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

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

Section I: Efforts to Reach Regulatory Goals

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

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

   a. Cluster GS-1 to GS-10 (PWD)   Answer   No

   b. Cluster GS-11 to SES (PWD)   Answer   Yes

The PWD participation rate (13.82%) exceeded the 12% benchmark for the grade cluster GS-1 to GS-10 which is not a trigger. The PWD participation rate (10.41%) did not exceed the 12% benchmark for the grade cluster GS-11 to Senior Executive Service (SES) which is a trigger.

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

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

   a. Cluster GS-1 to GS-10 (PWTD)   Answer   No

   b. Cluster GS-11 to SES (PWTD)   Answer   No

The PWTD participation rate (4.38%) exceeded the 2% benchmark for the grade cluster GS-1 to GS-10 which is not a trigger. The PWTD participation rate (2.76%) exceeded the 2% benchmark for the grade cluster GS-11 to SES which is not a trigger.

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10					
Grades GS-11 to SES					

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

The Service's goals are mandated goals provided by the Office of Personnel Management (OPM) for 12% of PWD and 2% of PWTD. The Human Capital Office (HCO), held a kickoff meeting (October/November 2018) on PWD with Internal Revenue Service (IRS) Business Operating Divisions (BOD) to outline current goals as outlined in the Affirmative Action Plan (AAP). By sharing current statistics and discussing where the Agency fell short in FY18 goals, BODs were better informed on where to focus their efforts to achieve FY19 Agency goals. PWD and PWTD hiring results are monitored at the HCO level and individual BOD

performance levels are reported to the Deputy Commissioner Operations Support to identify opportunities for engagement, if appropriate. Criminal Investigations (CI) established a 25 percent hiring goal for all vacant CI positions for PWD and 30% or more Disabled Veterans in May of 2019. Additionally, a resource list was created in July 2019 for filling CI vacancies using Schedule A and Veteran hiring authorities. CI also conducted presentations to senior and middle management regarding employment goals for PWD and PWTD and posted the goals on their BOD's Equity, Diversity and Inclusion (EDI) SharePoint site in October 2019. The Tax Exempt & Government Entities (TE/GE) EDI Director briefed the TE/GE Deputy Commissioner and Senior Leaders in February 2019 on the FY18 MD-715 statistics and identified areas for improvement to achieve the EEOC's numerical goal requirement. As of 9/20/19, TE/GE's permanent workforce is at 12.44% PWD and 3.41% PWTD; continuing to maintain the PWTD goal of 2% for the last five years. The Taxpayer Advocate Service (TAS) enhanced their communication through news articles on their internal welcome screen, provided regular briefings to hiring managers on their commitment to the employment of PWD/PWTD and the associated benefits of utilizing the Schedule A hiring authority throughout FY19. As of June 2019, TAS exceeded the EEOC mandates at 16.24% of PWD (GS-1 to GS-10), 12.67% of PWD (GS-11 to SES), 4.31% of PWTD (GS-1 to GS-10) and 3.89% of PWTD (GS-11 to SES). Wage and Investment (W&I) briefed executives and senior leaders during the quarterly operation reviews and bi-annual executive briefings on the progress toward the workforce goals for PWD and PWTD.

Section II: Model Disability Program

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

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

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

<div align="right">Answer   Yes</div>

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

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	0	7	Louis D. Blackshear Associate Director, Strategic Talent Analytics & Recruitment Solutions *STARS), louis.d.blacksher@irs.gov
Answering questions from the public about hiring authorities that take disability into account	1	0	7	Louis D. Blackshear Associate Director, Strategic Talent Analytics & Recruitment Solutions *STARS), louis.d.blacksher@irs.gov
Processing reasonable accommodation requests from applicants and employees	31	0	7	Crystal.G.Magruder@irs.g(
Section 508 Compliance	68	0	0	anita.m.cunningham@irs.g(
Architectural Barriers Act Compliance	0	0	375	Joseph.J.Colaciello@irs.go'

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Special Emphasis Program for PWD and PWTD	2	0	0	Anita Cunningham Schedule A Program Manager anita.m.cunningham@irs.

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

Answer   Yes

All required training was provided by OPM, EEOC and the IRS via internal Enterprise Learning Management System (ELMS) training modules, which included a large range of topics that covered a broad scope of disability etiquette, non-competitive hiring authority regulations and processing reasonable accommodation requests. Ongoing training was provided to hiring managers to support the overall program. During FY19, the Agency allocated sufficient funding that resulted in both internal and out-service training and training materials for the Disability Services Branch (DSB) staff. Funding for travel provided opportunities to conduct in-person training and other informational presentations to both managers and employees. EDI successfully recruited and hired a total of 30 employees to fill mission critical DSB positions. CI hired two new Senior EEO Specialists to assist with furthering training, diversity outreach and recruitment, policy development, reasonable accommodation processing, engagement, inclusion and retention of talented and diverse staff and applicants for employment. These two new staff members will also be carrying out disability program SEPM responsibilities. Training funding for the new staff has been approved. W&I funded training and cross-training for staff members as well as directed free training throughout the fiscal year.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer   Yes

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.

Objective	The Disability Services Branch (DSB) will take steps to reexamine the current RA procedures and establish appropriate metrics to ensure accurate timeframes are in place to improve the Agency's timely processing of RA cases.
Target Date	Sep 30, 2019
Completion Date	

	Target Date	*Completion Date*	*Planned Activity*
Planned Activities	Jul 30, 2015	June 30, 2017	The Agency will expand the assessment of case cycle-time to include FY 12 – FY 15 cases: a) identify where barriers to service delivery; b) evaluate the use of extenuating circumstance codes; and c) accurately define RA case processing timeframes. FY 16 will serve as a baseline year for testing the proposed measures, with continuous improvements being implemented in future years.
	Aug 1, 2015	May 30, 2015	The Agency will fully assess the Fiscal Year (FY) 14 RA closed case inventory by type to define RA timeliness measures to support the development of measures.
	Oct 1, 2015	July 30, 2015	The Agency will fully study the FY 14 closed RA inventory to identify cases meeting the current extenuating circumstances definition to specifically understand where barriers are to delivery.
	Feb 15, 2018	June 30, 2019	EDI will collaborate with the Human Capital Office (HCO) Automated Labor & Employee Relations Tracking System (ALERTS) database administrative team to initiate the identification and adding of new coding in the system to help address when various phases of the RA process cases should be suspended and to identify other inefficiencies.
	Apr 30, 2018		The Agency will implement the approved cycle-time and procedures recommended following: a) approval of recommended cycle-time changes internally and through Treasury and the Equal Employment Opportunity Commission (EEOC), b) training of personnel on the new procedures and cycle-time; c) notice to Labor Relations Strategy & Negotiations (LRSN) of the changes for notification to National Treasury Employee Union (NTEU); d) revision of IRM 1.20.2 and the National Agreement as necessary.
	Dec 10, 2018	December 7, 2018	The Agency will re-examine current RA procedures through a mapping and modeling process.
	Sep 30, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
	Nov 15, 2019		Develop and implement a communications strategy to notify both managers, employees and strategic partners of the change in cycle timeframes. Some of the offices include: Facilities Management and Security Services (FMSS), Information Technology (IT) and Information Resources Accessibility Program Office (IRAP).
	Dec 30, 2019	December 11, 2019	Complete Lean Six Sigma (LSS) Project Selection Matrix and identify members of the LSS Project Team.
	Feb 28, 2020		Conduct LSS Process Review.
	Dec 30, 2020		Develop LSS Implementation Plan.
Accomplishments			

Fiscal Year	Accomplishment
2017	The IRS initiated analysis of RA case closures to determine if any changes were noted because of changes implemented in FY16. The analysis showed 88% of FY16 closed cases (1934) were closed more than the 15-business day timeframe and experienced work stoppages by one or more extenuating circumstances during case processing. We revealed that coding to capture the RA approval date and fulfillment date were not being captured in ALERTS. We also noted that requests for adaptive technology through IRAP averaged 64 business days to delivery; a 15% reduction from FY15. Requests for non-IRAP assistive devices and special equipment timeframes averaged 43 business days, a 17% reduction from FY15. Most RA categories reflected a decline in case processing timeframes of 4-27% except for Parking and Flexible Leave, which showed increases. The IRS is exploring the cost and feasibility of providing assistive technology as a normal option when employees are hired, have their systems refreshed, and as an "on demand" option when requesting replacements. We conducted a review of 11,244 RA case closures FY12 –FY 16 (10/1/2011 – 9/30/2016). This analysis identified RA case processing cycle-time ranges from 45 –120 business days (low-end and high-end averages) for the 8,088 single category cases analyzed toward reaching EEOC's 90% case processing goal. While the Agency refers to cycle-time in terms of business or work-days, the ALERTS database calculates cycle-time in calendar days. Therefore, all calculations for cycle-time FY12 through FY17 were manually calculated in EXCEL following a download of calendar-day reports from ALERTS. ALERTS Administrators advised that ALERTS cannot be reprogrammed to calculate cycle-time in business or work-days without significant cost and time to the Agency. As a result, future cycle-time will be reported in calendar days beginning in quarter one FY18. Additionally, the study's report was modified to include both calendar and business days when reporting on cycle-time. Data show most cases (i.e., 90%) were processed or closed within 148 days. This means that approximately 90% of the cases fell within a processing range spanning from 1 day to 148 days which establishes an upper limit or range around 148 days for the entire population of cases examined. However, setting the cycle-time for all cases at this range (148 days) would be unrealistic for those instances when the request can be and is granted within a short timeframe. Additionally, fiscal year average cycle-time comparisons of total cases closed reflected annual incremental increases in cycle time. Pointing to the need to conduct an in-depth review of case histories (which is underway) to determine the reason for this progressive increase considering the advancements and efficiencies expected using technology, i.e., Outlook, OCS, automated ordering systems, etc. The analysis also revealed that cumulative and fiscal year averages do not accurately reflect cycle-time for most closed cases (90%) as required by the EEOC. Factors such as processing steps were found to be more informative as a guide to establishing cycle-times by RA category.
2019	RACs are making more effective and consistent use of applicable suspense codes for RA requests tracked in the ALERTS system. As a result of more accurate tracking and case handling enhancements, the IRS has experienced slight increases this fiscal year in the number of RA requests resolved within 30 days of the original request.
2016	A proposal was submitted to both Treasury and the EEOC to change the cycle-time for processing RA requests from 15 to 30 days. While awaiting a final decision, RACs were asked to process cases applying the 30-day timeframe. Prior to this change, IRS's percentage of cases that were timely processed within established timeframes (15 days) in FY17 increased to 20% with 80% processed above the 15-day timeframe.

Fiscal Year	_Accomplishment_
2018	A proposal was submitted to both Treasury and the EEOC to change the cycle-time for processing RA requests from 15 to 30 days. While awaiting a final decision, RACs were asked to process cases applying the 30-day timeframe. Prior to this change, IRS's percentage of cases that were timely processed within established timeframes (15 days) in FY17 was 20% and beyond were 80%. FY18 data shows a slight improvement in the number of cases processed within 30 days, with 31% processed within this timeframe and 69% of RA cases processed beyond the internal timeframe. With additional changes in the way cases are processed and additional usage of suspense codes, FY19 should result in a greater increase in the number of cases that are processed within the established timeframes.

Brief Description of Program Deficiency	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]

Objective	To close out this measure by ensuring the IRS Agency's AAP is implemented through ongoing barrier analysis identification and resolution. Ensure AAP is posted to internal and external websites.		
Target Date	Jun 30, 2019		
Completion Date			
	Target Date	***Completion Date***	***Planned Activity***
	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
	Sep 20, 2019	October 30, 2019	Implement and post the IRS Agency's FY 18 AAP to internal and external websites.
	Sep 30, 2019	November 30, 2019	Identify a PAS POC and a collateral duty Contracting Officer's Representative (COR) who will be responsible for processing PAS cases and taking appropriate actions to address the contract administration portion of managing the PAS contract.
	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
Planned Activities	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.

Accomplishments

Fiscal Year	Accomplishment
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Objective	To close out this measure by ensuring the IRS Agency's PAS procedures and policy are implemented and posted on the Agency's internal and external websites.
Target Date	Nov 20, 2019
Completion Date	

	Target Date	**Completion Date**	**Planned Activity**
Planned Activities	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
	Sep 20, 2019	October 30, 2019	Implement and post the IRS Agency's FY 18 AAP to internal and external websites.
	Sep 30, 2019	November 30, 2019	Identify a PAS POC and a collateral duty Contracting Officer's Representative (COR) who will be responsible for processing PAS cases and taking appropriate actions to address the contract administration portion of managing the PAS contract.
	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.

Accomplishments

Fiscal Year	_Accomplishment_
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Brief Description of Program Deficiency	C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.

Objective	To close out this measure by ensuring the IRS Agency's PAS procedures and policy are implemented and posted on the Agency's internal and external websites.		
Target Date	Nov 20, 2019		
Completion Date			
	Target Date	*Completion Date*	*Planned Activity*
	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
	Sep 20, 2019	October 30, 2019	Implement and post the IRS Agency's FY 18 AAP to internal and external websites.
	Sep 30, 2019	November 30, 2019	Identify a PAS POC and a collateral duty Contracting Officer's Representative (COR) who will be responsible for processing PAS cases and taking appropriate actions to address the contract administration portion of managing the PAS contract.
	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
Planned Activities	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.

Accomplishments

Fiscal Year	_Accomplishment_
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Objective	To close out this measure by ensuring the IRS Agency's AAP is implemented through ongoing barrier analysis identification and resolution. Ensure AAP is posted to internal and external websites.		
Target Date	Jun 30, 2019		
Completion Date			
	Target Date	***Completion Date***	***Planned Activity***
	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018		Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
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	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
Planned Activities	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
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Accomplishments

Fiscal Year	*Accomplishment*
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Brief Description of Program Deficiency	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]

Objective	To close out this measure by ensuring the IRS Agency's PAS procedures and policy are implemented and posted on the Agency's internal and external websites.
Target Date	Nov 20, 2019
Completion Date	

	Target Date	**Completion Date**	**Planned Activity**
Planned Activities	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
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	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.

Accomplishments

Fiscal Year	*Accomplishment*
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Objective	To close out this measure by ensuring the IRS Agency's AAP is implemented through ongoing barrier analysis identification and resolution. Ensure AAP is posted to internal and external websites.		
Target Date	Jun 30, 2019		
Completion Date			
	Target Date	*Completion Date*	*Planned Activity*
	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
	Sep 20, 2019	October 30, 2019	Implement and post the IRS Agency's FY 18 AAP to internal and external websites.
	Sep 30, 2019	November 30, 2019	Identify a PAS POC and a collateral duty Contracting Officer's Representative (COR) who will be responsible for processing PAS cases and taking appropriate actions to address the contract administration portion of managing the PAS contract.
	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
Planned Activities	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.

Accomplishments

Fiscal Year	Accomplishment
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Brief Description of Program Deficiency	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.

Objective	To close out this measure by ensuring the IRS Agency's PAS procedures and policy are implemented and posted on the Agency's internal and external websites.		
Target Date	Nov 20, 2019		
Completion Date			
	Target Date	***Completion Date***	***Planned Activity***
	Jun 4, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
	Sep 20, 2019	October 30, 2019	Implement and post the IRS Agency's FY 18 AAP to internal and external websites.
	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
	Sep 30, 2019	November 30, 2019	Identify a PAS POC and a collateral duty Contracting Officer's Representative (COR) who will be responsible for processing PAS cases and taking appropriate actions to address the contract administration portion of managing the PAS contract.
Planned Activities	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.

Accomplishments

Fiscal Year	*Accomplishment*
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Objective	To close out this measure by ensuring the IRS Agency's AAP is implemented through ongoing barrier analysis identification and resolution. Ensure AAP is posted to internal and external websites.		
Target Date	Jun 30, 2019		
Completion Date			
	Target Date	*Completion Date*	*Planned Activity*
	Jun 14, 2017	August 10, 2018	Updated the IRS RA procedures to incorporate changes.
	Aug 10, 2018	August 10, 2018	Submitted the RA Policy and Procedures to the Department of Treasury, Office of Civil Rights and Diversity (OCRD) for review and approval.
	Aug 13, 2018	September 10, 2018	Department of Treasury, OCRD provided feedback on updated policy and procedures.
	Sep 11, 2018	October 1, 2018	Incorporated the Department of Treasury OCRD comments into the RA policy and procedures.
	Sep 19, 2018		Complete the IRS Internal Management Document (IMD) process for the revised RA policy and procedures.
	Sep 20, 2019	October 30, 2019	Implement and post the IRS Agency's FY 18 AAP to internal and external websites.
	Sep 30, 2019	November 30, 2019	Collaborate with Treasury OCRD and IRS Procurement to establish a task order and fund the Treasury-wide PAS Services multi-year contract.
	Sep 30, 2019	November 30, 2019	Identify a PAS POC and a collateral duty Contracting Officer's Representative (COR) who will be responsible for processing PAS cases and taking appropriate actions to address the contract administration portion of managing the PAS contract.
	Oct 15, 2019	September 15, 2019	Train the Reasonable Accommodation Coordinators (RACs) on the new PAS process and procedures.
	Nov 15, 2019		Develop and implement a communications strategy to notify both managers and employees of the new PAS policy and procedures.
Planned Activities	Nov 20, 2019		Post the IRS Agency's PAS policy and procedures to internal and external websites.
	Feb 13, 2020	February 13, 2020	Attend OCRD training in preparation for obtaining PAS services from the vendor.
	Feb 28, 2020		Update IRM 1.20.2 (RA procedures) to incorporate editorial changes (fix broken hyperlinks, correct office/POC names/information).
	Apr 30, 2020		Implement and post the IRS Agency's FY 19 AAP to internal and external websites.
	Jun 15, 2020		Secure OCRD/EEOC concurrence and update IRM 1.20.2 to reflect interim changes and upload to the Agency's internal/external websites.
	Aug 30, 2020		Collaborate with HCO to conduct interim impact bargaining of sections of the RAP that do not have to be negotiated with NTEU.
	Apr 30, 2021		Conduct bargaining of remaining proposed changes to the RAP (i.e. changes in RA cycle times and any other changes resulting from the Lean Six Sigma (LSS) process) that require negotiation during the Fall session.
	Apr 30, 2021		Train the Reasonable Accommodation Coordinators (RACs) on the new RAP procedures.
	May 30, 2021		Develop and implement a communications strategy to notify both managers and employees of the new RAP policy and procedures.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.
	May 30, 2021		Update IRM 1.20.2 to reflect any changes that are impacted by current Fall negotiations and upload to the Agency's internal/external websites.
Accomplishments			

Fiscal Year	Accomplishment
2019	PAS policy and procedures were developed. HCO determined that these procedures will not have to be negotiated with NTEU. PAS procedures and policy are currently going through the Internal Management Documents review & clearance process. The Service is working to resolve Privacy/Disclosure concerns pertaining to PAS providers in IRS facilities who would likely be exposed to sensitive taxpayer information. The IRS has also estimated cost projections and is moving to secure funding to support PAS as well as a Task Order for procuring PAS.

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

IRS STARS engaged in robust recruitment activities for Individuals with Disabilities (IWD) during FY19. The Agency designated a Schedule A Program Manager as the primary contact for all hiring, retention and promotion efforts under Employment, Talent and Security. In addition, HCO designated a Schedule A Service-wide Program Manager to oversee the Agency's hiring operations and hired additional human resource specialists and project managers to ensure the Agency's recruitment and hiring programs support PWD and PWTD are designated and appropriate. During FY19, all recruitment efforts were reviewed to ensure the appropriate candidate bases are reached to include colleges and universities with significant PWD student population. All events for PWD and PTWD include a review of their resumes; how to prepare a resume and instructions on how to apply under Schedule A hiring authority. The Agency continues to partner with Gallaudet University, National Technical Institute of Technology, James Madison University, Texas School for the Deaf, Careers and Disabled Expos, WDC, Viscardi Center Career Fair, Jo Manchin career Fair and Capitol Technology University on IRS Day. CI-EDI created a resource sheet for managers that includes offices and organizations they can use to expand recruitment outreach to PWD and PWTD. W&I created a Standard Operating Procedure document containing established contacts with State Vocational organizations, Internal Revenue Manual (IRM), Self-Identification of Disability (Form 256) and other information to assist in PWD/PWTD.W&I also recruited disabled Veterans through the Operation Warfighter Program (WRP) and associated database for Veterans and Non-Veterans with advanced degrees who were eligible and interested in non-competitive vacancies.

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

The IRS has established and continues to focus partnerships with public and private organizations that assist PWD and PTWD applicants with obtaining employment through utilizing the Schedule A Authority. The Agency provides timely information and guidelines required to apply under the Schedule A hiring authority to recruit PWD and PTWD in the federal workforce. The Schedule A Program Manager provides copies of resumes to selecting/hiring officials for review and consideration to fill vacancies.

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

The Schedule A Program Manager has developed a large tracking database of candidates to provide a quick response when a request is received to fill a mission critical position, filing season and ad hoc positions. In FY19, IRS conducted an IT Hiring Surge and the Schedule A Program Manager sent well over 75 IWD candidate resumes for consideration. The internal process for

Schedule A hiring is to forward the resumes of qualified applicants to the hiring official for review and consideration. CI has created an internal policy to educate employees and managers on how to address CI-specific concerns, such as with the medical requirements for Special Agents. Additionally, CI will create and implement a plan to educate hiring managers about non-competitive authorities for hiring new employees and promoting current employees specific to disability employment and retention in FY20.

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

<div align="center">Answer   Yes</div>

HCO/ETS held recurring meetings with the BOD's PWD and PTWD consultants to increase awareness and educate on the use of hiring authorities to include creating career plans that addressed the employee's goals and how to include reasonable accommodations and gain insight into career pathing options. The Program Manager also held two-hour sessions with the IRS Chief and Deputy HCO outlining IWD employee concerns, physical and non-physical barriers to employment and growth. The training provides tips and techniques related to hiring candidates, provides disability etiquette, provides written documents or virtual training, addresses concerns on hiring and retaining persons with disabilities, interviewing techniques and how to address reasonable accommodation requests.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

The Agency maintains relationships and partnerships with various organizations that support disability employment and career opportunities to include the Department of Vocational Rehabilitation, Gallaudet University, National Institute of Technology, James Madison University, Texas School for the Deaf, Careers and the disabled EXPO, WDC, Viscardi Center Career Fair and Capital Technology University. In FY19, IRS conducted an IT Hiring Surge and the Schedule A Program Manager sent over 75 IWD candidate resumes for consideration. Additionally, over 50 30% disabled Veterans were sent to IT for consideration. The hire ratio was between 3-1 and 2-1 for GS12 – GS15 graded positions. The IRS adheres to Schedule A guidelines as outlined in the Code of Federal Regulations. Applicants are required to provide proof of permanent disability. Qualified candidates' resumes are forwarded for review and consideration to the hiring officials for consideration.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

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

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

The PWD new hires rate (12.52%) exceeded the 12% benchmark which is not a trigger. The PWTD new hires rate (3.43%) exceeded the 2% benchmark which is not a trigger.

New Hires	Total	Reportable Disability		Targeted Disability	
		Permanent Workforce	Temporary Workforce	Permanent Workforce	Temporary Workforce
	(#)	(%)	(%)	(%)	(%)
% of Total Applicants	0				
% of Qualified	0				

Applicants					
% of New Hires	0				

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

        a. New Hires for MCO (PWD)   Answer   No

        b. New Hires for MCO (PWTD)   Answer   No

> FY 2019 Series/Hires Ext. Qualified vs. Hires Ext. Qualified vs. Hires 0512 had 449 hires. PWD: 5.19%<12.03% PWTD: 2.27%<2.00% 0592 had 1,130 hires. PWD: 8.20%<12.60% PWTD: 4.11%=4.12% 0962 had 2,304 hires. PWD: 6.77%<10.29% PWTD: 2.90%<3.13% 1169 had 269 hires. PWD 6.13%<20.07% PWTD: 3.29%<4.09% 1811* had 78 hires ---- ---- 2210 had 659 hires. PWD 7.66%<17.60% PWTD: 3.99%>2.73%** (*Note: The 1811 series for the CI occupation, limits the employment opportunities available for PWD and PWTD based on OPM established occupational prerequisites to be employed in this occupation.) **In conclusion for FY 2019, IRS did not have a trigger when comparing external qualified applicant rates to new hire rates for PWD or PWTD, except for 2210/PWTD.

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

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

        a. Qualified Applicants for MCO (PWD)   Answer   No

        b. Qualified Applicants for MCO (PWTD)   Answer   No

> Qual. Int. App Int. Applicants vs. Int. Qualified Int. Applicants vs. Int. Qualified 0512 had 4,705. PWD: 5.22%>4.78% PWTD: 1.73%>1.21% 0592 12,061. PWD: 8.09%>7.89% PWTD: 3.99%=3.91% 0962 5,461.. PWD: 6.98%>6.70% PWTD: 2.54%>2.36% 1169 had 3,108. PWD 5.45%=5.41% PWTD: 2.56%>2.48% 1811* ---- ---- 2210 739. PWD 10.29%>9.61% PWTD: 4.40%<4.60%** (Note: *The 1811 series for the CI occupation, limits the employment opportunities available for PWD and PWTD based on OPM established occupational prerequisites to be employed in this occupation.) For FY 2019, IRS did not have a trigger when comparing internal applicants to internal qualified rates for PWD or PWTD after applying the threshold.

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

        a. Promotions for MCO (PWD)   Answer   Yes

        b. Promotions for MCO (PWTD)   Answer   Yes

> FY 19 Promotions Int. Qualified vs. Int. Promotions Int. Qualified vs. Int. Promotions 0512 had 612 promotions PWD: 4.78%>3.43% PWTD: 1.21%>0.98% 0592 1,1916 promotions PWD: 7.89%<8.82% PWTD: 3.91%<4.18% 0962 1,959 promotions PWD: 6.70%>6.38% PWTD: 2.36%>2.19% 1169 had 410 promotions PWD 5.41%>3.66% PWTD: 2.48%>1.71% 1811* ---- ---- 2210 had 125 promotions PWD 9.61%>4.80% PWTD: 4.60%.>0.80%** (Note: *The 1811 series for the CI occupation, limits the employment opportunities available for PWD and PWTD based on OPM established occupational prerequisites to be employed in this occupation.) Triggers Identified as: For the Revenue Agent (RA) series 0512, the PWD promotion rate (3.43%) is significantly less than the qualified rate (4.78%) so there is a trigger. For the Revenue Officer (RO) series 1169, the PWD promotion rate

(3.66%) is significantly less than the qualified rate (5.41%) so there is a trigger. For the IT Specialist series 2210, the PWD promotion rate (4.80%) is significantly less than the qualified rate (9.61%) so there is a trigger. For the IT Specialist series 2210, the PWTD promotion rate (0.80%) is significantly less than the qualified rate (4.60%) so there is a trigger.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

HCO/ETS held quarterly meetings with BOD PWD consultants to increase awareness, educate on hiring authorities and processes, to include career development and address any myths. Workshop topics included: creating a career plan that addresses the employee's goals and aspirations; how to include reasonable accommodations aspects to their plan; and, engaging PWD employees in all task force actions to gain insight in their career pathing options. • The Schedule A Program Manager held two-hour sessions with the IRD Chief and Deputy HCO outlining IWD employee concerns, physical and non-physical barriers to employment and growth and proposed the establishment of a Disability Working Group in support of this concept. The EDI DSB also conducts ongoing workshops to discuss the benefits of hiring PWD and promote the establishment and benefits of career path opportunities for these individuals. • In FY19, TAS introduced various career improvement programs to support employee advancement such as revamping the: Mentoring Program (available in FY20); Frontline Manager Training Program (FLRP);and, Senior Manager Readiness Program (SMRP) classes (in FY19). As well as, other ongoing initiatives like: On-the-Job (OJR) program Classroom Instructor Training (CIT) for Case Advocates and Technical Advisors Career Learning Plan (CLP) Annual Symposium Training Acting Assignments Serving on national teams ELMS and other self-study courses • TE/GE EDI hosted a series of virtual professional development lunch and learning sessions on topics such as "Moving from an Administrative to a Tech series" and Overview of Service-Wide Opportunity Database." As of September 2019, there were a total of 2,101 participants in attendance at these sessions. • TE/GE has also conducted training to TE/GE executives and managers on topics such as "Telework as a Reasonable Accommodation" and other mandatory training for executives to encourage their commitment to fostering an inclusive environment for PWD/PWTD and supporting employment goals.

B. CAREER DEVELOPMENT OPPORTUNITES

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

The IRS offers career development opportunities service wide to all employees for non- competitive details/promotions and internal merit promotions. In addition, leadership development opportunities are available for all employees to consider

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Other Career Development Programs	N/A	548	N/A	7.66%	N/A	2.37%
Detail Programs						
Mentoring Programs	N/A	250	N/A	8.00%	N/A	3.20%
Internship Programs						
Fellowship Programs						

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

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

        a. Applicants (PWD)   Answer   Yes

        b. Selections (PWD)   Answer   Yes

Executive Readiness (XR) Program: Relevant Pool Applicants Selections GS 14-15s – PWD: 7.73% 5.48% 4.62% The Agency continues to work on a Part I developed in FY18 to identify barriers in the Executive Readiness program.

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

        a. Applicants (PWTD)   Answer   Yes

        b. Selections (PWTD)   Answer   Yes

Executive Readiness (XR) Program: Relevant Pool Applicants Selections GS 14-15s – PWTD: 2.64% 0.68 1.54% The Agency continues to work on a Part I developed in FY18 to identify barriers in the Executive Readiness program.

C. AWARDS

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

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

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

Total Time-Off Awards 1-10 Hours: • The inclusion rate for PWD (8.40%) was less than the no disability inclusion rate (9.66%) so there is a trigger. • The inclusion rate for PWTD (9.05%) was less than the no disability inclusion rate (9.66%) but not so after applying the threshold so there is not a trigger. Total Time-Off Awards 11-20 Hours: • The inclusion rate for PWD (3.80%) was less than the no disability inclusion rate (4.24%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (3.44%) was less than the no disability inclusion rate (4.24%) but not so after applying the threshold so there is not a trigger. Total Time-Off Awards 21-30 Hours: • The inclusion rate for PWD (10.64%) was greater than the no disability inclusion rate (10.03%) so there is not a trigger. • The inclusion rate for PWTD (12.20%) was greater than the no disability inclusion rate (10.03%) so there is not a trigger. Total Time-Off Awards 31-40 Hours: • The inclusion rate for PWD (8.90%) was less than the no disability inclusion rate (9.09%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (8.79%) was less than the no disability inclusion rate (9.09%) but not so after applying the threshold so there is not a trigger. Total Cash Awards $500 Under: • The inclusion rate for PWD (6.00%) was less than the no disability inclusion rate (6.57%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (7.00%) was greater than the no disability inclusion rate (6.57%) so there is not a trigger. Total Cash Awards between $501 and $999: • The inclusion rate for PWD (15.45%) was less than the no disability inclusion rate (15.72%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (18.35%) was greater than the no disability inclusion rate (15.72%) so there is a not trigger. Total Cash Awards between $1000 and $1999: • The inclusion rate for PWD (17.17%) was less than the no disability inclusion rate (25.30%)

so there is a trigger. • The inclusion rate for PWTD (18.42%) was less than then the no disability inclusion rate (25.30%) so there is a trigger. Total Cash Awards between $2000 and $2999: • The inclusion rate for PWD (1.11%) was less than the no disability inclusion rate (2.53%) so there is a trigger. • The inclusion rate for PWTD (1.06%) was less than the no disability inclusion rate (2.53%) so there is a trigger. Total Cash Awards between $3000 and $3999: • The inclusion rate for PWD (0.19%) was less than the no disability inclusion rate (0.39%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (0.07%) was less than the no disability inclusion rate (0.39%) but not so after applying the threshold so there is not a trigger. Total Cash Awards between $4000 and $4999: • The inclusion rate for PWD (0.05%) was less than the no disability inclusion rate (0.13%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (0.04%) was less than the no disability inclusion rate (0.13%) but not so after applying the threshold so there is not a trigger. Total Cash Awards greater than $5000: • The inclusion rate for PWD (0.05%) was less than the no disability inclusion rate (0.09%) but not so after applying the threshold so there is not a trigger. • The inclusion rate for PWTD (0.00%) was less than the no disability inclusion rate (0.09%) but not so after applying the threshold so there is not a trigger.

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

		Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards	Total (#)				

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

     a. Pay Increases (PWD)   Answer   No

     b. Pay Increases (PWTD)   Answer   No

The inclusion rate for PWD (3.02%) was less than the no disability inclusion rate (3.60%) but not so after applying the threshold so there is not a trigger. · The inclusion rate for PWTD (2.64%) was less than the no disability inclusion rate (3.60%) but not so after applying the threshold so there is not a trigger.

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

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

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

     b. Other Types of Recognition (PWTD)   Answer   N/A

Not Applicable

D. PROMOTIONS

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

     a. SES

         i. Qualified Internal Applicants (PWD)   Answer   No

         ii. Internal Selections (PWD)   Answer   No

    b. Grade GS-15

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

    c. Grade GS-14

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

    d. Grade GS-13

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

SES: There were four external executive hires in FY 19. Three were transferred into the Service from other agencies and the fourth was the IRS Commissioner. However, because the Service did not have a CDP class in FY 19, the SES qualified applicant pool could not be determined.

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

    a. SES

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    b. Grade GS-15

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   Yes

    c. Grade GS-14

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    d. Grade GS-13

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

SES: The IRS hires its executive cadre internally from the graduates of its CDP program. In FY 2019, there was no CDP class. As a result, there were no internal executive hires in the year. GS Grade 15: GS-15 – PWTD: Applied: 2.74% - Qualified: 2.58% - Selected: 0.00%

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

provide the data in the text box.

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

SES: There were four external executive hires in FY 19. Three were transferred into the Service from other agencies and the fourth was the IRS Commissioner. However, because the Service did not have a CDP class in FY 19, the SES qualified applicant pool could not be determined.

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

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

SES: Even though there were no PWTD SES hires in FY19, there is no way for us to determine the qualified applicant pool since there were no CDP classes in FY19.

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

a. Executives

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

c. Supervisors

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

The IRS has limited data available to determine if a barrier exists among the qualified internal applicants and/or selectees for promotions to supervisory positions. As a result, no barrier can be inferred.

6.

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

    a. Executives

        i. Qualified Internal Applicants (PWTD)   Answer   N/A

        ii. Internal Selections (PWTD)   Answer   N/A

    b. Managers

        i. Qualified Internal Applicants (PWTD)   Answer   N/A

        ii. Internal Selections (PWTD)   Answer   N/A

    c. Supervisors

        i. Qualified Internal Applicants (PWTD)   Answer   N/A

        ii. Internal Selections (PWTD)   Answer   N/A

> The IRS has limited data available to determine if a barrier exists among the qualified internal applicants and/or selectees for promotions to supervisory positions. As a result, no barrier can be inferred.

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

    a. New Hires for Executives (PWD)   Answer   N/A

    b. New Hires for Managers (PWD)   Answer   N/A

    c. New Hires for Supervisors (PWD)   Answer   N/A

> The IRS has limited data available to determine if a barrier exists among the qualified internal applicants and/or selectees for promotions to supervisory positions. As a result, no barrier can be inferred.

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

    a. New Hires for Executives (PWTD)   Answer   N/A

    b. New Hires for Managers (PWTD)   Answer   N/A

    c. New Hires for Supervisors (PWTD)   Answer   N/A

> The IRS has limited data available to determine if a barrier exists among the qualified internal applicants and/or selectees for promotions to supervisory positions. As a result, no barrier can be inferred.

Section VI: Plan to Improve Retention of Persons with Disabilities

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

accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

<div align="right">Answer   No</div>

In FY 2019, there were a total of 32 conversions due. • (15) conversions were processed timely • (10) conversions were processed late (PARS were submitted late by the BOD) • (1) was not converted when due but was later terminated. Employee had not been fully successful in the position and manager was going to delay the conversion for 6 months to allow time to improve. After the 6 months, employee was terminated and the reason for termination was only noted on the PAR as "Termination of Schedule A Appointment". • (6) have not yet been converted: 1. Conversion was due January 2019; BOD notified of conversion eligibility on 09/17/18 and again on 04/26/19; It was later discovered that the BOD had submitted a Conversion to Excepted Appt effective 01/13/18, NTE 01/14/9 and an Extension to the appointment effective 01/15/19, NTE 01/11/20. This was in error as employee should not have been placed on a temporary appointment. Employment requested the BOD to convert employee, but no action has been taken by the BOD. 2. Conversion was due February 2019; Performance issue; BOD has been working with LR; As of 08/12/19, LR is still working on the case. 3. Conversion due September 2019; BOD was notified of conversion eligibility and BOD indicated employee was going to be converted but PAR has not yet been submitted. 4. Employee was hired on a temporary appointment and is not eligible for conversion to a career-conditional appointment. 5. Conversion was due March 2019; BOD submitted PAR on 05/17/19 but not yet processed; Request was submitted to Employment to process. 6. Conversion was due March 2015; BOD continuously notified; May 2015 BOD delayed converting for 6 months to evaluate performance; January 2016 & July 2016, BOD still not converting due to performance; 2017, employee was not in pay status enough to evaluate; 2018, BOD still not converting due to performance; 09/30/18 – Changed to Lower Grade from a Tax Examining position, GS-0592-05 to a Clerk position, GS- 303-04. PAR should have been processed as a new Conversion to Excepted Appointment due to the change in position series. Employment reviewing to see about correcting this.

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

<div align="center">

a. Voluntary Separations (PWD)   Answer   Yes

b. Involuntary Separations (PWD)   Answer   No

</div>

• The inclusion rate for PWD (10.90%) exceeded the inclusion rate for persons with no disability (9.09%) for voluntary separations so there is a trigger. • The inclusion rate for PWD (1.02%) exceeded the inclusion rate of persons with no disability (0.88%) but not so after applying the threshold for involuntary separations so there is not a trigger.

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %

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

<div align="center">

a. Voluntary Separations (PWTD)   Answer   Yes

b. Involuntary Separations (PWTD)   Answer   No

</div>

• The inclusion rate for PWTD (11.25%) exceeded the inclusion rate for persons with no disability (9.09%) for voluntary separations so there is a trigger. • The inclusion rate for PWTD (1.28%) exceeded the inclusion rate of persons with no disability (0.88%) but not so after applying the threshold for involuntary separations so there is not a trigger.

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %

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

The PWD population, comprised 12.3% of the IRS workforce in FY19 and 13.8% of the Agency's total voluntary separations were attributable to this group. Of the 1,412 individuals that participated in the exit survey,160 (11.3%) respondents identified as having a disability. Voluntary separations for PWD included: Retirements (65.0%), Resignations (9%) and Personal Concerns (6%). Work experience concerns were among the top drivers in PWD decisions to separate in FY19. Job-related stress had the highest impact on PWD at 47.5%. Office morale was also a major contributor to PWD separations with 30.6% impact. Concern over resources available to do the job was the third leading cause for PWD voluntary separations with a 29.4% impact on separation decisions.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

https://www.jobs.irs.gov/resources/equal-opportunity

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

http://www.irs.gov/pub/irs-utl/taxpayer-accessibility-guide.pdf

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

• In FY19, as a result of the continued collaboration between the EDI Internal External Civil Rights (IECR) Chief, Civil Rights Specialist and Disability Branch, FY19 Findings of Discrimination were reduced to one involving Reasonable Accommodation denials. IECR improved customer service by implementing centralized *EEO mailbox and filling 12 critical vacancies for the Prevention of Sexual Harassment (POSH) office, the Formal Support/Compliance section and Civil Rights Unit; all responsible for educating and raising employees and taxpayer's awareness of their rights. These New Hires will assist with improving customer service Nationwide. • The EDI Civil Rights Unit (CRU) conducts annual Grantee site visits. In FY19, CRU conducted 60 more on-site compliance reviews than the previous fiscal year and further presented at 3 Townhalls informing taxpayers of their rights. These Townhalls in Laredo Texas and Los Angeles California reached approximately 200 Spanish speaking and Chinese customers. In September 2019, CRU received a letter of concern from the National Association of the Deaf (NAD) concerning a taxpayer who requested an American Sign Language (ASL) interpreter for an appointment. CRU contacted W&I Field Assistance and arranged appropriate interpreters. After the appointment occurred, NAD expressed that "the two interpreters were excellent and [the taxpayer] is relieved to have been able to have her questions and concerns addressed." These Townhalls will continue to increase taxpayer's awareness of their rights and improve the public perception of the Agency. • TAS designated a Headquarter Accessibility Coordinator (HAC) to better address corporate level barriers and issues related to accessibility. TAS also designated an Revenue Agent (RA) Program Manager to focus on the RA process. Through these efforts, TAS was better able to identify opportunities for improvement such as the sign language interpreting services fulfillment rate and reduced work delay/stoppage issues with assistive technology equipment. • In September 2019, the TE/GE EDI Director and TE/GE Deputy Commissioner conducted 7 face to face site visits with 561 TE/GE employees (or 56.85%) to allow a forum for employees to identify any workplace deficiencies. • During FY19, CI, in coordination with FMSS made major modifications to a GSA leased building to ensure wheelchair access. • W&I joined the Assistive Technology Integrated Project team with IT and other BODs to examine and resolve issues with the delivery of assistive technology equipment and services to enhance end-to-end service delivery support and customer experience.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

Average time frame for processing RA requests for FY18 was 76 business days and 111 calendar days.

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

• Disability Services Branch staff participated in a week-long TPMO sessions and mapped and modeled both the Reasonable Accommodation Program and Sign Language Interpreting/CART Services programs. TPMO quick hit action items were identified to address program inefficiencies. • Revisions were made to the Agency's RAP and forwarded to Treasury for review and final approval. Once approved, the RAP will be renegotiated with NTEU. RAS Territory Managers worked closely with RACs to reduce overage cases by continuing to conduct reviews that eliminated over 90% of the prior year cases. • EDI POCs also participated on a cross-functional Agency-wide team formed to address accessibility issues. RAS managers and senior specialist continued to strengthen relationships with strategic partners in FMSS, IT, and IRAP to identify and address workplace barriers and gaps that impact equality of opportunity. • During FY19, EDI leaders successfully trained 2980 managers and employees across the Service on RA policy, process, roles and responsibilities of all parties involved in the RA process. • TE/GE established an internal RA policy and developed a flowchart of the RA process for managers. TE/GE works closely with managers to assist in making final decisions on all RA requests. • TAS Local Accessibility Coordinators (LAC) serve as a liaison between TAS HAC, TAS employees and the TAS Business Modernization division to strategically address accessibility issues. • Due to these efforts, RA case closure timeframes have significantly improved and resulted in a more efficient process. TAS also proactively works with the IRS IRAP office and IRS employee organizations to ensure that assistive technology equipment interfaces with new software applications prior to migration to prevent any potentially negative impacts. • W&I formed a committee to review overaged RA cases to determine common factors. They also conducted a Disability Survey pilot to determine which services and programs may be affecting PWD/PWTD and needed improvement. The results and recommendations of the pilot were presented to the W&I Commissioner and EDI leadership. As a result, EDI and W&I will collaborate and partner to survey all IRS PWD/PWTD and determine what policies, procedures, and/or practices are needed to increase their satisfaction of IRS programs and services.

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

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

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

While the Service is presently addressing Privacy/Disclosure concerns pertaining to PAS providers and sensitive taxpayer information as well as securing funding and a contract vehicle for procuring PAS, the IRS expects the PAS program to be fully up and running in or about July 2020. Along with the stand-up of this program, EDI will have trained all Reasonable Accommodation Coordinators to recognize PAS requests including when intertwined with requests for reasonable accommodation. Dedicated specialized EDI staff will assess PAS requests against applicable standards in support of management officials responsible for approving/denying PAS requests. EDI will also use Service-wide internal communications such as Leaders Alert to further inform managers of the PAS program including their role in addressing requests for services. There will also be news articles from the BODs highlighting the program for all employees. A versatile training module for managers will be developed and made available for inclusion in EDI presentations as well as BOD CPEs and other training events. A recorded training session on PAS will also be made available for playback by anyone at the Service, FAQs will be posted, and Service PAS policy/procedures will be accessible by managers and employees.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

   Answer   No

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

   Answer   No

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

Not Applicable

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

   Answer   No

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

   Answer   No

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

Not Applicable

Section VIII: Identification and Removal of Barriers

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

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

   Answer   No

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

   Answer   No

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

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The participation rate of PWDs at the GS-11/12/13/14 grade levels in the Agency's major occupation of Revenue Agent, GS-0512, is below the federal goal of 12% (10.1%, 9.2%, 7.1%, 5.3% respectively).
STATEMENT OF BARRIER GROUPS:	*Barrier Group* People with Disabilities
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	No Barriers have been identified associated with this trigger.
Objective	To increase access to advancement opportunities for the Revenue Agent position for PWDs at the GS-11/12/13/14 grade levels in the IRS.

Date Objective Initiated	Oct 1, 2018
Target Date For Completion Of Objective	Sep 30, 2019
Responsible Officials	Elita Christiansen Chief Diversity Officer - Equity, Diversity & Inclusion Robin Bailey Chief Human Capital Officer

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/17/2018	Conduct outreach to Agency leadership regarding the empowerment of PWDs in the workplace.	Yes		10/17/2018
10/30/2018	Meet with employee organizations to identify any issues employees encountered during the application/hiring process for a Revenue Agent position.	Yes		10/30/2018
01/03/2019	Meet with the program manager responsible for the "Service Wide Opportunities Listing" to discuss strategies to ensure that all BUs post job vacancies on the "Service Wide Opportunities Listing" so that employees are aware of internal job opportunities	Yes		
01/15/2019	Review position descriptions to determine if there are any mobility restrictions for this occupation.	Yes		
01/30/2019	Review the participation rate of PWDs in leadership programs to determine if barriers exists that are negatively impacting leadership opportunities for this group.	Yes		
01/30/2019	Establish a barrier analysis project team of EDI, HCO and management to assist in identifying barriers impacting the participation rate of PWDs in GS-0512 and higher grades.	Yes		
03/30/2019	Review FEVS data to determine if responses from PWDs in SBSE vary from the general population.	Yes		

Fiscal Year	Accomplishments
2018	A Disability Awareness program was conducted to educate and provide resources for managers to increase opportunities for persons with disabilities. Members from the "Employee Organization Visually Impaired Employee Workforce (VIEW)" were interviewed to identify any reason(s) for the low participation rate of Revenue Agents within the Agency.

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The participation rate of PWDs at the GS-12/13/14 grade levels in the Agency's major occupation of Revenue Officer, GS-1169, is below the federal goal of 12% (8.1%, 7.4%, 2.3% respectively).

STATEMENT OF BARRIER GROUPS:	*Barrier Group*
	People with Disabilities

BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	No Barriers have been identified associated with this trigger.

Objective	To increase access to advancement opportunities for the Revenue Officer position for PWDs at the GS-12/13/14 grade levels.	
	Date Objective Initiated	Oct 1, 2018
	Target Date For Completion Of Objective	Sep 30, 2019

Responsible Officials	Chief Diversity Officer - Equity, Diversity & Inclusion Elita Christiansen
	Chief Human Capital Officer Robin Bailey

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/03/2019	Meet with the program manager responsible for the "Service Wide Opportunities Listing" to discuss strategies to ensure that all Business Units (BU) post job vacancies on the "Service Wide Opportunities Listing" so that employees are aware of internal job opportunities.	Yes		
11/12/2018	Conduct outreach to Agency leadership regarding the empowerment of PWDs in the workplace.	Yes		11/12/2018
01/15/2019	Review position descriptions to determine if there are any mobility restrictions for this occupation.	Yes		
01/30/2019	Establish a barrier analysis project team of EDI, HCO, and management to assists in identifying barriers impacting the participation rate of PWDs in GS-1169 and higher grades.	Yes		
03/30/2019	Review FEVS data to determine if responses from PWDs in SBSE vary from the general population.	Yes		
01/30/2019	Review the participation rate of PWDs in leadership programs to determine if barriers exist that are negatively impacting leadership opportunities for this group.	Yes		

Fiscal Year	Accomplishments
2018	A Disability Awareness program was conducted to educate and provide resources for managers to increase opportunities for persons with disabilities. Members from the "Employee Organization Visually Impaired Employee Workforce (VIEW)" were interviewed to identify any reason(s) for the low participation rate of Revenue Officers within the Agency.

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

Not Applicable

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

• The EEO training provided to Agency managers has created a culture of awareness and inclusiveness as it relates to PWDs. The training specifically emphasized the importance of ensuring that PWDs are provided the same opportunities in selection, hiring, and advancement as PWODs so that they may maximize their abilities to the fullest potential. • By advertising all details for RA and RO positions on the Servicewide Opportunities Listing RAs and RO with disabilities will be provided with the opportunity to gain experience for the higher graded positions and demonstrate that they can perform the duties of the higher graded positions. This experience and exposure will provide them with an increased chance to be selected to the higher graded positions.

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

The Agency's plan to correct identified triggers and barriers negatively impacting PWDs is still in progress. During the next fiscal year, the planned activities described in this Part J will continue until the barrier(s) have been identified and eliminated. The barrier analysis will review the Agency's policies, practices, and/or procedures that are impeding the employment rights of PWDs in the MCOs indicated in Part J of this report.