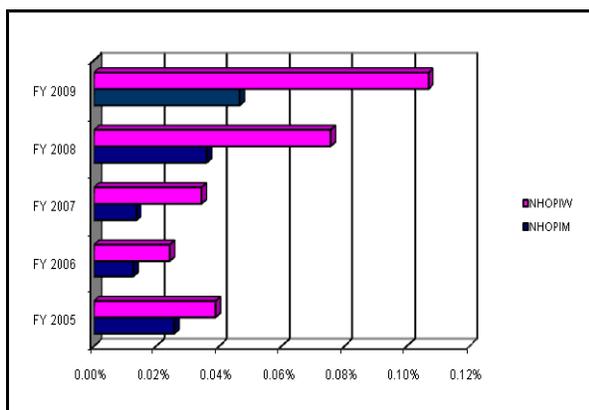
**FY 2005 - FY 2009 Participation Rate Trends for AIAN Men and Women**



Treasury began tracking Native Hawaiian or Other Pacific Islanders in FY 2004, and resurveyed the workforce in FY 2005 and FY 2006. Since resurveying, Treasury has had a significant increase in the participation rates for both Native Hawaiian or Other Pacific Islander men and women. While the data shows a decrease in FY 2006, the participation rates for Native Hawaiian or Other Pacific Islander men and women have continued to increase since FY 2007.

Currently, Native Hawaiian or Other Pacific Islander men represent 0.05% and Native Hawaiian or Other Pacific Islander women represent 0.11% of the permanent workforce. While Native Hawaiian men remain slightly below the CLF by 0.05%, women are now represented at a rate (0.11%) slightly above the CLF (0.10%).

**FY 2005 - FY 2009 Participation Rate Trends for NHOPI Men and Women**

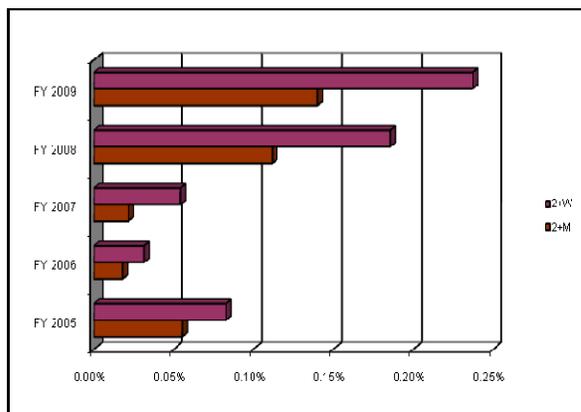


As directed by guidance in EEOC's MD-715, Treasury began tracking Two or More Races in FY 2004. Thus, the resurvey of our workforce in FY 2005 and FY 2006, allowed employees the opportunity to identify themselves under more than one race designation.

Currently, Two or More Race men represent 0.14% of the permanent workforce (below their CLF availability rate of 0.8%) and Two or More Race women represent 0.24% (below their CLF availability rate of 0.8%). However, since resurveying, there has been a significant increase in their participation rates.<sup>9</sup> With the continued trend of

increased participation rates, Treasury anticipates that Two or More Race men and women will be at or above their availability rate over the next five to six years.

**FY 2005 - FY 2009 Participation Rate Trends for 2 + Race Men and Women**

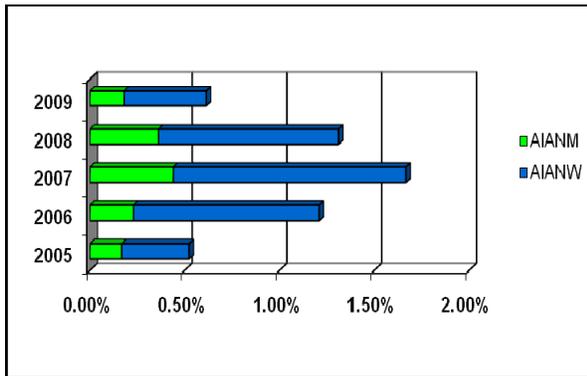


**Hire Trends**

As shown in the next chart, the hire rates for American Indian/Alaska Natives have represented an average of 1.1% of the hires over the last five years. American Indian/Alaska Native men have represented an average of 0.28% of all permanent hires and American Indian/Alaska Native women have represented an average of 0.79%. Should this hiring trend continue, American Indian/Alaska Native men and women will continue to be represented at a rate close or equal to CLF availability rates.

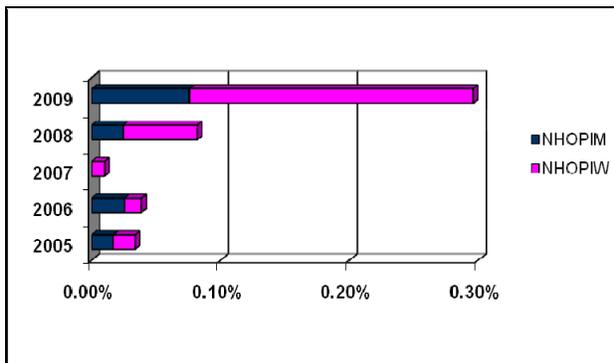
<sup>9</sup> The decreased participation rate for Two or More Races from FY 2005 to FY 2006 is due to an error. In FY 2006, Hispanic employees who also designated their race were erroneously placed in the Two or More Race category. This error was corrected in FY 2006.

**FY 2005 – FY 2009 Hire Trends for AIAN Men and Women**



Native Hawaiian or Other Pacific Islanders represent an average of 0.09% of the hires over the last five years, with men representing an average of 0.03% and women representing an average of 0.06% of all permanent hires. While this hire rate is not equal to their CLF availability rate, the hire rate has increased from 0.04% in FY 2005 to 0.3% in FY 2009. If this increased hiring trend continues, the participation rate for Native Hawaiian or Other Pacific Islanders may reach their availability rate over the next five years.

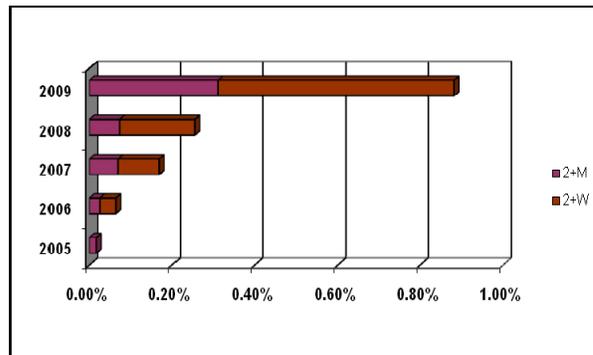
**FY 2005 – FY 2009 Hire Trends for NHOP Men and Women**



Two or More Races represent an average of 0.29% of the hires over the last five years, with men representing an average of 0.10% and women representing an average of 0.18% of all

permanent hires. While this hire rate is not equal to their CLF availability rate, the hire rate has increased from 0.02% in FY 2005 to 0.88% in FY 2009. If this hiring trend continues to increase, the participation rate for Two or More Races may reach their availability rate over the next five years.

**FY 2005 – FY 2009 Hire Trends for 2 + Race Men and Women**



**Grade Distribution**

American Indian/Alaska Natives, Native Hawaiian or Other Pacific Islanders, and Two or More Races appear to be distributed fairly evenly in Treasury’s workforce. Of the over 83,000 positions at or below the GS-12 level, American Indian/Alaska Natives hold approximately 0.81%, Native Hawaiian or Other Pacific Islanders hold 0.16% and Two or More Races hold 0.39%. At the GS-13 to GS-15 levels, American Indian/Alaska Natives hold approximately 0.70%, Native Hawaiian or Other Pacific Islanders hold 0.12% and Two or More Races hold 0.32%.

## Grade Distribution

	AIAN	NHOPI	2+Race
<b>GS-12 and Below</b>	0.81%	0.16%	0.39%
<b>GS-13 Through GS-15</b>	0.70%	0.12%	0.32%

Treasury also is focused on the distribution of these groups in the SPL positions. According to EEOC's annual report, of all SPL positions within the Federal Government, American Indian/Alaska Natives hold approximately 0.75%, Native Hawaiian or Other Pacific Islanders 0.04%, and Two or More Races 0.18%. As can be seen from the chart below, over the past five (5) years in Treasury SPL positions, American Indian/Alaska Natives have made up an average of 0.44%, Native Hawaiian or Other Pacific Islanders 0.16%, and Two or More Races 0.15%. Of particular note, at Treasury, representation in the SPL positions has increased from 0.0% in FY 2005 to 0.18% in FY 2009 for Native Hawaiian or Other Pacific Islanders and from 0.0% in FY 2005 to 0.36% in FY 2009 for Two or More Races. American Indian/Alaska Natives however decreased from 0.41% in FY 2005 to 0.18% in FY 2009 (this decrease is due to the separation of two American Indian/Alaska Native employees).

**FY 2005 – FY 2009 SPL Participation Trends  
(Permanent Employees Only)**

	AIAN	NHOPI	2+Race
<b>2009</b>	<b>0.18%</b>	<b>0.18%</b>	<b>0.36%</b>
<b>2008</b>	<b>0.37%</b>	<b>0.19%</b>	<b>0.38%</b>
<b>2007</b>	<b>0.62%</b>	<b>0.21%</b>	<b>0.00%</b>
<b>2006</b>	<b>0.64%</b>	<b>0.21%</b>	<b>0.00%</b>
<b>2005</b>	<b>0.41%</b>	<b>0.00%</b>	<b>0.00%</b>

Because there was some growth in the SPL for American Indian/Alaska Natives in FY 2005 and FY 2006, their participation rate grew to as much as 0.64%; similarly, some growth in the SPL for Two or More Race employees in FY 2008 caused their participation rate to increase to as much as 0.36%. However, due to the lack of growth in later fiscal years, the participation rate for groups has fallen as a result of either separations or growth in the overall SPL population. Overall, the percentage of American Indian/Alaska Natives, Native Hawaiian or Other Pacific Islanders, and Two or More Races joining Treasury's SPL cadre has not increased significantly.

**FY 2005 – FY 2009 SPL Growth Trends**

	AIAN	NHOPI	2+Race
<b>2009</b>	0.0%	0.0%	0.0%
<b>2008</b>	0.0%	0.0%	1.1%
<b>2007</b>	0.0%	0.0%	0.0%
<b>2006</b>	1.9%	0.0%	0.0%
<b>2005</b>	1.6%	0.0%	0.0%

In the important "feeder" grades leading to SPL positions, Treasury has not noted significant overall growth of these groups into positions at the GS-13 to GS-15 levels. Nonetheless, Native Hawaiian or Other Pacific Islanders experienced growth into the GS-15 and GS-13 levels at rates more than double their overall workforce participation. And Two or More Races experienced growth into the GS-13 level at a rate greater than their overall workforce participation.

## FY 2005 – FY 2009 GS-15 Growth Trends

	<b>AIAN</b>	<b>NHOPI</b>	<b>2+Race</b>
<b>2009</b>	0.27%	0.27%	0.00%
<b>2008</b>	0.22%	0.22%	0.22%
<b>2007</b>	0.82%	0.00%	0.00%
<b>2006</b>	0.99%	0.00%	0.66%
<b>2005</b>	0.38%	0.00%	0.00%

## FY 2005 – FY 2009 GS-14 Growth Trends

	<b>AIAN</b>	<b>NHOPI</b>	<b>2+Race</b>
<b>2009</b>	0.43%	0.09%	0.26%
<b>2008</b>	0.39%	0.08%	0.46%
<b>2007</b>	0.90%	0.00%	0.07%
<b>2006</b>	0.56%	0.00%	0.24%
<b>2005</b>	1.25%	0.10%	0.00%

## FY 2005 – FY 2009 GS-13 Growth Trends

	<b>AIAN</b>	<b>NHOPI</b>	<b>2+Race</b>
<b>2009</b>	0.77%	0.38%	0.58%
<b>2008</b>	0.75%	0.05%	0.60%
<b>2007</b>	0.66%	0.00%	0.16%
<b>2006</b>	0.92%	0.04%	0.04%
<b>2005</b>	0.58%	0.18%	0.12%

## EMPLOYEES WITH TARGETED DISABILITIES

Treasury has maintained the highest participation rate of employees with targeted disabilities<sup>10</sup> of all the cabinet-level agencies for at least the past five fiscal years (FY 2004 - FY 2008).<sup>11</sup> From FY 2007 to FY 2008, Treasury's participation rate for permanent employees with targeted disabilities remained constant at 1.72%. However, in FY 2009, Treasury's participation rate decreased to 1.71%. This is because while the Department's overall number of permanent employees with targeted disabilities increased from 1,960 in FY 2008 to 2,012 in FY 2009, the total size of Treasury's permanent workforce grew from 117,821 to 121,352.

In FY 2008, each Treasury bureau set 5-year numerical hiring goals for individuals with targeted disabilities. Perhaps as a result of these hiring goals, in FY 2008 and FY 2009, more permanent employees with targeted disabilities were hired than separated from Treasury.

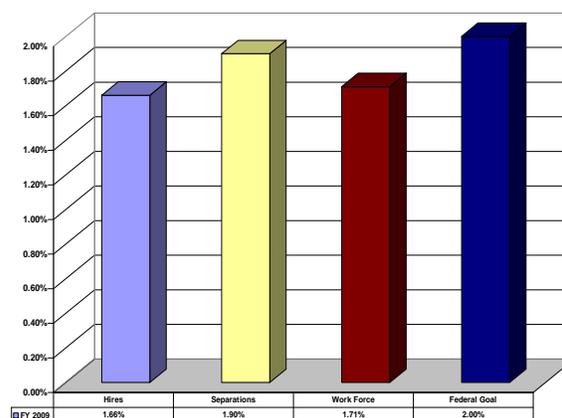
<sup>10</sup> Disability data is gathered from the U.S. Office of Personnel Management's Standard Form (SF) 256, which allows federal employees to self-identify as having any of a variety of impairments. "Targeted disabilities" are those impairments included on the SF-256 that the EEOC has instructed federal agencies to focus on, generally because these impairments are obvious during the hiring stage and present evident needs for reasonable accommodation. The targeted disabilities are: deafness, blindness, paralysis, missing extremities, convulsive disorders, distortion of limbs or spine, mental illness and mental retardation.

<sup>11</sup> Government-wide data for FY 2009 is not yet available.

The employment of individuals with disabilities within the Department continues to be a focus of the Human Capital Advisory Council (HCAC). The Department continues to monitor the bureaus' progress in meeting their five year numerical hiring goals established in FY 2007.

Treasury fully supports the Equal Employment Opportunity Commission's goal for the Federal workforce to reach a participation rate of 2% by 2010. In FY 2009, five of Treasury's bureaus met or exceeded their established hiring goals (BPD, FinCEN, IRS, IRS-CC, TIGTA). Nonetheless, because these bureaus' goals were not set high enough to reach a participation rate of 2%, the rate of hires needs to continue to exceed the established goals.

Hires, Separations, Workforce and Federal Goal FY 2009



Hires	Separations	Workforce
218	175	2,012

To assist the bureaus in meeting their goals for FY 2009, in October 2008, Treasury held a Career Fair for people with disabilities. Each bureau was encouraged to identify open positions and to participate in the Career Fair by actively recruiting, conducting on-the-spot interviews and, if possible,

utilizing the Schedule A hiring authority to make tentative employment offers. Along with increasing hiring, one goal of the Career Fair was to place a focus on hiring individuals with disabilities and showcase qualified applicants.

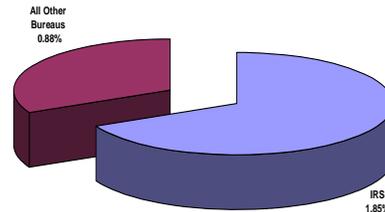
The Career Fair was preceded by a disABILITY Summit for Treasury managers and HR and EEO representatives. Participants in the Summit learned about best practices in the Federal Government, available resources for effective outreach and the use of Schedule A hiring authorities. Participants received a Disability Hiring Toolkit for Managers, an Interview Guide for Managers and a How To Guide for Schedule A and several veterans' appointing authorities.

Over 600 candidates registered to attend the Career Fair and Treasury bureaus hired five persons with targeted disabilities. Using "Lessons Learned", OCRD and HR made improvements and worked through FY 2009 to hold another Career Fair in October 2009. The results from Treasury's FY 2010 Career Fair will be reported in the Department's FY 2010 MD-715 report.

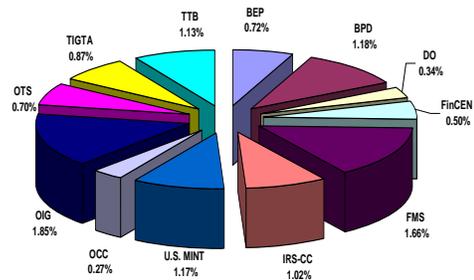
The following charts show the representation rates for Treasury's employees with targeted disabilities in the IRS and in all other bureaus, and for each bureau other than IRS.

**Employees with Targeted Disabilities  
IRS and All Other Bureaus**

FY 2009



**Employees with Targeted Disabilities  
All Other Bureaus  
FY 2009**



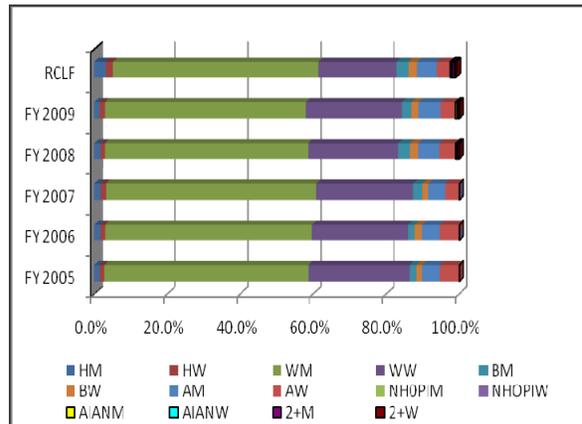
## Participation Rates in Major Occupations

We continue to examine the participation rates of the EEO groups in Treasury's major occupations. Major occupations are agency occupations that may be mission-critical, heavily populated relative to other occupations and provide pathways to higher graded and/or managerial positions. The benchmark for comparison is the Relevant Civilian Labor Force ("RCLF"), i.e., the CLF for the occupation in question. For example, the RCLF for Economists is based on the demographic census data for persons who reported being employed as an Economist. More detailed information on trends in major occupations is included in Appendix B.

### Economist

The Economist (110) occupational series remained fairly constant for all groups. As can be seen in the chart below, overall the Department is doing well in the diversity of Economists. However, Hispanic men and women, White men, Black women, American Indian/Alaska Native women and Two or More Race men continue to be represented at rates that are slightly below the RCLF (between 0.1% to 1.7% below).

### Participation Rates for Economists FY 2005 – FY 2009

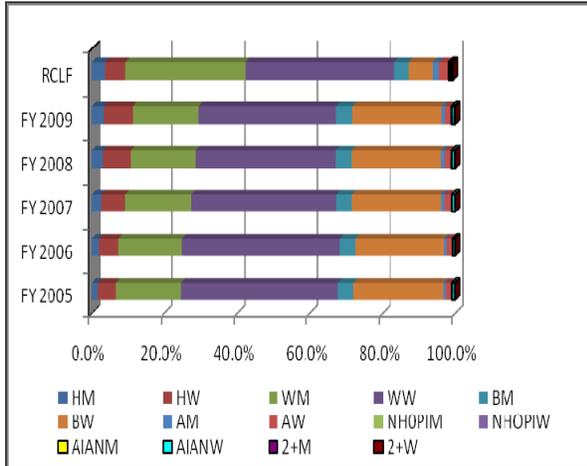


### Financial Systems Analyst

The number of employees in the Financial Systems Analyst (501) occupational series has shown consistent growth. Women, with the exception of White and Two or More Race women, are represented at rates above their RCLF availability rate. Men, with the exception of Black men, are consistently represented at rates below their RCLF.<sup>12</sup>

<sup>12</sup> The growth reflected in the 501 series may be due to a combination of new hires and the inclusion of the Office of Thrift Supervision (OTS) in Treasury's overall statistics beginning in FY 2008. OTS began using Treasury's automated personnel system, HR Connect, in August 2008. Currently, OTS' historical data is not available for previous years.

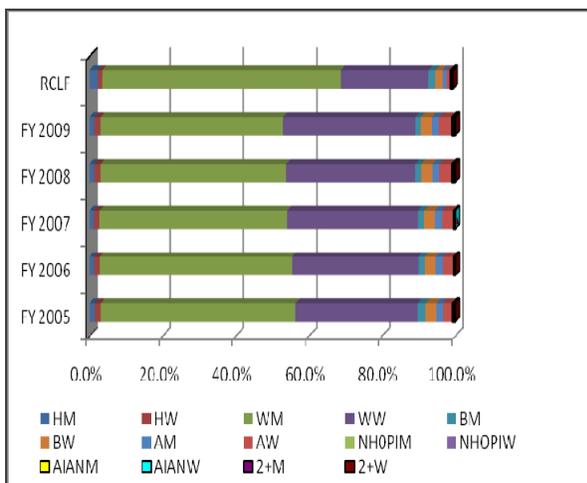
**Participation Rates for Financial System Analysts  
FY 2005 – FY 2009**



**General Attorney**

The General Attorney (905) occupational series has shown consistent decreases for men. Men, with the exception of Asian and American Indian/Alaska Native men, continue to be represented at a rate below the RCLF. Women in all EEO groups are represented at rates above the RCLF.

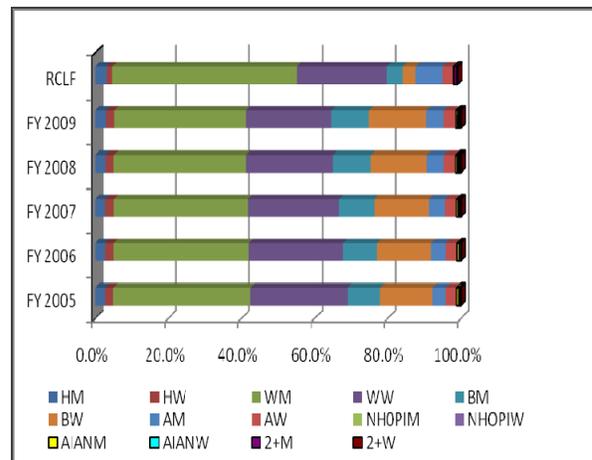
**Participation Rates for General Attorneys  
FY 2005 – FY 2009**



**Information Technology Specialist**

Representation in the IT Specialist (2210) occupational series remained fairly constant for all groups. Men, White women and Two or More Race men and women are represented at rates slightly below the RCLF (between 0.04% and 1.4%). However, White men and Asian men continue to be significantly below the RCLF (by 14.5% and 2.7% respectively).

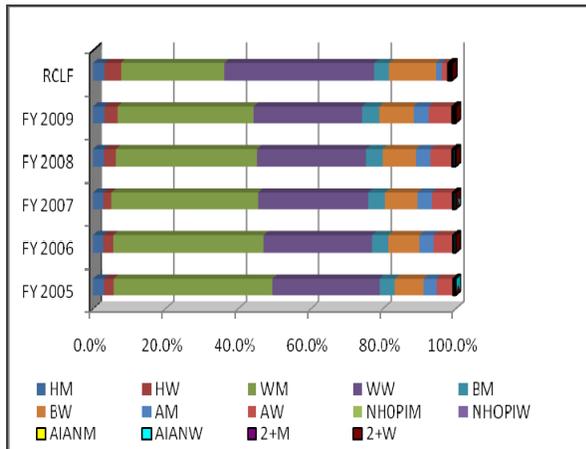
**Participation Rates for IT Specialists  
FY 2005 – FY 2009**



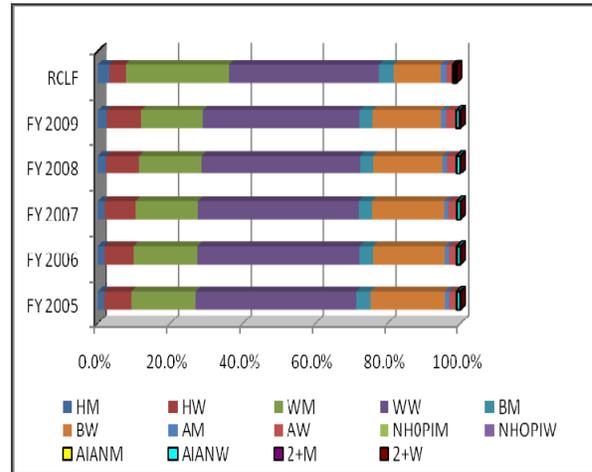
**Revenue Agent**

The Revenue Agent (512) occupational series remained fairly consistent for all groups. Asian women had a significantly increased participation rate (from 4.5% in FY 2005 to 8.3% in FY 2009), while the participation rates for White men, Hispanics, White women, Black women and Two or More Races remain below the available RCLF (between 0.1% to 11.4% below).

Participation Rates for Revenue Agents  
FY 2005 – FY 2009



Participation Rates for Tax Examiners  
FY 2004 – FY 2008



**Tax Examiners**

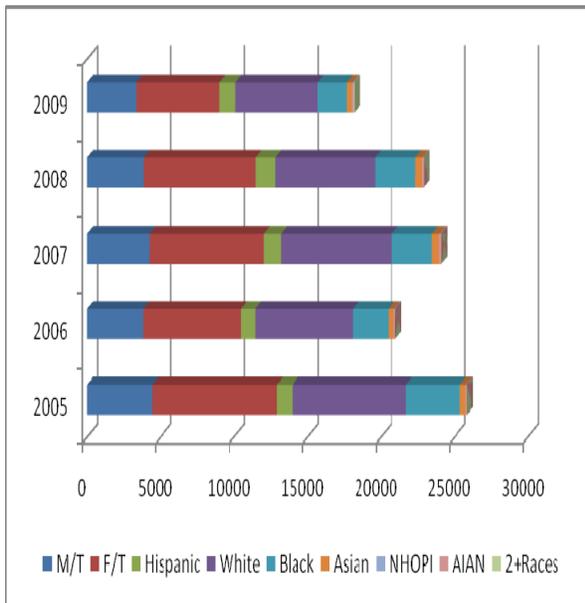
The Tax Examiner (0592) occupational series has more employees than any other major occupation in Treasury.

Women in all EEO groups except the Two or More Race group participate in this occupational series at rates above their RCLF rates. Hispanic, White, Black, Asian and Two or More Race men continue to be represented at rates below their RCLF rates. Native Hawaiian or Other Pacific Islander and American Indian/Alaska Native men are represented at rates above their RCLF rates.

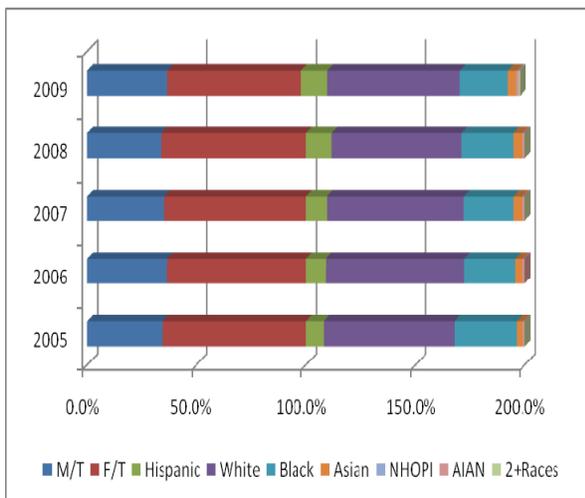
**Separations**

A review of separations reveals that the actual number of separations has been declining since FY 2005.

**Separation Rates by Sex, Ethnicity and Race  
FY 2005 – 2009**



A review of the percentage of those separations by RNO shows fairly consistent rates of separation for all groups.



A review of Treasury’s separations by type reveals that the most common reason for an employee’s separation was resignation (47%), followed by retirement (41%). Further analysis is required to determine the significance in the number of resignations. One theory is that the conversion from the Civil Service Retirement System (CSRS) to the Federal Employee Retirement System (FERS) may have a significant impact. Employees under FERS are more likely to resign because this system was designed to be portable, thus allowing more flexibility than the CSRS.

While detailed data on the reasons employees are resigning are not available at this time, Treasury developed an Exit Survey Tool in FY 2008 and began piloting the tool in two bureaus, the Departmental Offices and Financial Management Service. (Results from the exit survey were provided on pages 9 and 10 of this report.)

During January 2010, the Department plans to deploy the Exit Survey for use in all bureaus. A Treasury-wide exit survey tool will provide insight to Treasury’s bureaus as to why employees are choosing to separate from Treasury’s workforce and seek employment in other federal agencies or the private sector. The results will also be analyzed to determine whether there are any impediments to the retention of any particular EEO group.

## Conclusion

The Office of Civil Rights and Diversity's FY 2009 MD-715 Report outlines some of our successes in the area of equal opportunity programs and activities. The Department of Treasury is proud of its accomplishments in the areas of attracting and retaining an increasingly diverse workforce. However, we realize there is still much to be done in the SPL and feeder groups, and for individuals with targeted disabilities. As we move forward into the next fiscal year, we will continue to focus on ways to ensure we have the broadest group of diverse, well-qualified talent from which to recruit.

In FY 2010, OCRD will conduct a comprehensive analysis of workforce data to determine whether there are barriers to Hispanic participation in the SPL positions and feeder group. The study will focus on selected major occupations (those present in many bureaus and whose occupants are mainly at or above the GS-11 or equivalent grades). The data to be reviewed includes relevant CLF, applicant flow, hires, promotions, separations, survey results, and trend lines.

Additionally, the Department will meet with each bureau EEO Office to review their employment profiles and identify potential problem areas in recruitment, promotion, or retention. Bureaus must develop plans to determine if barriers to the employment of any group exist, and strategies to eliminate any barriers that are uncovered.

We will also continue to study the reason why ADR is declined by employees and expand our complaint prevention outreach efforts.

