

# *Diversity Strategy*



*For the fiscal years 2004 – 2008*



## Message from the Secretary

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**MAR 6, 2003**

### **MEMORANDUM FOR ALL TREASURY EMPLOYEES**

**FROM:** John W. Snow /s/  
**SUBJECT:** Equal Opportunity and Diversity Policy

As Secretary of the Treasury, I want to affirm my personal commitment to equal opportunity and diversity at the Department. We will treat employees, applicants for employment and customers of the Department fairly in an environment free from discrimination on the basis of race, color, religion, national origin, sex, sexual orientation, parental status, age, protected genetic information, and mental or physical disability.

We will work together to provide all employees a working environment free from harassment or reprisal. Individuals will have equal opportunity, without prohibited discrimination, to participate in, and receive benefits from, any program or activity funded by the Department. I fully support Treasury's zero tolerance policy for sexual harassment or any other form of discrimination or reprisal.

My experience in the public and private sector has taught me that different skills, backgrounds, and perspectives contribute to the success of any organization. I am dedicated to ensuring a positive, professional environment at Treasury that respects differences, rewards teamwork, values integrity, and capitalizes on the diverse talents of all employees.

I know I can count on each of you to follow the letter and the spirit of this equal opportunity and diversity policy. I look forward to working with you.

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## Executive Summary

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Our Nation is made up of people from diverse backgrounds, cultures, customs and beliefs. It is those differences that contribute to the richness and strength of our society. Like our Nation, the workforce is also becoming more and more diverse. As a result, in order to recruit, hire and retain the best people from every background and community, we must foster diversity in our workforce, manage it effectively, and value what it has to offer.

A diverse workforce is critical for any organization that seeks to improve and maintain a competitive advantage. Focusing on diversity and looking for ways to achieve an inclusive environment is not just a “nice to have objective,” it makes good business sense. A diverse workforce offers greater productivity and a competitive edge. Diversity improves the quality of our workforce and offers a higher return on our investment in human capital. Our agency’s future depends on the quality of employees we recruit today. New employees often consider an organization’s diversity efforts when deciding whether to accept or reject an employment offer. Potential candidates are usually more attracted to employers that are committed to sustaining a diverse workforce. Moreover, diverse perspectives increase creativity as they offer different perspectives, ideas and solutions.

Managing diversity at the Department of the Treasury involves creating and maintaining a work environment that (1) attracts the widest possible pool of talent; (2) provides opportunities for all employees to maximize their potential and fully contributes to accomplishing our agency’s mission; and (3) ensures everyone is treated with dignity and respect. Commitment is the foundation of a successful effort to build and maintain a diverse, high-quality workforce. Achieving a diverse workforce requires commitment from everyone.

Although, over the past several years, Treasury has worked proactively to incorporate diversity management into its day-to-day operations, there is more work to be done. While bureaus have progressed in their efforts to address diversity, the need for a more comprehensive Departmentwide diversity framework has become more evident. In response, the Department and its bureaus have collaborated to develop a corporate strategy.

The Department’s Diversity Strategy concentrates on four primary areas: recruitment, hiring, retention and accountability. It imposes no requirements beyond those currently required by existing law, regulation or executive order. However, it offers comprehensive guidance so that all employees of the organization can share an understanding of what is to be done, how it can be done, and how to know when it is being done. This Departmentwide strategy presents the expectations that guide the Department’s assessment of bureau efforts. It also offers a basis for bureau self assessments and a prescription for “succeeding.”

This Strategy provides a framework for linking the Department’s diversity and human capital initiatives to mission results. The framework shows how diversity and human capital drivers operate together to produce outcomes that enhance mission accomplishment. It is also designed to help bureaus assess their current state, identify gaps between where they are and where they need to be, develop plans for getting where they need to be, and check progress along the way. Further, the Strategy helps bureaus hold employees accountable for results in their diversity efforts, ensuring that those efforts are not only aligned with mission needs, but are also effective, efficient, and merit-based.

The Strategy also serves as a roadmap to ensure the Department has a clear vision for achieving a diverse workforce and that strategies are in place to meet those end goals. We envision that this Strategy may change over time as we continually evaluate our successes, measure our progress, and make needed changes. Accomplishing the established goals is the responsibility of the Department’s senior leadership assisted by their line and functional managers.

Our strategic outcomes descend directly from related components of the President's Management Agenda, the Office of Management and Budgets' Standards for Success, the Office of Personnel Management's Human Capital Assessment and Accountability Framework, the Department's Human Capital Strategic Plan, and the Treasury Strategic Plan. The Department's outcomes are explicitly designed to link to the Department's mission accomplishments.

The Department's Diversity Strategy is the result of a collaborative effort. A core team of representatives from Departmental Offices, the Financial Crimes Enforcement Network, the Financial Management Service, the Internal Revenue Service, and the Office of the Inspector General worked together to develop the Department's diversity vision, mission and strategic priorities and corresponding goals. All Treasury bureaus were provided an opportunity to review and comment on the Strategy.

### VISION

*Treasury's vision is to make the Department an exciting and attractive place to work by offering employees the opportunity to use their full potential in support of Treasury's stewardship of the United States economy.*

Cognizant of the need to excel in our mission and to effectively meet our obligation to stakeholders, we believe that all staff have the right and need for a family-friendly work environment, where people are treated fairly with regard to recruitment, compensation, awards, recognition, development, and career advancement practices.

### MISSION

*The mission of the Department of the Treasury is to promote the conditions for prosperity and stability in the United States and encourage prosperity and stability in the rest of the world.*

Treasury's mission statement highlights the Department's roles as the steward of United States economic and financial systems, and as an influential participant in the international economy. Treasury's commitment to our citizens is to create economic and employment opportunities for all by raising the rate of sustainable growth. To the extent this objective is linked to world economy, Treasury will seek to influence global financial and economic issues whenever possible to promote global economic growth and stability.

The Department of the Treasury is the primary Federal agency responsible for the economic and financial prosperity and security of the United States, and as such is responsible for a wide range of activities including advising the President on economic and financial issues, promoting the President's growth agenda, and enhancing corporate governance in financial institutions.

In the international arena, the Department of the Treasury works with other Federal agencies, the governments of other nations, and the International Financial Institutions to encourage economic growth, raise standards of living and predict and prevent, to the extent possible, economic and financial crises.

## The Business Imperative

The Department of the Treasury's Diversity Strategy is designed to assist the Department in attaining a diverse workforce by ensuring that (1) recruitment policies are sufficiently broad to afford maximum flexibility and enable recruitment of well-qualified candidates from a wide variety of sources, (2) internal barriers do not impede the hiring, promotion or retention of any candidate or employee because of his or her race, gender, national origin, age, color, religion, disability, sexual orientation, parental status, protected genetic information, or any other non-merit factor, and (3) the Department develops a culture of inclusiveness, where every employee is given the opportunity to work at his or her full potential.

The Department is national in scope, with its bureaus serving all United States citizens. Creating a high-quality diverse workforce is a business imperative for Treasury. The Department's mission is to lead the nation's economic growth for all citizens of this country. As a consequence, the Department touches the lives of all Americans. The people who deal with the Department bring with them a wide variety of backgrounds, cultures, and experiences. To be a leader, Treasury needs to understand, work with, and value all individuals who form the basis for our national economy—small business owners and large businesses, unemployed and wage earners, citizens and non-citizens, older workers and those just entering the workforce, and persons with disabilities.

A report written by the Hudson Institute in the late 1980s forecasted major demographic changes and transformations in the civilian labor force over the next several decades. Specifically, the Institute reported that minorities would increasingly constitute a larger percentage of new entrants into the workforce and that, as a result of the "baby boom" generation the median age of workers would increase.<sup>1</sup> A 1997 follow-up report affirmed the need to plan proactively for these predicted workforce changes.<sup>2</sup>

The findings of the Hudson Institutes' reports are further reinforced by the Department of Labor.

*"By 2050, the US population is expected to increase by 50% and minority groups will make up nearly half of the population. Immigration will account for almost two-thirds of the nation's population growth. The population of older Americans is expected to more than double. One-quarter of all Americans will be of Hispanic origin. Almost one in ten Americans will be of Asian or Pacific Islander descent. And more women and people with disabilities will be on the job."<sup>3</sup>*

To be successful, Treasury must recognize and use the diversity of our nation to our advantage, and must include diversity as an integral part of our business planning. Our bottom line is to continue to achieve and maintain a competitive workforce in a rapidly changing business and political environment through the unique strengths of our employees and business partners. A diverse workforce will enable us to provide a measure of understanding to our customers by relating to the diverse backgrounds of those customers. By including employees from all backgrounds, all Treasury employees gain a measure of knowledge, background, experience, and comfort in serving all the Department's customers.

We recognize that to be competitive in the labor market, we must solicit from every available source of candidates to ensure we have the highest quality workforce. Failing to recruit among the full spectrum of the labor market is to miss a strategic opportunity.

Moreover, diversity provides an opportunity to strengthen the Department from an organizational standpoint. A variety of views, approaches and actions for Treasury to use in planning, problem-solving and decision-making strengthens the Department's ability to better serve the taxpayer by reflecting the customers and communities it serves.

This is an opportune time for the Department to implement its Diversity Strategy. As previously discussed, studies have predicted that the projected retirement wave, as the "baby boom" generation



reaches retirement age, will provide unique opportunities for hiring and developing new talent. Moreover, analysis of our demographic data indicates that the Department has many opportunities to improve its diversity portrait. At the Department level, Treasury's workforce appears to be diverse. We are well-represented in the areas of women and African-Americans, and are at or near the Civilian Labor Force representation rates for Hispanics, Asian Americans and Pacific Islanders, and American Indians and Alaskan Natives. Specifically, women account for 65.80% of Treasury's population, compared to the National Civilian Labor Force (NCLF) rate of 45.70%. African-American employees total 24.50% of the workforce, compared to 10.30% of the NCLF. Treasury's Hispanic population is at 8.07%, compared to the NCLF rate of 8.10%. Asian American/Pacific Islanders are at 3.46% of the workforce, compared to 2.80% of the NCLF. American Indian/Alaskan Natives total 0.81% of our workforce, compared to 0.60% of the NCLF.<sup>4</sup> Employees with disabilities comprise 12.00% of our workforce, although only 2.00% are employees with targeted disabilities.

We recognize that the data provided above does not provide a complete workforce profile because it is based on Census data available as of 1990.<sup>5</sup> However, based on currently available 1990 Census data, as we look more closely at mission critical occupations and senior executive and feeder groups, Treasury representation levels do not appear consistent with their representation rates in the overall Treasury workforce. For example, while women comprise 65.80% of Treasury's workforce, women comprise only 43.00% of the GS 13-15 population, and only 31.37% of the SES population. Black women, who comprise 19.70% of Treasury's workforce, are concentrated at the GS 1-4 and 5-8 levels, but comprise only 10.27% of the GS 13-15 workforce, and 2.95% of the SES workforce. Women and minority men account for approximately 42.00% of all SES positions, but they make up almost 75.00% of the Treasury workforce. While the above statistics represent aggregate-level snapshots within the Department, we realize that a more in-depth analysis is necessary to determine their relevance to and impact on the Department's strategic initiatives. We also note that, within individual bureaus, workforce compositions vary considerably from Department workforce profiles.

The charts at Appendix B provide detailed overall Treasury workforce profiles. As noted earlier, each bureau will need to analyze its own workforce and determine areas that need additional attention. In addition, once the 2000 Census data is made available, it will be critical that the Department reassess its workforce profile and modify the strategies and charts contained herein to adequately reflect the revised Census data, inclusion of any new race and national origin categories prescribed by the Equal Employment Opportunity Commission, and findings resulting from analysis of that data against the Treasury workforce.

It is also important to recognize that analysis of traditional data such as that provided in Appendix B, in and of itself, will not result in a diverse workforce. Rather, it is crucial that we include in the mix an analysis of all of the characteristics that make each of us unique, such as our educational backgrounds, life experiences, and religious beliefs, just to name a few.

## Goals, Objectives, and Outcomes

**Treasury Strategic Goal M5—Ensure Professionalism, Excellence, Integrity and Accountability in the Management and Conduct of the Department of the Treasury**

### RECRUITMENT

**Human Capital Strategic Goal 2—Recruit and hire a highly skilled and diverse workforce aligned with business goals**

**Strategic Goal M5B1: Create a pool of diverse, high-quality candidates able to fill positions at all grade levels and in all occupations, including mission critical occupations**

#### 1.1. Strategic Objective

Attract high-quality candidates from diverse cultures and backgrounds who are prepared to meet Treasury's strategic goals and work in the Treasury environment.

##### 1.1.A. Outcome(s) Expected

- Diversity recruitment initiatives are fully integrated with workforce planning, succession planning, Federal equal opportunity recruitment planning, disability recruitment planning<sup>6</sup>, affirmative employment planning<sup>7</sup>, and White House initiatives targeting diverse groups.<sup>8</sup>
- Formal memoranda of understanding and informal relationships with academia, professional associations, veterans' organizations, and/or minority and community groups are in place to increase the diversity of the applicant pool.
- Recruitment practices and policies are sufficiently broad to afford maximum flexibility and enable recruitment from diverse audiences.

##### 1.1.B. Means and Strategies for Achieving Objective

- Conduct workforce analysis to identify areas of underrepresentation at all grade levels and in all occupations, with emphasis on positions in the senior executive, supervisory and managerial ranks, and mission critical occupations.
- Use the results of workforce analysis and workforce and succession planning to implement a comprehensive five-year recruitment plan designed to close identified gaps and align diversity initiatives with larger Departmental objectives.

- Establish criteria for, conduct analysis of, and implement plans to identify and address internal barriers to the recruitment of individuals from diverse backgrounds.<sup>9</sup>
- Expand formal and informal partnerships and outreach programs to increase the applicant pool of minorities, women, individuals with disabilities and veterans who possess the skills and competencies needed by the Department.
- Partner with the Office of Personnel Management (OPM) to address recruitment incentives that are not within the control or authority of the Department to change.
- Pursue partnership with the Equal Employment Opportunity Commission (EEOC) to develop guidance on conducting appropriate analyses of Department trends compared to civilian labor force (CLF) and relevant civilian labor force (RCLF) data and to address identified barriers that are not within the control or authority of the Department to change.
- Broaden recruitment efforts as appropriate to include external sources when filling all positions in the Department with emphasis on Senior Executive Service, supervisory and managerial positions, and positions in mission critical occupations.
- Evaluate and, as deemed appropriate and within available funding levels, promote appropriate use of compensation flexibilities such as recruitment bonuses, referral bonuses, retention allowances, relocation bonuses, critical position pay, tuition assistance, student loan repayments, superior qualification appointments, special pay rates, pay banding, etc.
- Identify best recruitment practices in other Federal agencies and pursue implementing comparable practices to enhance the Department's recruitment efforts.
- Market the benefits of working for Treasury with emphasis on fostering an inclusive environment.

## **1.2. Strategic Objective**

Develop, deploy and maintain a cadre of recruiters that includes supervisors, managers, and representatives from program areas as well as staff areas such as human resources, equal opportunity, civil rights, and special emphasis to deliver the recruiting message effectively.

### **1.2.A. Outcome(s) Expected**

- The Department maintains a diverse cadre of recruiters proficient and effective in marketing the Department to a diverse audience.

### **1.2.B. Means and Strategies for Achieving Objective**

- Design and implement a framework for a recruiter training module which includes information about the organization's mission and skill requirements, internal hiring procedures, available personnel flexibilities, effective interview techniques, diversity objectives, employment opportunities for persons with disabilities, and reasonable accommodation, and which addresses the needs of diverse audiences.

- Establish incentives (such as recognition in annual performance reviews) for program staff to recruit at national forums, job fairs, etc., which target women, minorities, persons with disabilities, veterans, and different age groups.
- Develop a Departmentwide recruitment questionnaire to assess the potential applicant's satisfaction with the recruitment experience.

## HIRING

***Human Capital Strategic Goal 2—Recruit and hire a highly skilled and diverse workforce aligned with business goals***

### **Strategic Goal M5B2: Develop a Workforce which Reflects the Diversity of the Nation**

#### **2.1. Strategic Objective**

Increased representation of women, minorities, persons with disabilities, veterans and different age groups across all occupations and grade groupings, with particular emphasis on positions in the executive, managerial and supervisory ranks, and mission critical occupations.

##### **2.1.A. Outcome(s) Expected**

- To the extent possible, the Department takes full advantage of the Federal hiring process by using the many staffing flexibilities and hiring authorities available.
- Managers are cognizant of their responsibilities for hiring individuals with disabilities, know what questions they may legally ask, and understand their obligation to ensure individuals with disabilities have full and fair access to the hiring process.
- Hiring policies and practices do not impede the hiring of women, minorities, individuals with disabilities, veterans and different age groups.

##### **2.1.B. Means and Strategies for Achieving Objective**

- Communicate to Bureau supervisors and managers recruitment objectives identified in the Bureaus' Disability Recruitment Plan, Affirmative Employment Plan (AEP) and Federal Equal Opportunity Employment Program (FEORP) Plan.
- Maximize the use of the following Office of Personnel Management (OPM) appointing authorities to hire, as appropriate:
  - Student Employment Program Authorities
  - Outstanding Scholar and Bilingual/Bicultural Authority
  - Presidential Management Fellows Program Authority
  - Federal Career Intern Program Authority
  - Selective Placement Opportunities for Persons with Disabilities such as the Workforce Recruitment Program
  - Other Applicable Schedule A and B Authorities
  - Direct Hire Authorities and Other Appointing Authorities Authorized by OPM

- Annually review human resources policies, processes, and operations to ensure they are not unduly burdensome and offer maximum hiring flexibility.
- Within available resources, maximize the use of compensation flexibilities such as recruitment and relocation bonuses, flexible and part-time work schedules, telecommuting, child care, etc., to increase the Department's ability to compete with other employers.

## RETENTION

***Human Capital Strategic Goal 3—Retain a high performing workforce and maintain an environment conducive to a high level of employee satisfaction***

**Strategic Goal M5B3: Retain a diverse, high-quality workforce dedicated to accomplishing the mission of the organization**

### 3.1. Strategic Objectives

Provide employees a supportive and inclusive work environment where they feel respected and valued, and where they can contribute to accomplishing the organization's mission.

#### 3.1.A. Outcome(s) Expected

- Employees have the tools they need to perform their jobs and advance in their careers.
- Improve the quality of worklife for employees through teamwork and union collaboration as appropriate, thereby enhancing staff morale and retention.

#### 3.1.B. Means and Strategies for Achieving Objective

- Provide annual training to executives, supervisors, managers and employees on diversity, equal opportunity, worklife flexibilities, and health and safety.
- Implement policies that maximize the use of worklife initiatives as effective means to meet the needs of a diverse workforce.
- Publish procedures for providing reasonable accommodation<sup>10</sup> on internal and external websites.
- Promote full utilization of the Department of Defense Computer/Electronic Accommodations Program (CAP), or comparable bureau programs, to address the needs of individuals with disabilities.
- Conduct barrier analysis and take appropriate action on identified barriers to ensure that Treasury facilities (including leased facilities) are safe and productive work environments, and are accessible to persons with disabilities.

### 3.2. Strategic Objective

Provide a flexible, supportive work environment that emphasizes learning and development.

### **3.2.A. Outcome(s) Expected**

- Instill a culture of continuous-learning, providing employees opportunities to increase their knowledge and develop their skills, using innovative and creative methods to deliver education and training.

### **3.2.B. Means and Strategies for Achieving Objective**

- Develop and implement individual development plans for employees.
- Maximize use of tuition reimbursement programs, within available resources, to pay for necessary expenses for training and formal education.
- Widely publicize developmental opportunities (e.g., details, leadership training, etc.) to all employees to give those interested a chance to participate in assignments that prepare them for higher-level positions.
- Expand the use and availability of formal and informal mentoring and coaching programs, CD-ROMs and other interactive and on-line training technology, and internal and external training.

## **3.3. Strategic Objective**

Develop and implement an effective system of rewards, recognition, and incentives.

### **3.3.A. Outcome(s) Expected**

- Exceptional performance and results serve as the drivers of differences in rewards and recognition.

### **3.3.B. Means and Strategies for Achieving Objective**

- Make available, on the organization's internal website, policies and procedures related to the organization's reward and recognition system.
- Annually review and publish on the organization's internal website information regarding the types and distribution of awards, recognition, and incentives (including retention allowances) during the fiscal year.

## **3.4. Strategic Objective**

An aggressive dispute prevention program is in place to resolve disputes at the lowest possible level, and at the earliest possible stage.



### **3.4.A. Outcome(s) Expected**

- Increased individual awareness and understanding of rights and responsibilities.
- Decrease in the number of precomplaint counseling contacts and formal complaints filed.
- Shift of resources from more costly equal employment opportunity complaint adjudication activities to proactive prevention.

### **3.4.B. Means and Strategies for Achieving Objective**

- Designate dispute prevention champions in the Department and each bureau to provide oversight for dispute prevention initiatives.
- Develop and implement a training module for supervisors, managers and employees in conflict resolution, including establishment of a coaching cadre to assist them in difficult situations.
- Provide information to the Treasury bureaus that will help them identify and solve problems before they escalate.
- Analyze complaint data to identify “hot spots” and specific bases and issues where EEO complaints are increasing and develop rapid response teams to analyze areas identified and provide technical assistance to improve the environment.
- Perform root cause surveys of complaints to identify primary areas of conflict and implement strategies to lessen perceived causes of conflict.

## ACCOUNTABILITY

***Human Capital Strategic Goal 1—Align human capital plans, strategies, and systems to achieve organizational effectiveness and mission accomplishment***

**Strategic Goal M5B4: Link diversity principles to mission objectives, integrate them into day-to-day operations, and make them a fundamental part of the Department's culture**

### **4.1. Strategic Objective**

Diversity initiatives are fully integrated into the Department's strategic mission and human capital initiative.

#### **4.1.A. Outcome(s) Expected**

- Commitment to diversity is demonstrated through the ranks and by Treasury leadership through investment of time and resources to recruit and retain a diverse workforce.
- Diversity and equal opportunity strategies and initiatives promote best workplace practices.

#### **4.1.B. Means and Strategies for Achieving Objective**

- A diversity council, comprised of senior Treasury leaders, is in place and chartered to address diversity throughout the Department.
- A diversity coordinating committee, comprised of Department and bureau officials, is in place to ensure that initiatives recommended by the Diversity Council are implemented and effective.
- Diversity strategies are linked to individual/organization performance and are factors in distinguishing high/low performance.
- Systems are in place to afford periodic audits to assess the Department's success in achieving a diverse, world-class organization.
- The Secretary's commitment to diversity, equal opportunity and a workplace free of discriminatory harassment is communicated to the Department and bureau workforce.
- Systems are in place to hold managers, supervisors, EEO, and human resources officials accountable for building and maintaining a diverse, high-quality workforce and for recognizing successes.

## Management Challenges to Achieving Goals

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- Many of the identified strategies require that the Department develop effective partnerships and alliances with external organizations and institutions. The success of these initiatives will depend on how well the Department addresses the challenge of being able to foster an atmosphere of collaboration with these organizations.
- This is the first version of the Department's strategy plan to address diversity. The Strategy is designed to address the dynamic and rapidly changing environment in which Treasury must perform its mission. Aligning our diversity strategy with the Department's strategic plan, our human capital strategy, and other Department resources to support these strategic objectives will be critical to achieving our goals. Integrating diversity principles into daily operations, improving the level of inclusiveness and respect for our diversified workforce, and tailoring communication and education efforts also pose critical challenges.
- It is imperative that the Department's *Diversity Strategy* promote inclusion, rather than exclusion, and addresses workplace behaviors and understanding differences. The challenge is to ensure that internal systems, policies, and practices do not benefit any one group over another, and that the differences each employee brings to the Department are respected and used to enhance the Department's capacity, strength, service, and adaptability as an organization. This is essential if the Department is to meet the demands of its mission.
- The Department must take advantage of advances in technology to make efficient use of Department resources and measure the effectiveness of these strategic objectives. Inherent in this approach is the need to conduct business differently and transform our business processes through increased automation. The Department will be challenged by its ability to develop and implement systems to capture, analyze, and report on relevant workforce and recruitment data.
- The Department's ability to develop an effective recruitment marketing campaign, support increased use of compensation flexibilities, and train and develop recruiters able to effectively communicate the Department's marketing and recruitment strategy to diverse audiences will be dependent on the availability of adequate operating budgets and resources.
- Historically, the Department's resources have been primarily devoted to reactive, charge-driven approaches to addressing allegations of discrimination. As a consequence, our dispute prevention strategies are new. Aligning our human capital and other agency resources to support these strategies will be critical to their achievement.

## External Factors

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- Changes in the demographics and the expectations of the labor force will require crafting recruitment initiatives that are multifaceted and flexible.
- Formerly, Federal hiring overcame disadvantages of lower salary rates by offering greater career stability. As the Federal workplace more and more resembles the private sector in the rapidity of change, a flexible and supportive workplace which empowers managers and employees to succeed in challenging work becomes more critical in attracting and retaining the right person for the job.
- The demographic characteristics of the workforce will require that the Department seek out recruiters with specialized skills to attract diverse applicants. For example, growth in various ethnic groups pose challenges for recruiting staff that would need to speak languages in addition to English and operate in a culturally competent framework.

## Relationship between Treasury's Strategic Plan, Human Capital Strategic Plan and Annual Performance Measures

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- The Department will develop and implement guidance, policies and tools to assess the overall effectiveness of the Diversity Strategy. This will include measurement tools that link diversity recruitment strategies and results to the Department's Strategic and Human Capital Plans; data sources; and reporting requirements. Performance indicators will be developed to measure progress. Program evaluations will serve as the mechanism for assessing those measures that are not directly quantifiable. Development of assessment/survey tools that will enable the collection and analysis of internal data in new ways may be required.
- The Department will develop and implement measures that link dispute prevention strategies and results to the Department's Strategic and Human Capital Plans. The first step in the process will be to establish baseline data to assess our current state. We will use surveys as a primary tool for collecting data about the work environment to assess progress in achieving the goal.

## Cross-Cutting Issues

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- The Department is working in partnership with the National Association of Hispanic Federal Executives (NAHFE) and the Hispanic Association of Colleges and Universities (HACU) to increase the available applicant pool of Hispanics at all levels and in all occupations.
- The Department is an active participant in several Governmentwide initiatives, including the Office of Personnel Management Interagency Taskforce on Hispanic Employment, the Department of Health and Human Services' Working Group on Asian Americans/Pacific Islanders, and the Department of Education Working Group on Tribal Colleges and Universities. The Department will continue to work with these partners in an effort to increase the diversity of its applicant pool.
- The Department is an active partner with the Department of Defense Computer/Electronic Accommodations Program. The Department will continue this partnership in an effort to accommodate the needs of individuals with disabilities.

## Appendices

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Appendix A—Crosswalk of Treasury Strategic Goals, Office of Personnel Management Goals, Office of Management and Budget “Proud to Be” Goals, Treasury Human Capital Strategic Plan Goals and Treasury Diversity Strategy Goals

Appendix B—Workforce Profiles

Appendix C—Mission Critical Occupations

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## Appendix A—Crosswalk of Treasury Strategic Goal, Office of Personnel Management Goals, Office of Management and Budget “Proud to Be” Goals, Treasury Human Capital Strategic Plan Goals and Treasury Diversity Strategy Goals

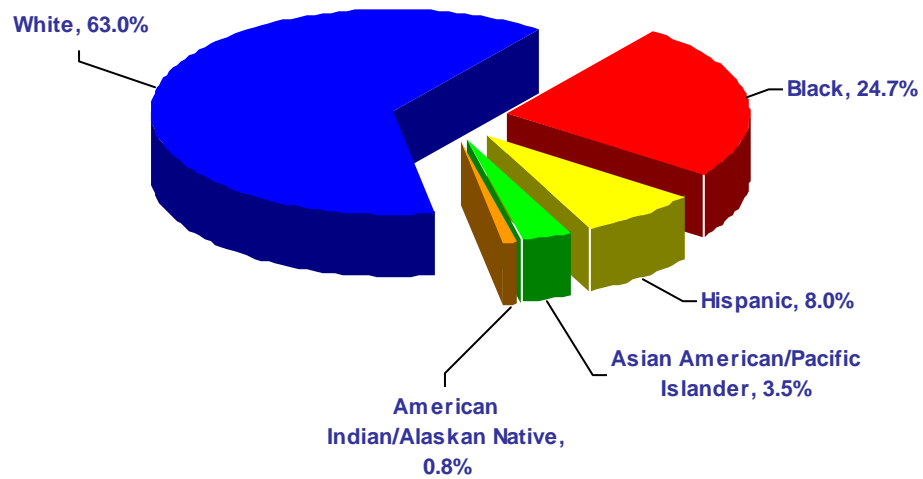
### Treasury Strategic Goal M5

*Ensure professionalism, excellence, integrity and accountability in the management and conduct of the Department of Treasury*

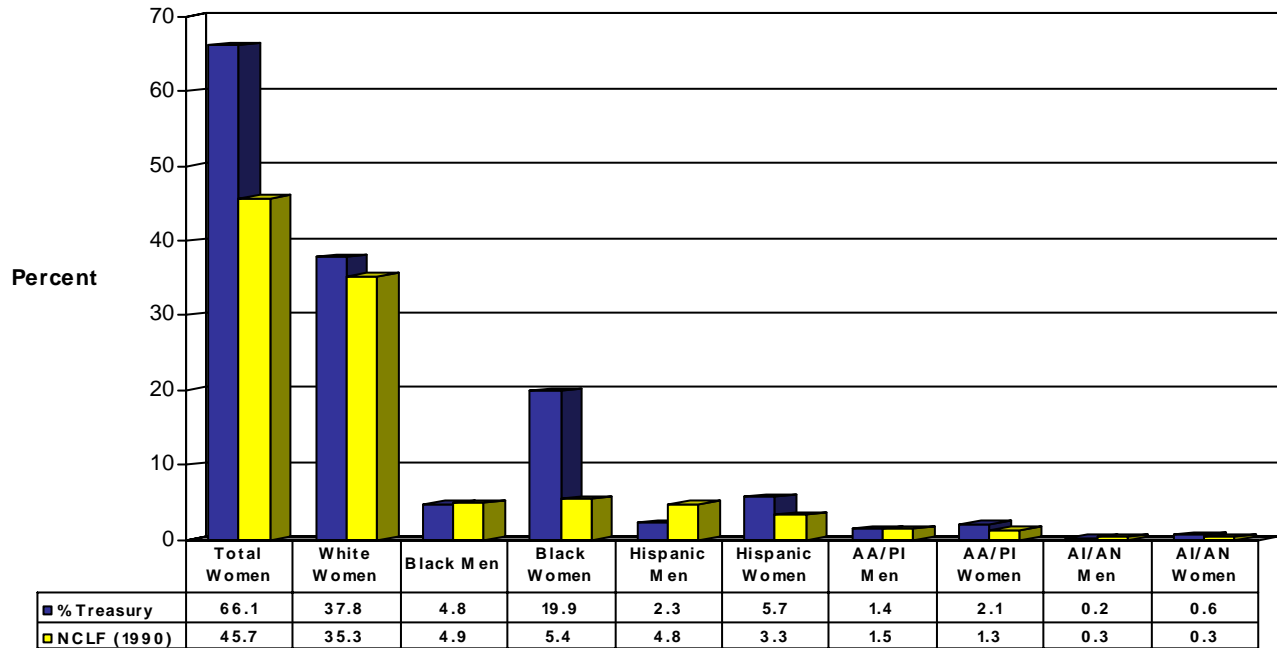
OPM Goal	OMB “Proud to Be” Goal	Treasury Human Capital Strategic Goal	Treasury Diversity Goals
Agency has a diverse, results-oriented, high performing workforce, and has performance management system that effectively differentiates between high and low performance and link individual/team/unit performance to organizational goals and desired results.	<p>Workforce is diverse, including mission-critical occupations and leadership</p> <p>Agency consistently measures and works to sustain diversity</p> <p>Performance appraisals for SES and managers link to agency mission and are cascaded</p>	<p>Recruit and hire a highly skilled and diverse workforce aligned with business goals (Goal 2)</p> <p>Retain a high performing workforce and maintain an environment conducive to a high level of employee satisfaction (Goal 3)</p>	<p>Create a pool of diverse, high-quality candidates able to fill positions at all grade levels and in all occupations, including mission critical occupations</p> <p>Develop a workforce which reflects the diversity of the Nation</p> <p>Retain a diverse, high-quality workforce dedicated to accomplishing the mission of the organization</p>
<p>Human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans and budget</p> <p>Human capital decisions are guided by a data-driven, results-oriented planning and accountability system</p>	<p>Human capital strategies are linked to Treasury mission and goals</p> <p>Human capital program is guided by measurable outcomes</p>	<p>Align human capital plans, strategies and systems to achieve organizational effectiveness and mission accomplishment (Goal 1)</p>	<p>Link diversity principles to mission objectives, integrate them into day-to-day operation, and make them a fundamental part of the Department’s culture</p>



Departmentwide Permanent White Collar  
Workforce Distribution  
As of September 30, 2003

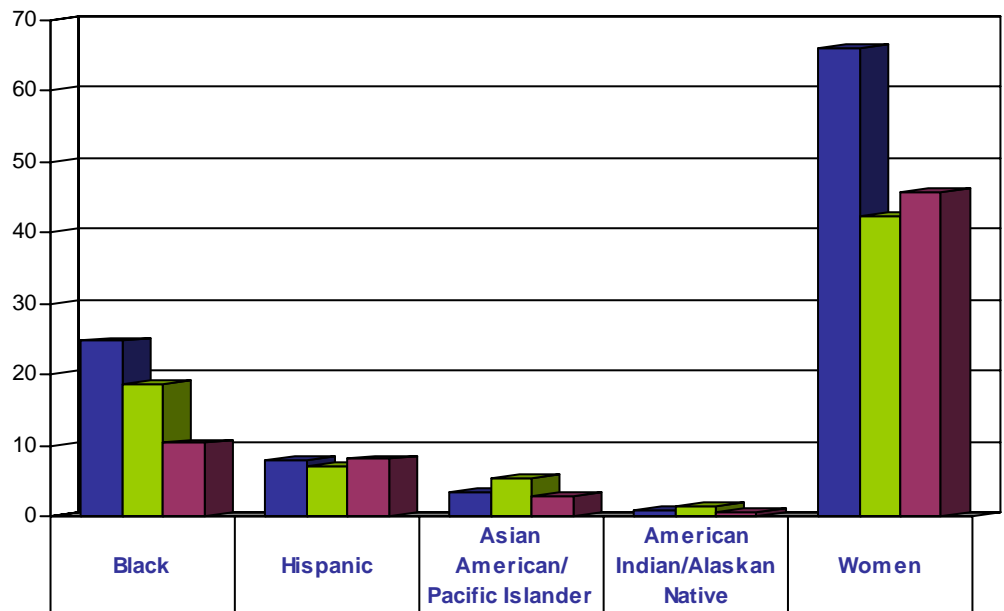


## Treasury Permanent White Collar Workforce Compared to the National Civilian Labor Force As of September 30, 2003



- The representation of women and minorities in the Department's workforce exceeds their respective representation rate in the NCLF in all minority groups except Black men, Hispanic men, Asian American/Pacific Islander men, and American Indian/Alaskan Native men. Black, Asian American/Pacific Islander and American Indian/Alaskan Native men are only slightly (0.1%) below the NCLF.
- The representation rate of women overall, and Black, Hispanic, Asian American/Pacific Islander and American Indian/Alaskan Native women significantly exceeds their respective representative rate in the NCLF.

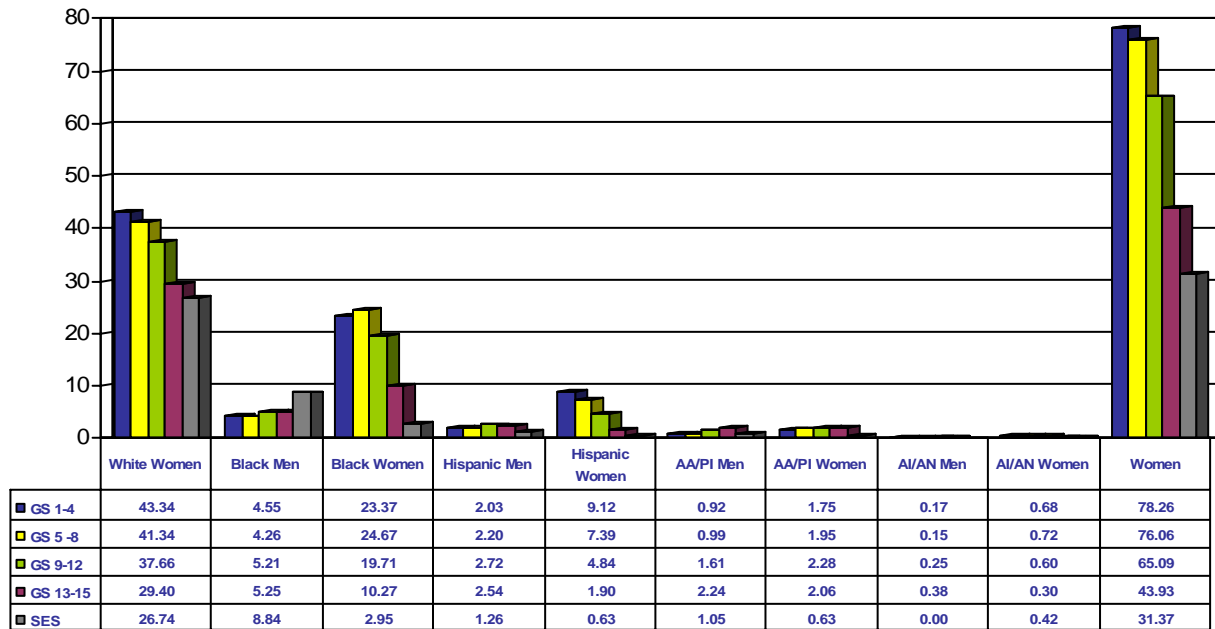
## Race, National Origin and Gender Profile Compared to the Federal Workforce and the Civilian Labor Force as of September 30, 2003



■ Treasury Workforce	24.7	8.0	3.5	0.8	66.1
■ Federal Workforce	18.6	7.1	5.5	1.5	42.4
■ Civilian Labor Force	10.3	8.1	2.8	0.6	45.7

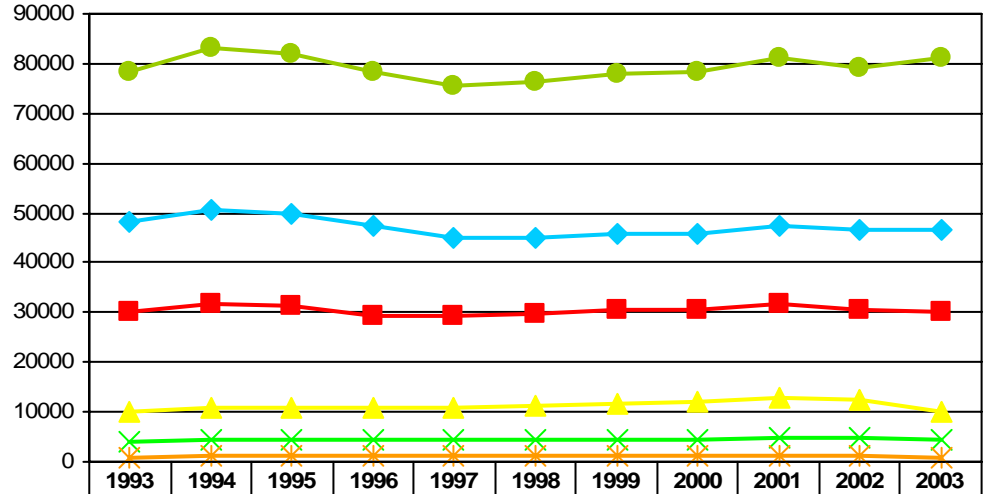
Minority Group	Above Federal Representation Rate	Below Federal Representation Rate	Above NCLF Representation Rate	Below NCLF Representation Rate
Blacks	X		X	
Hispanic	X			X
Asian Americans/ Pacific Islanders		X	X	
American Indians/ Alaskan Natives		X	X	
Women	X		X	

## Departmentwide Permanent White Collar Workforce Race, National Origin and Gender Profile By Grade Grouping As of September 30, 2003



- The **GS 1-4 Grade Grouping** represents the fourth most populated grade grouping in the Department accounting for 16.11% of the Department's White Collar workforce. Females, as a group, dominate these grade levels. Blacks, Hispanics and Native Americans/Alaskan Natives are employed in this grouping at rates greater than their representation rate in the overall White Collar workforce.
- The **GS 5-8 Grade Grouping** is the largest populated grade grouping accounting for 34.35% of the Department's White Collar workforce. Females dominate this grouping. Blacks, Hispanics and Native Americans/Alaskan Natives are employed in this grouping at rates greater than their representation rate in the overall White Collar workforce.
- The **GS 9-12 Grade Grouping** is the second largest grade grouping accounting for 25.43% of the Department's White Collar workforce. Females dominate this grouping. Blacks, Asian Americans/Pacific Islanders and Native Americans/Alaskan Natives are employed in this grouping at rates greater than their representation rate in the overall White Collar workforce.
- The third largest grade grouping is the **GS 13-15 Grade Grouping**, accounting for 23.73% of the Department's White Collar workforce. Males dominate this grouping. Asian Americans/Pacific Islanders are the only EEO group employed in this grade grouping at a rate greater than their representation rate in the Department's White Collar workforce.
- The **SES Grade Grouping** is the smallest grade grouping, accounting for 0.39% of the Department's White Collar workforce. Males as a group dominate. There are no EEO groups employed in this grade grouping at rates greater than their representation rate in the Department's White Collar workforce.

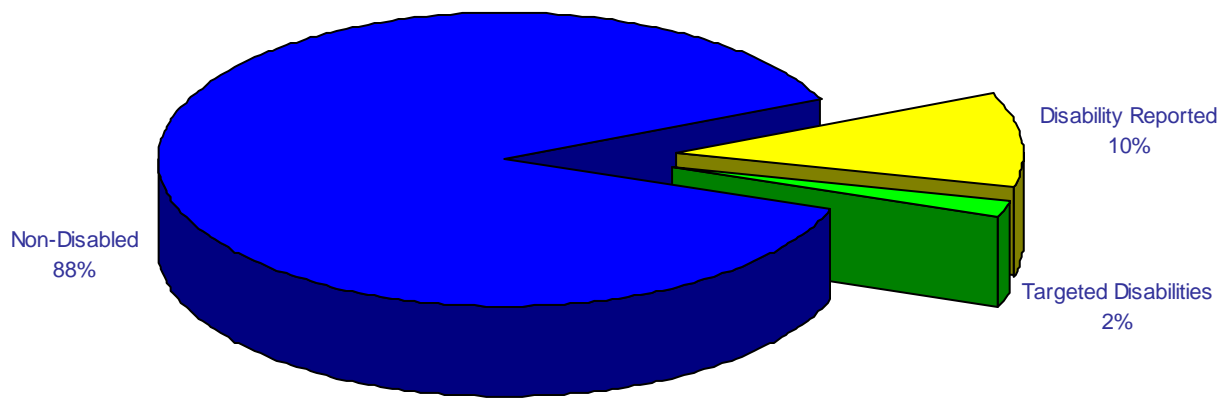
## Treasury Ten-Year Employment Trend Fiscal Years 1993 through 2003



	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
White Women	48,081	50,794	49,666	47,226	45,196	45,125	45,962	45,961	47,236	46,781	46,657
Black	30,124	31,754	31,471	29,154	29,190	29,663	30,592	30,690	31,587	30,342	30,211
Hispanic	9,855	10,753	11,027	10,875	10,935	11,325	11,628	11,989	12,816	12,546	9,955
Asian American/Pacific Islander	4,109	4,288	4,569	4,461	4,351	4,478	4,614	4,608	4,901	4,893	4,263
American Indian/Alaskan Native	927	1,080	1,096	1,069	1,047	1,067	1,106	1,097	1,149	1,100	1,004
Women	78,150	83,069	82,054	78,355	75,450	76,169	78,025	78,316	80,982	79,294	81,179

The chart shows that for the ten-year period, the representation rate of minorities and women in the Department has remained relatively constant.

**Employees with Disabilities Departmentwide  
Permanent and Temporary Workforce  
As September 30, 2003**



## Appendix C—Mission Critical Occupations

Bureau	Series	Description
<b>Bureau of Engraving and Printing</b>	0083	Police
	3513	Coin/Currency Checking
	4406	Letter Press Operator
	4441	Bookbinding
	4454	Intaglio Press Operating
	6941	Bulk Money Handling
<b>Bureau of Public Debt</b>	2210	Information Technology Specialist
	0510	Accounting
	0963	Legal Instruments Examining
<b>Departmental Offices</b>	0110	Economist
	1160	Financial Analyst
	2110	Information Technology Specialist
	0905	General Attorney
<b>Financial Crimes Enforcement Network</b>	0132	Intelligence Research Specialist
<b>Financial Management Service</b>	2210	Information Technology Specialist
	0340	Program Management
	0343	Management & Program Analysis
	0501	Financial Administration & Program
	0510	Accounting
<b>Internal Revenue Service</b>	2210	Information Technology Specialist
	0512	Internal Revenue Agent
	0526	Tax Specialist
	0592	Tax Examining
	0905	General Attorney
	0962	Contact Representative
	1169	Internal Revenue Officer
	1811	Criminal Investigating
	SES	Executive Level Positions
	<b>Office of the Comptroller of the Currency</b>	0570
0905		General Attorney
0110		Economist
2210		Information Technology Specialist
<b>Office of the Inspector General</b>	0905	General Attorney
	2210	Information Technology Specialist
	0511	Auditing
	1811	Criminal Investigating
<b>Office of Thrift Supervision</b>	0570	Financial Institution Examining
	0905	General Attorney
	2210	Information Technology Specialist
	0511	Auditing
	1811	Criminal Investigating

<b>U. S. Mint</b>	0083	Police
	2210	Information Technology Specialist
	3414	Machining
	3869	Metal Forming Machine Operating
	5440	Packaging Machine Operating



## Appendix D—Glossary of Terms and Acronyms

**Accountability**—A data-driven results-oriented planning and accountability system.

**Barrier**—A policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.

**Civilian Labor Force (CLF) or National Civilian Labor Force (NCLF)**—Persons 16 years of age or over, except those in the armed forces, who are employed or are unemployed and seeking work. The current CLF/NCLF data is based on 1990 Census data.

**Competencies**—Underlying attributes that an employee possesses—for example, traits, motives, skills, body of knowledge, social roles—which result in certain levels of performance.

**Disability**—An impairment that substantially limits one or more of the major life activities (e.g., breathing, standing, walking, bending, lifting, etc).

**Disabled**—As defined by the Rehabilitation Act of 1973, an individual who has a mental or physical impairment that substantially limits one or more of such person's major life activities; has a record of such and impairment; or is regarded as having such an impairment.

**Diversity**—The collective mixture of differences and similarities current and potential employees and customers possess. Generally, the differences we recognize first about each other are race, gender, color, national origin, age and disability. Diversity goes beyond those obvious differences to recognize other differences among us such as gender orientation, parental status, thinking style, geographical location, education, religion, veterans status, political affiliation, functional area, and personality type, as well as similarities.

**Diversity Leadership**—The process of fostering an inclusive environment, where effective communications, cooperation, and collaboration among our employees and customers yields responsible, responsive, and uniquely competitive business policies, and partnerships to achieve corporate goals.

**Equal Employment Opportunity (EEO)**—Fair and equitable treatment of employments based on non-discriminatory factors.

**Gaps**—Amount by which workforce needs (future state) exceed current resources. These resources should be essential for the organization to carry out its mission and accomplish its strategic goals—for example, skills gaps in mission-critical occupations. Whether a skill is critical or not is determined by its inherent significance to the organization, not by its external availability.

**Goals**—Objectives that are linked to Treasury and bureau strategic goals and describe how the Department/bureaus will carry out their missions during the period of the strategic plan.

**Key Factors**—Challenges to achieving desired goals as well as elements that contribute to our success.

**Managers/Supervisors**—Line management official(s) responsible for hiring, performance appraisal, employee development, discipline and recognition.

**Managing Diversity**—A comprehensive process for developing a workplace environment that is productive for all employees; is inclusive, rather than exclusive; and addresses workplace behaviors and understands differences. It is inclusive, rather than exclusive, and addresses workplace behaviors and understanding differences.

**Measure**—A quantifiable statement with a defined timeframe that leads to an outcome.

**Minorities**—All categories identified as non-white.

**Mission Critical Occupation**—Occupations essential for the organization to carry out its mission and accomplish its strategic goals

**National Civilian Labor Force (NCLF) or Civilian Labor Force (CLF)**—Persons 16 years of age or over, except those in the armed forces, who are employed or are unemployed and seeking work. The current CLF/NCLF data is based on 1990 Census data.

**Outcome**—The ultimate goal; what it is you hope to achieve. The plan is a means to get you to that end state or outcome.

**Partners**—Internal and external entities that contribute to, influence, and/or regulate activities.

**Performance Culture**—the many things organizations do to encourage and motivate employees to realize their potential and maximize their value-added to the organization.

**Relevant Civilian Labor Force (RCLF)**—The source from which the agency draws or recruits applicants for employment or an internal selection such as a promotion.

**Senior Officials**—The person(s) who has responsibility for each of the Departmental Offices and Bureaus and can insure implementation of this strategy.

**Strategic Alignment**—The extent to which the diversity strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

**Strategic Goals**—Overarching statements of aim or purpose used to group the strategic objectives.

**Strategic Diversity Measures**—A uniform, consistent and mission-driven assessment approach and a standard set of measures for managing and measuring our diversity initiatives.

**Strategic Objectives**—How the Department of the Treasury will carry out its mission over the strategic planning period of Fiscal Years 2004 – 2008. The strategic objectives demonstrate the complex and varied approaches needed to achieve the strategic goals.

**Strategic Planning**—A coordinated and systematic process for developing a plan for the overall course and direction of the endeavor or enterprise for the purpose of optimizing future potential. The central purpose of this process is to assure that the course and direction is well thought out, sound and appropriate and to assure that the limited resources of the enterprise (time and capital) are sharply focused in support of that course and direction. The process encompasses both strategy formulation and implementation.

**Strategies or Tactics**—How Treasury and its operating bureaus and programs will achieve their strategic objectives. These strategies cover the major functions and operations, but omit support-type operations and activities.

**Strategy**—The leadership's sense of vision as to the overall course and direction of any endeavor or enterprise.

**Succession Planning**—A deliberate and systematic effort designed to ensure the continuous effective performance of an organization. The effort makes provisions for the development and replacement of key leaders over time—ensuring continuity in leadership positions and encouraging individual achievement. Succession planning is an essential subset of workforce planning.

**Supervisors/Managers**—Line management official(s) responsible for hiring, performance appraisal, employee development, discipline and recognition.

**Tactics or Strategies**—How Treasury and its operating bureaus and programs will achieve their strategic objectives. These strategies cover the major functions and operations, but omit support-type operations and activities.

**Target**—The measure; it is what you want the result to be and is usually a number, percentage, but it can be a factor such as yes/no, increase/decrease, over/under.

**Targeted Disabilities**—Disabilities identified for emphasis in affirmative action planning. These are deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and genetic or physical conditions affecting limbs and/or spine.

**Valuing Diversity**—The act of acknowledging, respecting, appreciating, and utilizing the differences and similarities among people to create a more productive business environment.

**Veteran**—According to the Veterans Employment Opportunities Act of 1998, any person who served honorably on active duty in the armed forces of the United States, or was a cadet or midshipman at one of the service academies, and retired or was discharged under a condition other than dishonorable.

**Workforce Planning**—The continuous management process of determining the types of employees and the infrastructure require to accomplish an organization's mission. The goal of workforce planning is to have the right people, across the organization, in the right place at the right time.

## Appendix E—Table of Resources

### Articles

Cox, T., Jr. & Blake, S. *Managing Cultural Diversity: Implications for Organizational Competitiveness*. Academy of Management Executive, 5(2) 34-37.

Johnson, W.B. & Packer, A.H. *Workforce 2000: Work and Workers for the 21<sup>st</sup> Century*. Indianapolis, Indiana: Hudson Institute (1987).

Judy, R.W. & D'Amico, C. *Workforce 2000: Work and Workers in the 21<sup>st</sup> Century*. Indianapolis, Indiana: Hudson Institute (1997).

### Government Resources

U.S. Department of Labor, *Futurework: Trends and Challenges for Work in the 21<sup>st</sup> Century*. Washington, DC) Labor Day 1999). <http://www.dol.gov/sec/gils/records/000187.htm>

U.S. Merit Systems Protection Board, *Fair and Equitable Treatment: A Progress Report on Minority Employment in the Federal Government*. Washington, D.C. (1996). <http://www.mspb.gov/studies/studies.html>. Scroll to "Study Reports."

U.S. Office of Management and Budget, Executive Office of the President, *The President's Management Agenda*. Washington, DC (2002). [http://www.whitehouse.gov/omb/budintegration/pma\\_index.html](http://www.whitehouse.gov/omb/budintegration/pma_index.html)

U.S. Office of Personnel Management Annual and Semiannual Reports on *Hispanic Employment in the Federal Government to the President and Congress*, Washington, D.C., <http://opm.gov/diversity/Hispanic/2001Report2Pres00.htm>

U.S. Office of Personnel Management, *Building and Maintaining a Diverse, High-Quality Workforce*. Washington, DC (2000). <http://www.opm.gov/Deversity/diversity-3.htm>

U.S. Office of Personnel Management, *The Fact Book 2002*. Washington, DC. (2002). <http://www.opm.gov/feddata/02factbk.pdf>

U.S. Office of Personnel Management, *Federal Employment of People with Disabilities*. Washington, DC (Updated September 2003). <http://www.open.gov/disability/>

The White House, *New Freedom Initiative*, Washington, DC (February 1, 2001); [www.disabiityinfo.gov](http://www.disabiityinfo.gov), website maintained by the U.S. Department of Labor, Office of Disability Employment Policy, Washington, DC.

### Executive Orders

Executive Order 11478, *Equal Employment Opportunity in the Federal Government* (August 8, 1969). <http://www.eeoc.gov/federal/eo11478/eo11478.html>

Executive Order 12876, *Historically Black Colleges and Universities* (November 1, 1993). [http://www.archives.gov/federal\\_register/executive\\_orders/pdf/12876.pdf](http://www.archives.gov/federal_register/executive_orders/pdf/12876.pdf)

Executive Order 13021, *Tribal Colleges and Universities* (October 19, 1996).  
<http://www.whitehouse.gov/news/releases/2002/07/22020701-16.html>

Executive Order 13078, *Increasing Employment of Adults with Disabilities*, Washington, DC (March 13, 1998). <http://www.appc1.va.gov/dmeeo/whiteinitiative/13078.html>

Executive Order 13087, *Further amendment to Executive Order 11478, Equal Employment Opportunity in the Federal Government* (May 28, 1998). <http://www.eeoc.gov/federal/eo11478/eo13087.html>

Executive Order 13125, *Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs* (June 7, 1999). <http://www.appc1.va.gov/dmeeo/whiteinitiative/13125.htm>

Executive Order 13145, *To prohibit Discrimination in Federal Employment Based on Genetic Information*. Washington, DC (February 10, 2000).  
<http://www.aapc1.va.gov/dmeeo/whiteinitiative/13145.htm>

Executive Order 13163, *Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government*. Washington, DC (July 26, 2000).  
<http://www.appc1.va.gov/dmeeo/whiteinitiative/13163.htm>

Executive Order 13164, *Requiring Federal Agencies to Establish Procedures to Facilitate the Provision of Reasonable Accommodation*. Washington, DC (July 26, 2000).  
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Executive Order 13171, *Hispanic Employment in the Federal Government*, Washington, DC (October 12, 2000). <http://www.opm.gov/eo/13171.htm>

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Executive Order 13230, *Educational Excellence for Hispanic American Commission*, Washington, DC (October 2001). <http://www.Yesican.gov/paceea/eo.html>

## Appendix F—Table of References

<sup>1</sup> Johnson, W.B. & Packer, A.H. *Workforce 2000: Work and Workers for the 21<sup>st</sup> Century*. Indianapolis, Indiana: Hudson Institute (1987).

<sup>2</sup> Judy, R.W. & D'Amico, C. *Workforce 2020: Work and Workers in the 21<sup>st</sup> Century*. Indianapolis, Indiana: Hudson Institute (1997).

<sup>3</sup> U.S. Department of Labor, *Futurework: Trends and Challenges for Work in the 21<sup>st</sup> Century*. Washington, DC. (Labor Day 1999).

<sup>4</sup> The above data does not provide a complete picture because it does not reflect 2000 Census data which is not yet available for use in determining the civilian labor force composition relevant to the Federal workforce.<sup>4</sup> However, from all indications, it appears that Hispanics represent the fastest growing segment of our nation and have become the largest minority group. The 2000 Census data also suggests that the 1990 NCLF rate of 8.10% Hispanic rate of representation will rise dramatically, and Treasury's current Hispanic representation rate of 8.07% will be significantly below the 2000 CLF rate.

<sup>5</sup> As of the publication of this strategy, the 2000 Census data, and associated guidance, has not yet been provided federal agencies for use in identifying areas of under-representation.

<sup>6</sup> See the White House, *New Freedom Initiative* (February 1, 2001) [www.disabilityinfo.gov](http://www.disabilityinfo.gov);

Executive Order 13078, *Increasing Employment of Adults with Disabilities*(March 13, 1998) <http://www.appc1.va.gov/dmeee/whitehinitiative/13078.htm>; and Executive Order 13163, *Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government* ((July 26, 2000) <http://www.appc1.va.gov/dmeee/whitehinitiative/13163.htm>.

<sup>7</sup> See Executive Order 13171, *Hispanic Employment in the Federal Government* (October 12, 2000) <http://www.opm.gov/eo/13171.htm>.

<sup>8</sup> See Executive Order 12900, *Educational Excellence for Hispanic Americans* (insert date); Executive Order 12876, *Historically Black Colleges and Universities* (November 1, 1993) [http://www.archives.gov/federal\\_register/executive\\_orders/pdf/12876.pdf](http://www.archives.gov/federal_register/executive_orders/pdf/12876.pdf); Executive Order 13270, *Tribal Colleges and Universities* (July 3, 2002) (check site) <http://www.whitehouse.gov/news/releases/2002/07/20020703-16.html>; and Executive Order 13125, *Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs* (June 7, 1999) <http://www.appc1.va.gov/dmeee/whitehinitiative/13125.htm>.

<sup>9</sup> Equal Employment Management Directive 715 (MD 715), effective October 1, 2003, provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity under Section 717 of Title VII (Part A) and affirmative action programs under Section 501 of the Rehabilitation Act (Part B). The Directive requires that Agency Heads "...develop systems for the evaluation of program effectiveness and barrier identification and elimination...."

<sup>10</sup> See Executive Order 13164, *Requiring Federal Agencies to Establish Procedures to Facilitate the Provision of Reasonable Accommodation* (July 26, 2000) [http://resource.lawlinks.com/content/legal\\_research/executive\\_orders/2000/executive\\_order\\_13164.htm](http://resource.lawlinks.com/content/legal_research/executive_orders/2000/executive_order_13164.htm)