

FISCAL YEAR 2023

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# **U.S. Equal Employment Opportunity Commission Annual EEO Program Status Report Management Directive 715**

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MD-715 Assessment conducted by the  
Office of Minority and Women Inclusion (OMWI)

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## EEOC Form 715 - Parts A-D

For the period covering October 1, 2022, to September 30, 2023

### Part A - Department or Agency Identifying Information

1. Agency	U.S. Department of the Treasury
1a. 2nd level reporting component	Office of the Comptroller of the Currency (OCC)
2. Address	Constitution Center, 400 7th Street, SW
3. City, State, Zip Code	Washington, DC 20219
4. Agency Code	TRAJ
5. FIPS Code	11001

### Part B - Total Employment

1. Total number of permanent employees	3,617
2. Total number of temporary employees	10
Total Workforce	3,627

### Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name and Title
Head of Agency	Michael J. Hsu, Acting Comptroller of the Currency
Agency Head Designee	Shinu R. Shilesh, Executive Director Office of Minority and Women Inclusion

### Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name, Title, Series, Pay Plan, Grade, Phone Number, Email Address
Head of Agency Designee/Principal EEO Director/Official	Shinu R. Shilesh, Executive Director (NB-0301-VIII), (202) 649-6892 <a href="mailto:Shinu.Shilesh@occ.treas.gov">Shinu.Shilesh@occ.treas.gov</a>
Principal EEO Deputy Director/Official	Dyan W. Bullock, Deputy Director (NB-0301-VII), (202) 649-6393 <a href="mailto:Dyan.Bullock@occ.treas.gov">Dyan.Bullock@occ.treas.gov</a>
Affirmative Employment Program Manager	Dyan W. Bullock, Deputy Director (NB-0301-VII), (202) 649-6393 <a href="mailto:Dyan.Bullock@occ.treas.gov">Dyan.Bullock@occ.treas.gov</a>

Complaints Processing Program Manager	Rebecca Tudisco, Supervisory EEO Specialist/EEO Officer (NB-0260-VI), (202) 649-6893 <a href="mailto:Rebecca.Tudisco@occ.treas.gov">Rebecca.Tudisco@occ.treas.gov</a>
Diversity and Inclusion Officer	Tamara Brooks, Diversity and Inclusion Program Manager (NB-0301-VI), (202) 649-6527 <a href="mailto:Tamara.Brooks@occ.treas.gov">Tamara.Brooks@occ.treas.gov</a>
Hispanic Program Manager (SEPM)	Maya Sarna, Program Manager (NB-0340-VII), (202) 993-1891 <a href="mailto:Maya.Sarna@occ.treas.gov">Maya.Sarna@occ.treas.gov</a>
Women's Program Manager (SEPM)	Valerie Tucker, Program Analyst (EEO) (NB-0343-V), (202) 760-0162 <a href="mailto:Valerie.Tucker@occ.treas.gov">Valerie.Tucker@occ.treas.gov</a>
Disability Program Manager (SEPM)	Edna Coleman, Program Analyst (EEO) (NB-0343-V), (202) 480-0789 <a href="mailto:Edna.Coleman@occ.treas.gov">Edna.Coleman@occ.treas.gov</a>
Special Placement Program Coordinator (Persons with Disabilities)	Harnet Reddy, Selective Placement Program Coordinator/Human Resources Specialist (NB-0201-V), (202) 649-5264 <a href="mailto:Harnet.Reddy@occ.treas.gov">Harnet.Reddy@occ.treas.gov</a>
Reasonable Accommodation Program Manager	Kelly Battista, Disability Accommodation Coordinator (NB-0260-V), (202) 649-6636 <a href="mailto:Kelly.Battista@occ.treas.gov">Kelly.Battista@occ.treas.gov</a>
Anti-Harassment Program Manager	Linda Medina, Anti-Harassment Program Manager/Human Resources Specialist (NB-0201-V), (202) 649-6638 <a href="mailto:Linda.Medina@occ.treas.gov">Linda.Medina@occ.treas.gov</a>
ADR Program Manager	Cheryl Lewis, ADR Coordinator (retired March 30, 2024)
Compliance Manager	N/A
Principal MD-715 Preparer	Valerie Tucker, Program Analyst (EEO) (NB-0343-V), (202) 760-0162 <a href="mailto:Valerie.Tucker@occ.treas.gov">Valerie.Tucker@occ.treas.gov</a>
Other EEO Staff	Cheryl Lewis, Senior EEO Specialist (retired March 30, 2024) Towanda Stanley, EEO Specialist Camille Dickerson, EEO Specialist

## Part D.1 - List of Subordinate Components Covered in This Report

Subordinate Component, City State, Country (Optional), Agency Code and Federal Information Processing Standards (FIPS) Codes	Agency and FIPS Codes
MCBS Deputy A (East and Northeast)	N/A
MCBS Deputy B (South and Southeast)	N/A
MCBS Deputy C (Midwest and West)	N/A
Large Bank Supervision	N/A
Headquarters	N/A

## Part D.2 - Mandatory and Optional Documents for this Report

Did the agency submit the following documents?	Please respond Yes or No	Comments
Organizational Chart (MANDATORY)	Yes	N/A
EEO Policy Statement (MANDATORY)	Yes	N/A
Strategic Plan (MANDATORY)	Yes	N/A
Anti-Harassment Policy and Procedures (MANDATORY)	Yes	N/A
Reasonable Accommodation Procedures (MANDATORY)	Yes	N/A
Personal Assistance Services (PAS) Procedures (MANDATORY)	Yes	N/A
Alternative Dispute Resolution Procedures (MANDATORY)	Yes	N/A
Federal Equal Opportunity Recruitment Program (FEORP) Report (OPTIONAL)	Yes	N/A
Disabled Veterans Affirmative Action Program (DVAAP) Report (OPTIONAL)	Yes	N/A
Diversity and Inclusion Plan under Executive Order 13583 (OPTIONAL)	Yes	N/A
Human Capital Strategic Plan (OPTIONAL)	Yes	N/A
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey (OPTIONAL)	Yes	N/A

# Executive Summary (Part E)

## About the OCC

### Mission

The Office of the Comptroller of the Currency (OCC), created in 1863, charters, regulates, and supervises national banks and federal savings associations as well as supervises and licenses the federal branches and agencies of foreign banking organizations (banks). The OCC is an independent, non-appropriated bureau of the U.S. Department of the Treasury (Treasury). Its mission is to ensure that these institutions operate in a safe and sound manner, provide fair access to financial services, treat customers fairly, and comply with applicable laws and regulations. While bank supervision is the core mission of the OCC and the majority of its employees are bank examiners, examination and supervision activities are supported by a variety of other professions.

### Vision

The OCC is the leading prudential supervisor that

- adds value through proactive and risk-based supervision;
- is sought after as a source of knowledge and expertise; and
- promotes a vibrant and diverse banking system that benefits consumers, communities, businesses, and the U.S. economy.

### Organizational Information

The OCC maintains a supervisory and regulatory framework that ensures the safety and soundness of the federal banking system and encourages banks to innovate and adapt to meet the evolving financial needs of consumers, businesses, and communities nationwide. It uses a risk-based supervision process focused on evaluating banks' risk management, identifying material and emerging concerns, and requiring banks to take corrective action when warranted.

Headquartered in Washington, D.C., the OCC has offices in 51 cities nationwide. Below is a snapshot of key facts about the agency as of September 30, 2023:

- Fiscal year (FY) 2023 operating budget: \$1.194 billion
- Number of bank examiners: 2,370 (1,378 in midsize and community bank supervision, 703 in large bank supervision, and 289 in other lines of business)
- Regions: East and Northeast; South and Southeast; West and Midwest
- Number of operating locations, including large bank supervision and midsize and community bank supervision: 76
- Number of national banks, federal savings associations, and federal branches of foreign banks: 1,062 (\$16 trillion in assets)
- Number of national banks: 765 (\$14.9 trillion in assets)



- Number of federal savings associations: 248 (\$519 billion in assets)
- Number of federal branches of foreign banks: 49 (\$773 billion in assets)
- Number of national banks and federal savings associations with more than \$10 billion in assets: 56
- Number of banks with \$1 billion–\$10 billion in assets: 205
- Number of banks with less than \$1 billion in assets: 752
- The OCC receives no appropriations from Congress.

## **OMWI Mission**

The Office of Minority and Women Inclusion (OMWI) operates, monitors, and assesses programs that

- oversee equal employment opportunity and federal anti-discrimination laws.
- strive to ensure the OCC is a diverse and inclusive workplace environment at all levels of its workforce.
  - This includes overseeing the employee network groups (ENG) and managing the special emphasis programs that help advance diversity and inclusion (D&I) efforts throughout the agency.
- monitor diversity policies and practices of entities the OCC regulates.
- coordinate and provide technical assistance to help increase participation of minority-owned and women-owned (MWO) businesses in the OCC’s programs and contracts.

## **Database Sources**

The OCC data contained in this report are based on the FY 2023 MD-715 Workforce Data Tables produced by the Department of Treasury’s Office of Civil Rights and Equal Employment Opportunity (OCRE), in partnership with the Chief Information Officer’s Enterprise Data Management (EDM) service, on behalf of the OCC. The reports are generated using Workforce Analytics/Data Insight. In addition, the OCC used its HR Data Mart and HR Transaction Mart as sources to produce data for this report.

All non-appropriated fund employees are included in workforce data as of October 7, 2023. The OCC’s NB pay bands are converted into General Schedule (GS) equivalent grades in accordance with the FY 2023 MD-715 Pay Level Salary Conversion table.<sup>1</sup>

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<sup>1</sup> GS-1 through GS-12 equivalent grades are cross-walked from the OCC’s NB-I through NB-IV grades by base salary. GS-13 is equivalent to NB-V, GS-14 is equivalent to NB-VI, GS-15 is equivalent to NB-VII, and SES/senior-level position (SLP) grades are equivalent to NB-VIII and NB-IX.



## Limitations

Race, ethnicity, and disability information contained within the National Finance Center is obtained through voluntary employee submissions. Employee perceptions for self-identification on race and ethnicity may not coincide with the standard categories prescribed by the U.S. Census Bureau and the Office of Personnel Management (OPM).

## Workforce Analysis

### Total Workforce

As of October 7, 2023, the OCC had 3,627 employees (3,617 permanent and 10 temporary). This number reflects an increase of 4.4 percent above the 3,474 employees (3,462 permanent and 12 temporary) in FY 2022. The participation of females in the workforce (43.9 percent) increased slightly from the FY 2022 rate of 43.8 percent but is still less than expected when compared with their 2014–2018 national civilian labor force (NCLF)<sup>2</sup> rate of 48.2 percent. Females were hired (gains) below their availability in NCLF, while males were hired above their NCLF rate.

At the end of FY 2023, most gender, ethnicity, and race groups in the permanent workforce were at or above parity with their 2014–2018 availability rates in the NCLF, except for females, Hispanics, White females, and persons of two or more races. Also, Small Ethnicity and Race Indicator (ERI) groups, a combination of Native Hawaiians, American Indians, and persons of two or more races, were below their NCLF rates. These groups are combined due to their small population size. Lower-than-expected participation rates of Hispanics exist throughout the federal sector compared with their NCLF rates.

In FY 2023, the participation rates of Hispanics, Asians, and Small ERI groups increased in the permanent workforce. The participation rates of Blacks and Whites slightly decreased by less than one percent each. All ERI groups were hired (gains) at rates above their availability in the 2014–2018 NCLF, except Small ERI groups and Whites.

When reviewing the OCC's workforce demographics, benchmark comparisons are made against the 2014–2018 availability rates for the NCLF and the occupational civilian labor force (OCLF) for the OCC's three major occupational groups—bank examiners, attorneys, and economists, and one of the agency's mission-critical occupations (MCO), IT specialists. In addition, the Treasury Department provides a more realistic benchmark comparison for the OCC's overall workforce than the NCLF rate—the relevant civilian labor force (RCLF). The RCLF rate is based on the OCC's annual occupational composition and total workforce. The 2022 RCLF rate was calculated by comparing the OCLF availability rate from the 2010 census data with the percentage availability rate of each occupation represented in the OCC's workforce as of October 7, 2023. See table 1 and figures 10 and 11.

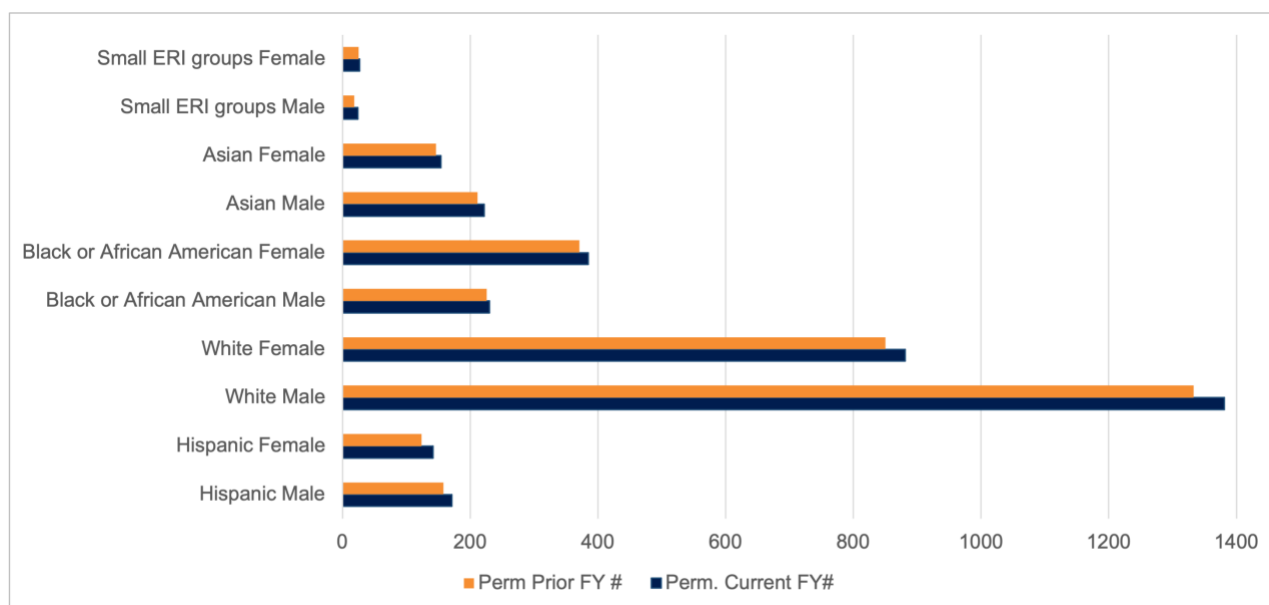
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<sup>2</sup> NCLF data are derived from the U.S. Census Bureau's 2014–2018 American Community Survey reflecting persons 16 years of age or older, excluding those in the Armed Services. FY 2022 was the first year the 2014-2018 comparator was used. The EEOC released this interim comparator until the 2020 census is released in the near future.

**Table 1: Total Workforce - Distribution by Race/Ethnicity and Sex by FY**

Employment tenure	Total employ.	Total employ.	Total employ.	Hisp. or Latino	Hisp. or Latino	White	White	Race/ethn. (non-Hisp. or Latino)	Race/ethn. (non-Hisp. or Latino)	Race/ethn. (non-Hisp. or Latino)	Race/ethn. (non-Hisp. or Latino)	Race/ethn. (non-Hisp. or Latino)	Race/ethn. (non-Hisp. or Latino)
Employment tenure	Total employ.	Total employ.	Total employ.	Hisp. or Latino	Hisp. or Latino	White	White	Black or African Amer.	Black or African Amer.	Asian	Asian	Small ERI groups	Small ERI groups
Employment tenure	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total prior FY #	3474	1951	1523	159	124	1336	855	227	372	211	147	18	25
Total prior FY %	100.00	56.16	43.84	4.58	3.57	38.46	24.61	6.53	10.71	6.07	4.23	0.52	0.72
Total current FY #	3627	2033	1594	172	143	1384	884	231	386	222	154	24	27
Total current FY %	100.00	56.05	43.95	4.74	3.94	38.16	24.37	6.37	10.64	6.12	4.25	0.66	0.74
<b>National CLF % (2014-2018)</b>	<b>100.00</b>	<b>51.79</b>	<b>48.21</b>	<b>6.82</b>	<b>6.16</b>	<b>35.65</b>	<b>31.82</b>	<b>5.70</b>	<b>6.61</b>	<b>2.19</b>	<b>2.18</b>	<b>1.44</b>	<b>1.44</b>
Difference #	153	82	71	13	19	48	29	4	14	11	7	6	2
Ratio change %	0.00	-0.11	0.11	0.16	0.37	-0.30	-0.24	-0.16	-0.07	0.05	0.02	0.14	0.02
Net change %	4.40	4.20	4.66	8.18	15.32	3.59	3.39	1.76	3.76	5.21	4.76	33.33	8.00
Perm. prior FY #	3462	1946	1516	158	124	1333	850	226	371	211	146	18	25
Perm. prior FY %	100.00	56.21	43.79	4.56	3.58	38.50	24.55	6.53	10.72	6.09	4.22	0.52	0.72
Perm. current FY #	3617	2028	1589	171	142	1381	881	230	385	222	154	24	27
Perm. current FY %	100.00	56.07	43.93	4.73	3.93	38.18	24.36	6.36	10.64	6.14	4.26	0.66	0.75
<b>National CLF % (2014-2018)</b>	<b>100.00</b>	<b>51.79</b>	<b>48.21</b>	<b>6.82</b>	<b>6.16</b>	<b>35.65</b>	<b>31.82</b>	<b>5.70</b>	<b>6.61</b>	<b>2.19</b>	<b>2.18</b>	<b>1.44</b>	<b>1.44</b>
Difference #	155	82	73	13	18	48	31	4	14	11	8	6	2
Ratio change %	0.00	-0.14	0.14	0.17	0.35	-0.32	-0.19	-0.17	-0.08	0.05	0.04	0.14	0.02
Net change %	4.48	4.21	4.82	8.23	14.52	3.60	3.65	1.77	3.77	5.21	5.48	33.33	8.00
Temp. prior FY #	12	5	7	1	0	3	5	1	1	0	1	0	0
Temp. prior FY %	100.00	41.67	58.33	8.33	0.00	25.00	41.67	8.33	8.33	0.00	8.33	0.00	0.00
Temp. current FY #	10	5	5	1	1	3	3	1	1	0	0	0	0
Temp. current FY %	100.00	50.00	50.00	10.00	10.00	30.00	30.00	10.00	10.00	0.00	0.00	0.00	0.00
<b>National CLF % (2014-2018)</b>	<b>100.00</b>	<b>51.79</b>	<b>48.21</b>	<b>6.82</b>	<b>6.16</b>	<b>35.65</b>	<b>31.82</b>	<b>5.70</b>	<b>6.61</b>	<b>2.19</b>	<b>2.18</b>	<b>1.44</b>	<b>1.44</b>
Difference #	-2	0	-2	0	1	0	-2	0	0	0	-1	0	0
Ratio change %	0.00	8.33	-8.33	1.67	10.00	5.00	-11.67	1.67	1.67	0.00	-8.33	0.00	0.00
Net change %	-16.67	0.00	-28.57	0.00	0.00	0.00	-40.00	0.00	0.00	0.00	-100.00	0.00	0.00

**Figure 1: OCC Workforce Comparison by FY (Permanent)**



## Fiscal Year Comparison

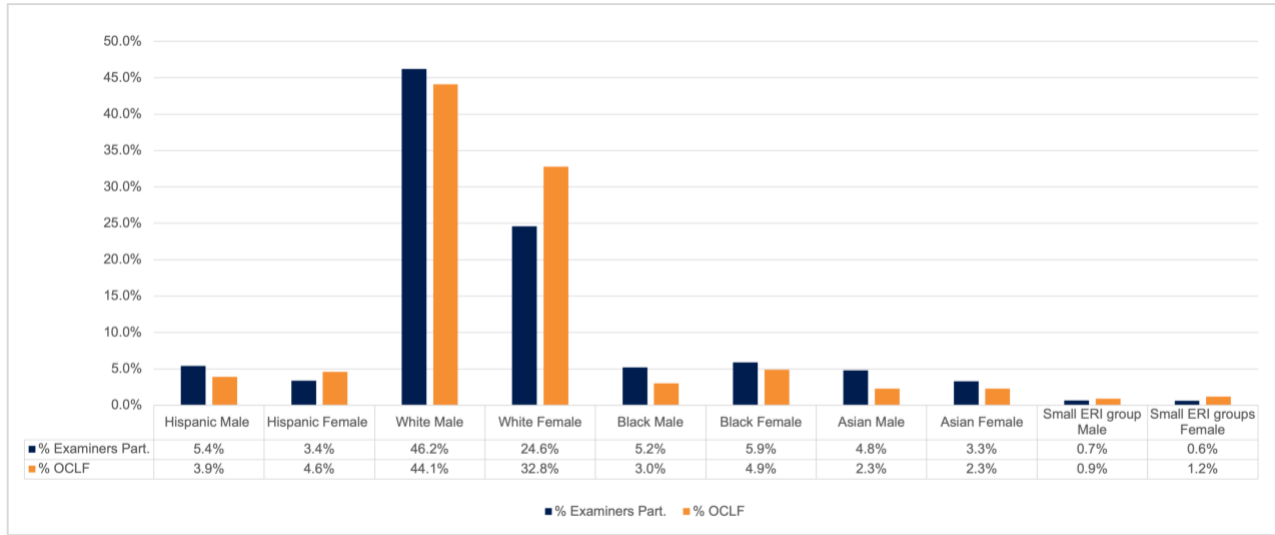
Between FY 2022 and FY 2023, growth was experienced in all ERI groups, even if minor. There were a total of 372 gains (external hires) and 232 losses in the OCC during FY 2023. Small ERI groups had the largest percentage point change between fiscal years, at 33.3 percentage points, followed by Hispanic females with 14.5 percentage points. Black males had the lowest percentage point change of 1.8 percent, followed by White males and White females—each with 3.6 percentage points. See figures 1, 10, and 11.

## Major and Mission-Critical Occupations

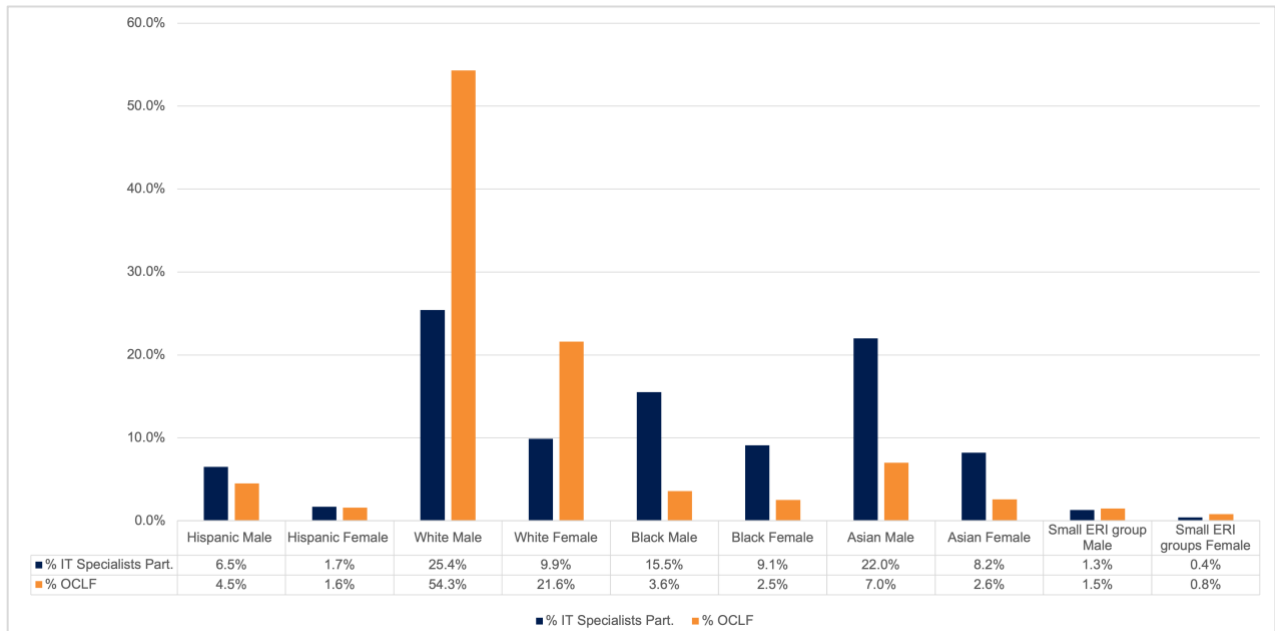
The OCC has three major occupations—bank examiners (0570), attorneys (0905), and economists (0110). The FY 2023 workforce participation rates for females and minorities in the OCC’s three major occupational groups were as follows: bank examiners (females at 37.7 percent, below the OCLF of 45.8 percent, and minorities at 29.3 percent, above the OCLF of 23.1 percent); attorneys (females at 49.1 percent, above the OCLF of 37.1 percent, and minorities at 25.5 percent, above the OCLF of 16.7 percent); and economists (females at 30.5 percent, below the OCLF of 32.0 percent, and minorities at 44.8 percent, above the OCLF of 23.6 percent).

In addition to the three major occupations indicated above, the OCC has three other mission-critical occupations—HR specialists (0201), contract specialists (1102), and IT specialists (2210). Bank examiners, IT specialists, attorneys, and economists were OCC’s largest major/mission-critical occupations (MCO), in that order. A total of 2,978 employees fall into the OCC’s MCO series; of those employees, 61.2 percent (1,823) are males and 38.8 percent (1,155) are females. See figures 2 through 5.

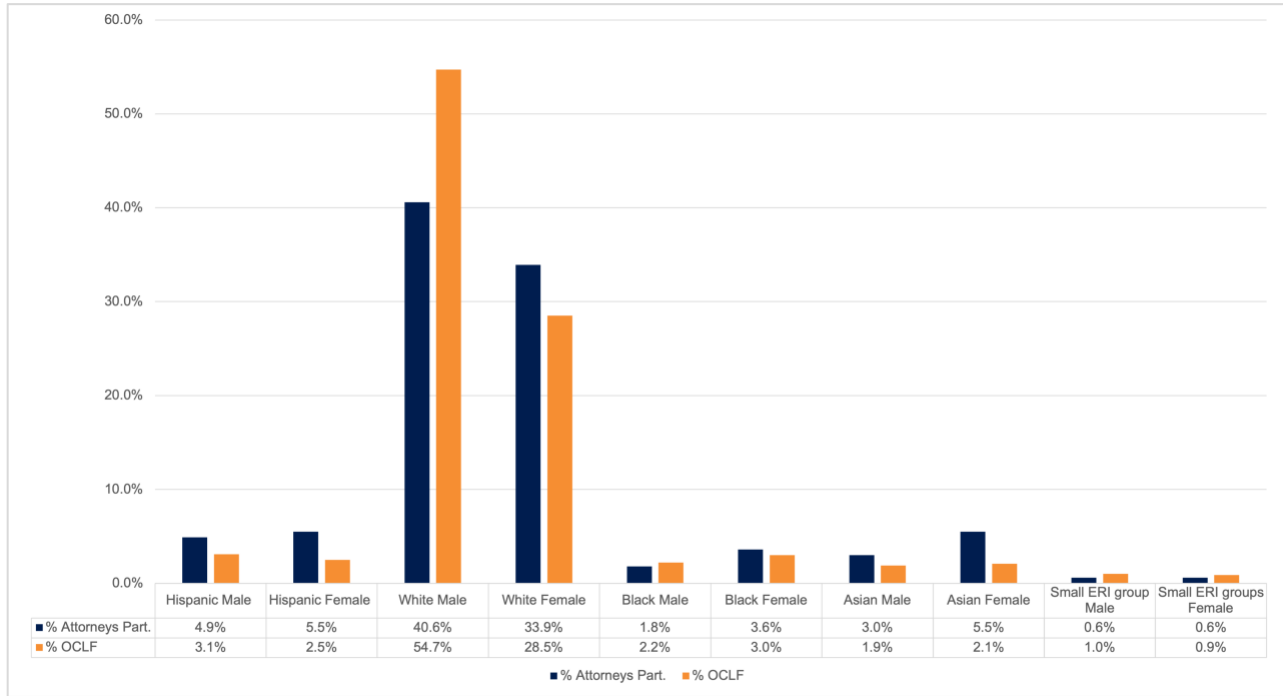
**Figure 2: FY 2023 Bank Examiner Series by ERI and Gender (Permanent)**



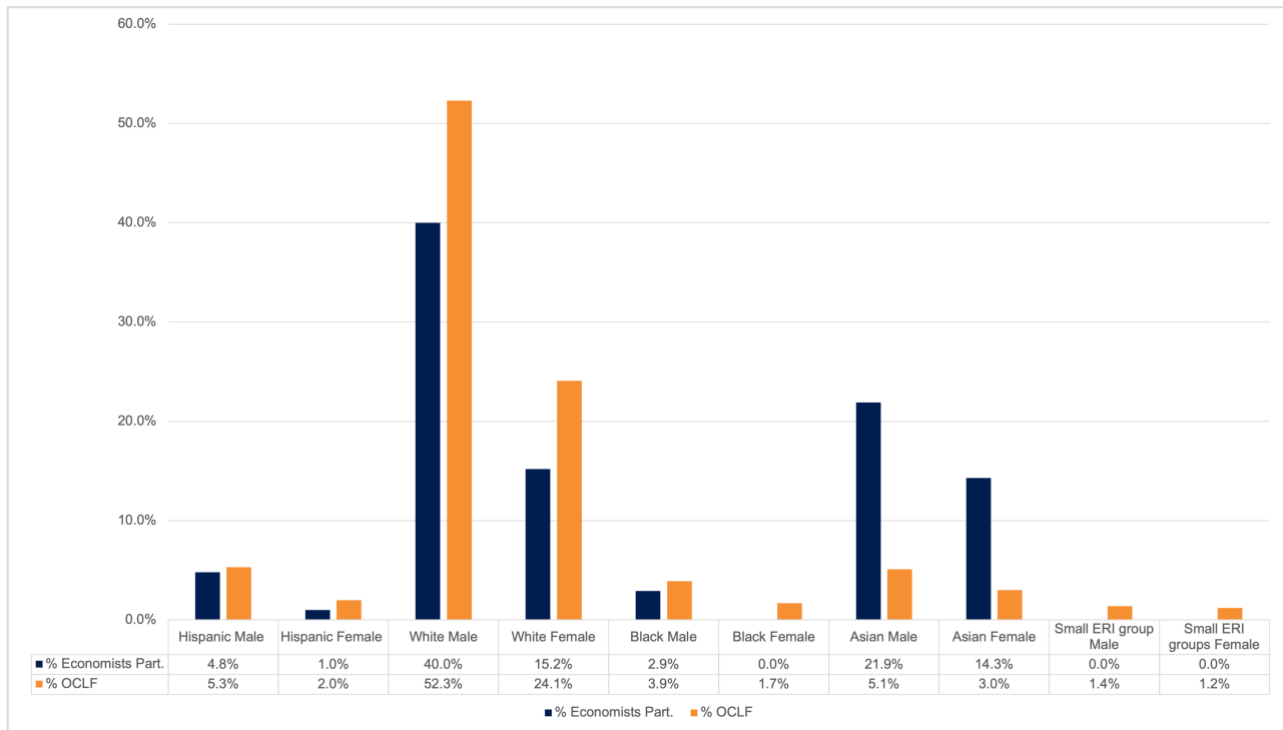
**Figure 3: FY 2023 IT Specialist Series by ERI and Gender (Permanent)**



**Figure 4: FY 2023 Attorney Series by ERI and Gender (Permanent)**



**Figure 5: FY 2023 Economist Series by ERI and Gender (Permanent)**



## Occupational Categories (FED9)

EEOC requires agencies to report their workforce data by aggregating it into nine occupational categories (Fed9 Categories). The OCC has six of the nine occupational categories in its workforce. All of the OCC’s major/mission-critical occupations fall under the “Professional” category, excluding supervisors and managers. “Professionals” represent the largest category at 76.5 percent (2,766 employees). The “Professionals” category is made up of occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. The second largest category is “Officials and Managers” at 18.0 percent (650), followed by “Administrative Support Workers” at 5.3 percent (191). The “Officials and Managers” category includes all supervisors and managers at the GS-12 through SES equivalent grade levels, regardless of the occupational category. The “Official and Managers” category comprises occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions, or other units or special phases of an agency’s operations. The “Administrative Support Workers” category includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual, though some manual work not directly involved with altering or transporting the products is included. The last two categories are “Technicians” at 0.2 percent (6) and “Sales Workers” at 0.1 percent (4). The “Technicians” category includes occupations requiring a combination of basic scientific knowledge and manual skills, which can be obtained through two years of post-high school education, such as what is offered in many technical institutes and junior colleges or through equivalent on-the-job training. The “Sales Workers” category covers occupations engaging wholly or primarily in direct selling. See table 2 and information on the OCC’s [major and mission-critical occupations](#).

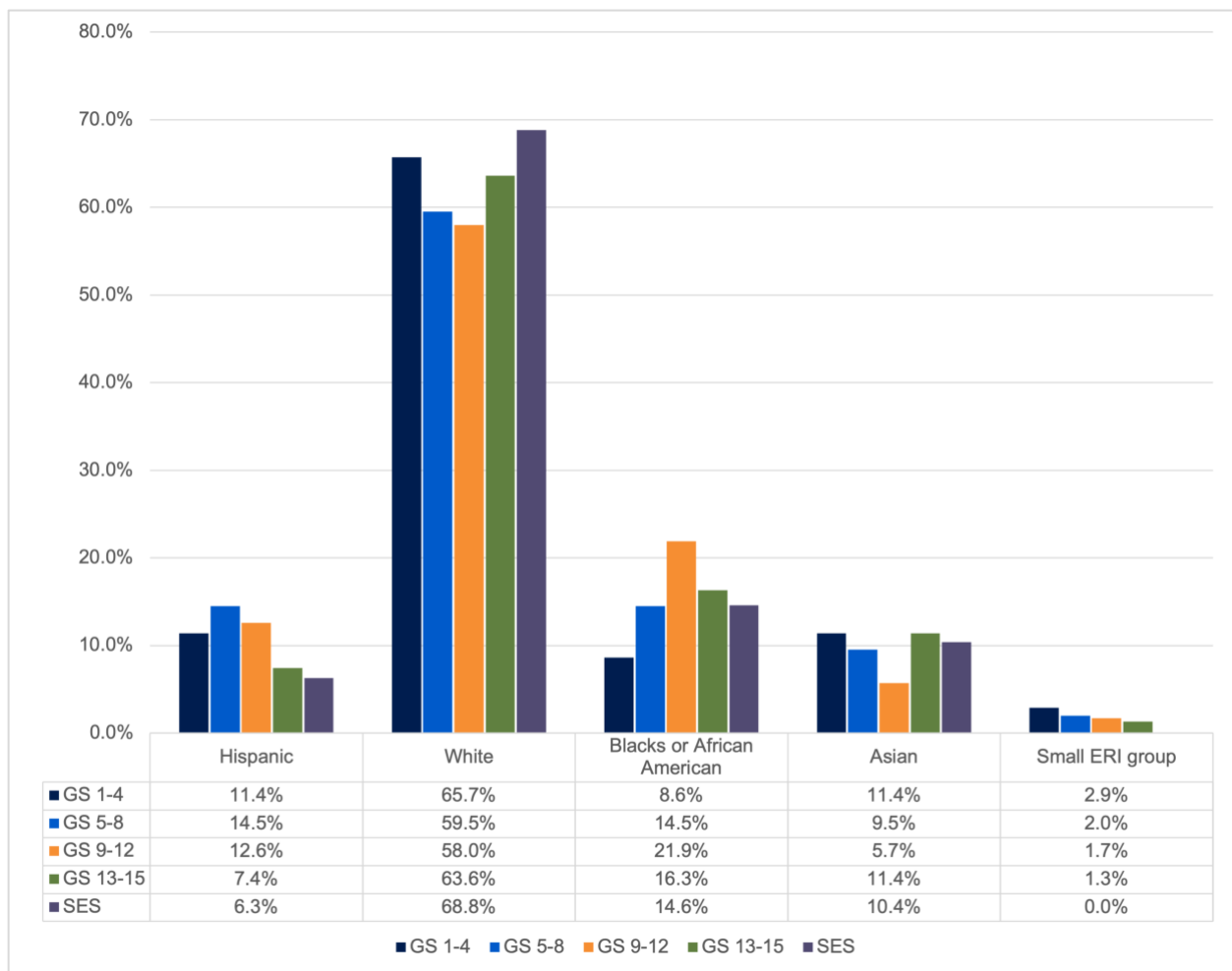
**Table 2: Occupational Category Descriptions, FY 2023 (Permanent)**

Occupational categories	Permanent employees #	Permanent employees %
Officials and managers	650	18.0%
Professionals	2,766	76.5%
Technicians	6	0.2%
Sales workers	4	0.1%
Administrative support workers	191	5.3%
<b>Total</b>	<b>3,617</b>	<b>100.0%</b>

## Pay Plan<sup>3</sup>

The most populous GS equivalent grade grouping in the OCC is GS-13 through GS-15 equivalent grades at 76.2 percent of the total permanent workforce, followed by GS-9 through GS-12 equivalent grades at 16.0 percent. White males and White females densely populate all grade groupings throughout the OCC. With the exception of Whites, there is a consistent decline in the participation rates for all other ethnic and racial groups in SES equivalent positions from GS-13 through GS-15 equivalent grades. Lower-than-expected participation rates for minorities exist throughout the federal sector in SES positions.<sup>4</sup> See figure 6.

**Figure 6: FY 2023 GS by ERI and Grade Grouping (Permanent)**



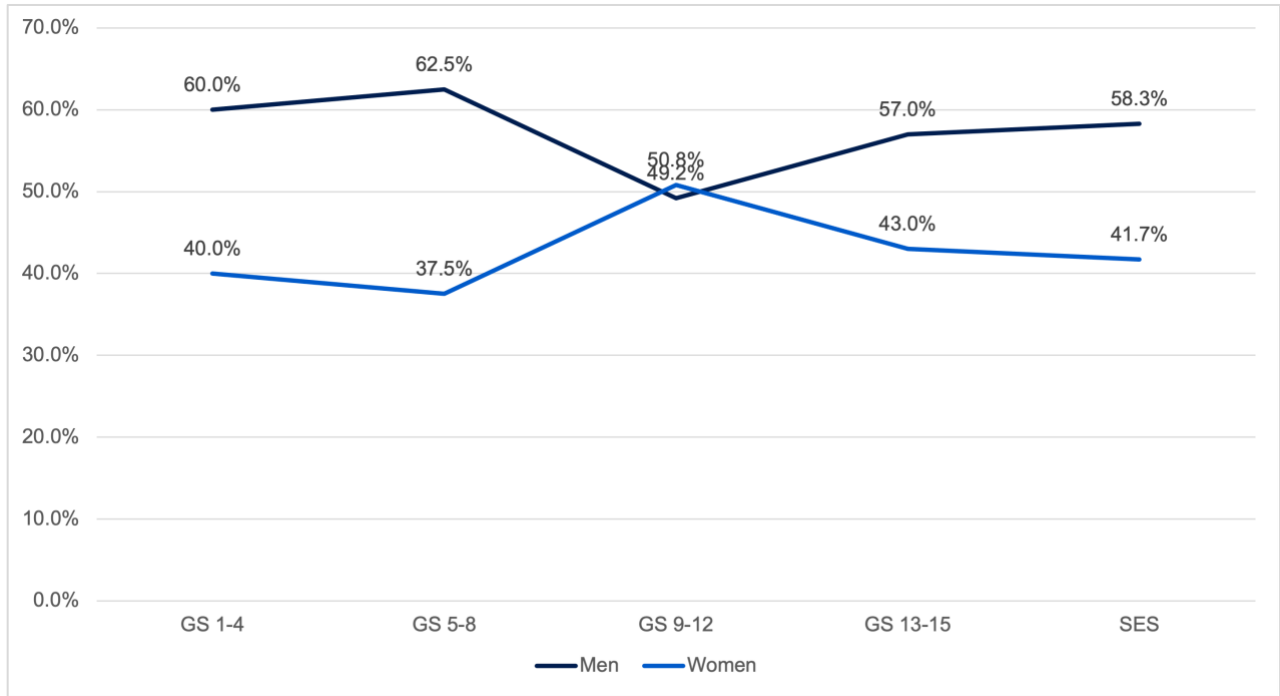
<sup>3</sup> GS-1 through GS-12 equivalent grades are cross-walked from the OCC’s NB-I through NB-IV grades by base salary. GS-13 is equivalent to NB-V, GS-14 is equivalent to NB-VI, GS-15 is equivalent to NB-VII, and SES/senior-level position (SLP) grades are equivalent to NB-VIII and NB-IX grades.

<sup>4</sup> U.S. Government Accountability Office, *Federal Workforce: Data Reveal Minor Demographic Changes 2011-2021*, GAO-24-105924, 2023.



There was a significant difference in the participation rate of males and females in all grade groupings except GS-9 and GS-12 equivalent grades, where they were nearly the same. There is a lower-than-expected participation rate of females throughout the federal sector in SES positions.<sup>5</sup> See figure 7.

**Figure 7: FY 2023 by GS by Gender and Grade Grouping (Permanent)**

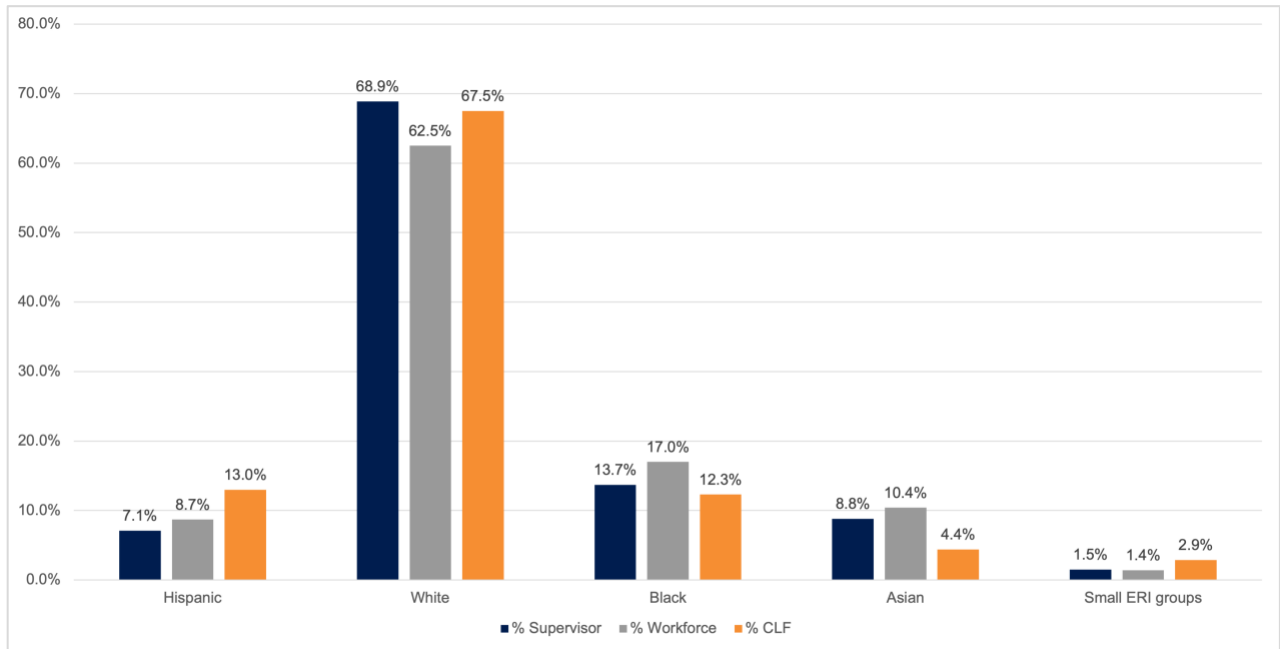


### Supervisors by Gender, Race, and Ethnicity

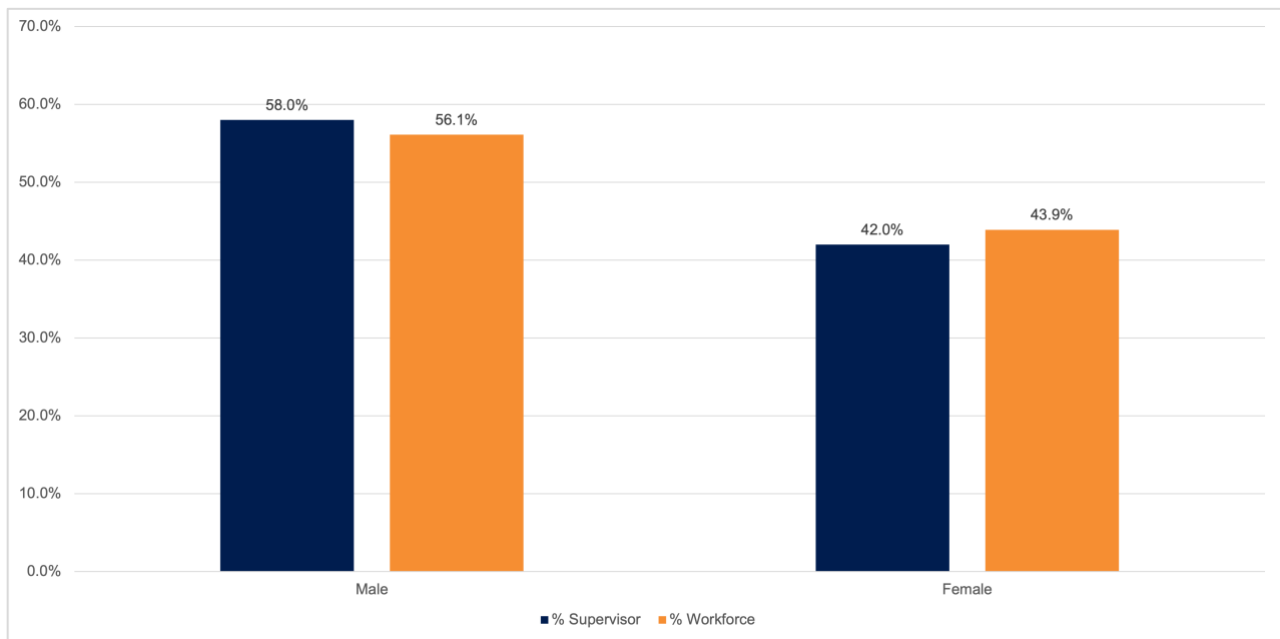
There were 533 supervisors and managers in the OCC at the end of FY 2023. Males represented 58.0 percent and females represented 42.0 percent of supervisory and managerial positions. Males in supervisory and managerial positions were participating at a rate above their workforce participation rate, while females were below. Whites counted as the only group that had representation (68.9 percent) above their workforce participation rate (62.5 percent) and their NCLF rate (67.5 percent). Small ERI groups counted as the only minority group that had representation above their workforce participation rate (1.5 percent vs. 1.4 percent). The supervisory and managerial participation rates of Hispanics (7.1 percent vs. 8.7 percent), Blacks (13.7 percent vs. 17.0 percent), and Asians (8.8 percent vs. 10.4 percent) were below their workforce participation rates. When compared with their NCLF rates, however, Blacks and Asians in supervisory and managerial positions exceeded their workforce participation rates—Blacks participated at 13.7 percent vs. 12.3 percent NCLF and Asians at 8.8 percent vs. 4.4 percent NCLF. See figures 8 and 9.

<sup>5</sup> U.S. Government Accountability Office, *Federal Workforce: Data Reveal Minor Demographic Changes 2011-2021*, GAO-24-105924, 2023.

**Figure 8: FY 2023 Supervisors/Managers by ERI (Permanent)**



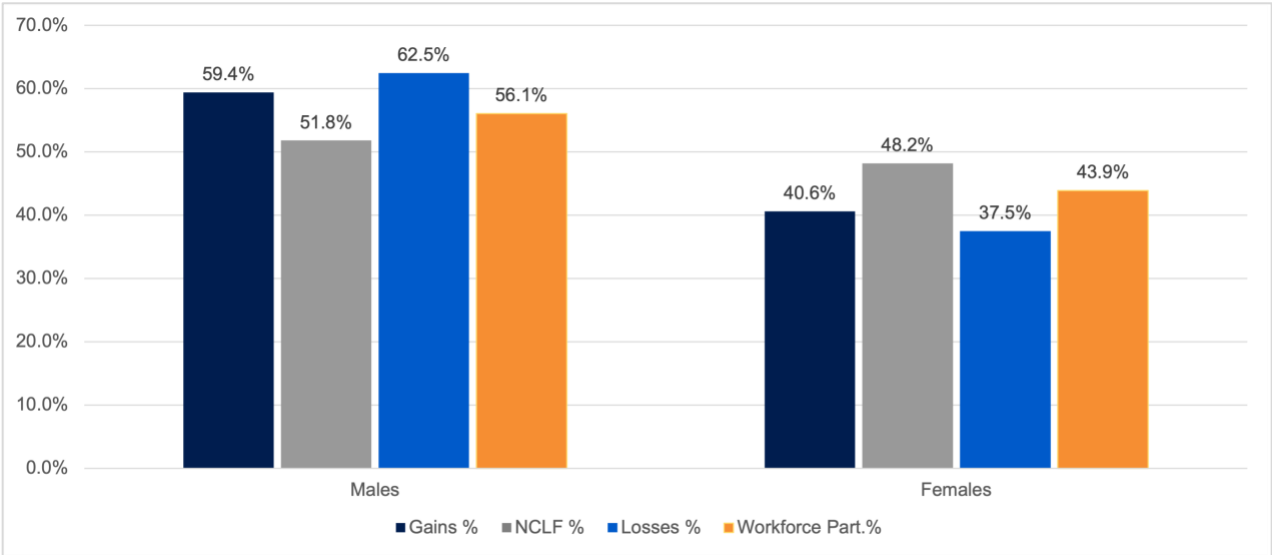
**Figure 9: FY 2023 Supervisors/Managers by Gender (Permanent)**



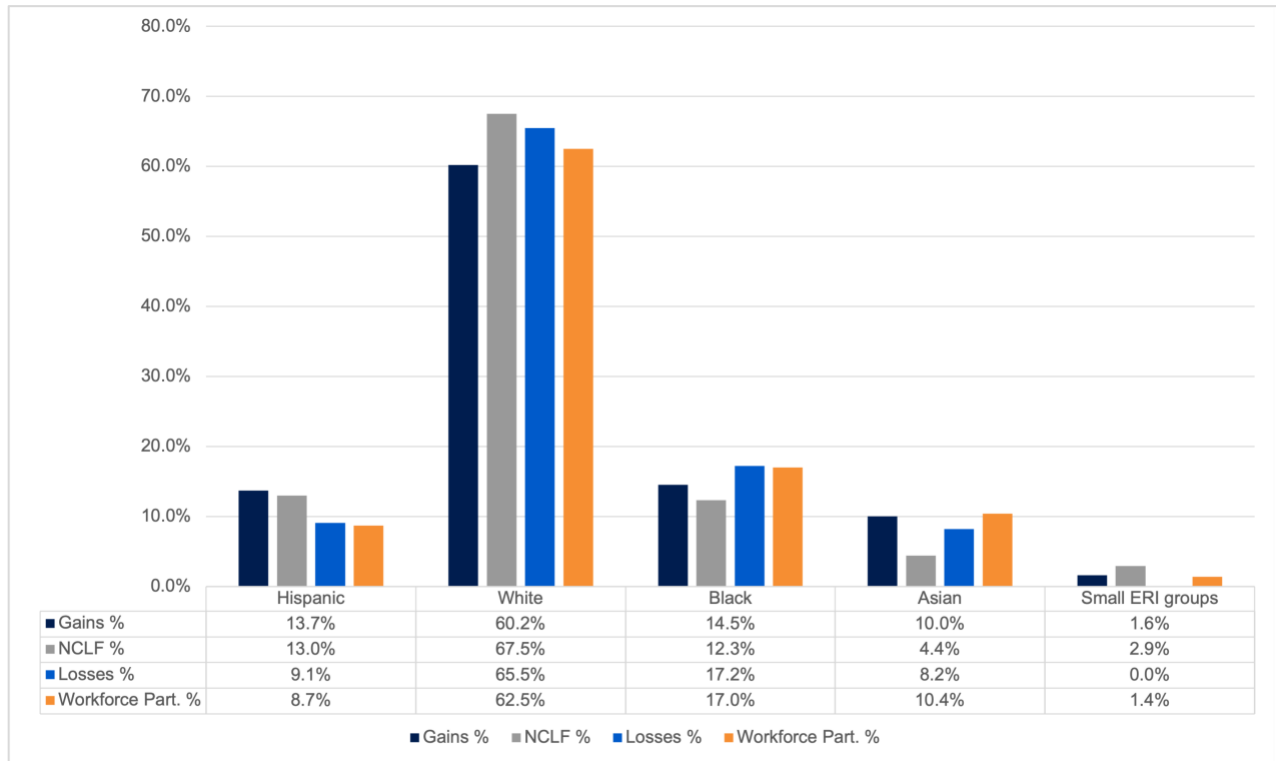
## Gains and Losses

During FY 2023, there were 372 external gains into the OCC’s workforce and 232 losses from the workforce. Of the gains, 40.6 percent were females, below their NCLF rate (48.2 percent) and their workforce participation (43.9 percent) rate. Males represented 59.4 percent of the gains, above their NCLF rate (51.8 percent) and their workforce participation rate (56.1 percent). Of the losses, 37.5 percent were females, below their NCLF rate (48.2 percent) and their workforce participation (43.9 percent) rate. Males represented 62.5 percent of the losses, above their NCLF rate (51.8 percent) and their workforce participation rate (56.1 percent). Females lost traction in their gains (40.6 percent) compared with their NCLF (48.2 percent) and their workforce participation rate (43.9 percent), although their losses (37.5 percent) didn’t outpace their gains (40.6 percent). Male losses (62.5 percent) outpaced their gains (59.4 percent) and their workforce participation rate (56.1 percent). Gains for Hispanics (13.7 percent) were greater than their NCLF rate (13.0 percent), their losses (9.1 percent), and their workforce participation rate (8.7 percent). However, Hispanic losses were greater than their workforce participation rate (9.1 percent vs. 8.7 percent). Asians also had gains greater than their NCLF rate (4.4 percent) and losses (8.2 percent) near their workforce participation rate of 10.4 percent. Losses for Asians (8.2 percent) were below their workforce participation rate (10.4 percent). Gains for Blacks (14.5 percent) exceeded their NCLF rate of 12.3 percent, and losses (17.2 percent) were near their workforce participation rate of 17.0 percent. Small ERI groups had losses (1.6 percent) below their NCLF rate (2.9 percent) but exceeding their workforce participation rate of 1.4 percent. There were no losses in Small ERI groups in FY 2023. Gains for Whites (60.2 percent) were below their NCLF rate and their workforce participation rate (67.5 percent and 62.5, respectively). Efforts continue to address Hispanic retention in the OCC’s workforce. See Part I of this report and figures 10 and 11 below for additional information.

**Figure 10: FY 2023 Gains and Losses by Gender (Permanent)**



**Figure 11: FY 2023 Gains and Losses by ERI (Permanent)**



Of the OCC’s permanent losses in FY 2023, 10 were involuntary losses due to removals, terminations, and deaths. Males represented 60.0 percent and females represented 40.0 percent of the involuntary losses. Whites and Blacks each represented 30.0 percent, while Hispanics and Asians each represented 20.0 percent.

## Applicant Flow Data

In FY 2022, Treasury transitioned from Monster Analytics to USA Staffing for managing Treasury-wide and bureau-level applicant flow data. Treasury omitted applicant flow data from its FY 2022 MD-715 Report to ensure comprehensive and reliable data analytics and reporting are not compromised. After analysis of the raw data for applicant flow, Treasury discovered there were inconsistent challenges specifically related to unaudited certificates and data extraction. Treasury OCRE efforts and initiatives to address these challenges are outlined below.

### *Unaudited Certificates*

OCRE partnered with Treasury’s Deputy Assistant Secretary for Human Resources/Chief Human Capital Officer (DASHR-CHCO) to create an action plan to increase the number of audited certificates in USA Staffing. DASHR-CHCO reiterated the OPM requirement to audit certificates through reoccurring Human Capital and Bureau HR meetings and collaborated with team members responsible for daily management of hiring certificates to ensure certificates are audited. OCRE and DASHR-CHCO continue to meet to discuss improvements and challenges to data availability in USA Staffing.

Some bureaus utilize open certificates to continue hiring from one vacancy announcement over an extended period; therefore, OCRE and DASHR-CHCO acknowledge that immediately auditing certificates is likely not possible in all situations. OCRE and DASHR-CHCO will continue to meet throughout FY 2024 to identify an alternative solution.

As of October 25, 2023, 25,711 certificates were issued for FY 2023, of which 20,180 (78.49 percent) were audited and 5,531 (21.51 percent) were unaudited. In FY 2023, the bureaus with the highest percentage of unaudited certificates were the Departmental Offices (37.63 percent) and the Bureau of Engraving and Printing (36.32 percent), while the bureaus with the lowest percentage of unaudited certificates were the Office of Inspector General (8.70 percent), the OCC (10.23 percent), and the Internal Revenue Service-Office of the Chief Counsel (10.77 percent). See table 3.

**Table 3: Applicant Flow Data: Certificates for Treasury Department by Bureau, FY 2023**

Department of Treasury and Bureaus	Total certificates	Audited certificates #	Audited certificates %	Unaudited certificates #	Unaudited certificates %
Treasury	25,711	20,180	78.49%	5,531	21.51%
Bureau of Engraving and Printing (BEP)	614	391	63.68%	223	36.32%
Departmental Offices (DO)	1,568	978	62.37%	590	37.63%
Financial Crimes Enforcement Network (FinCen)	101	74	73.27%	27	26.73%
Bureau of Fiscal Services	1,377	1,083	78.65%	294	21.35%
Internal Revenue Service	14,971	11,827	79.00%	3,144	21.00%
Internal Revenue Service-Office of the Chief Counsel (IRS-CC)	2,656	2,370	89.23%	286	10.77%
U.S. Mint	1,107	811	73.26%	296	26.74%
OCC	1,417	1,272	89.77%	145	10.23%
Office of Inspector General (OIG)	46	42	91.30%	4	8.70%
Special Inspector General for Pandemic Recovery (SIGPR)*	-	-	-	-	-
Special Inspector General for the Troubled Asset Relief Program (SIGTARP)	0	0	-	0	-
Treasury Inspector General for Tax Administration (TIGTA)	1,450	1,040	71.72%	410	28.28%
Tax and Trade Bureau (TTB)	404	292	72.28%	112	27.72%

\* SIGPR applicant flow data are processed under DO in USA Staffing.

### ***Data Extraction***

As a large, cabinet-level department, Treasury receives hundreds of thousands of applications each year for positions within its bureaus. Treasury’s EEO specialists and MD-715 preparers do not have the resources or time required to manually filter and reformat hundreds of thousands of raw application data points into an effective format for review and analysis. In November 2022, OCRE collaborated with Treasury’s Enterprise Data Management (EDM) team to identify options for supporting EEO officials and MD-715 preparers with obtaining applicant flow data in a more usable format. From December 2022 through July 2023, EDM initiated efforts to support EEO officials and ultimately, EDM and OPM identified a method of transferring applicant flow data into Treasury systems. In September 2023, the initial implementation, which established the data flow between USA Staffing and EDM, was completed and OCRE provided EDM the requirements for replicating applicant flow data within the MD-715 scope. Treasury is expected to have applicant flow data available for use for the FY 2024 MD-715 Report.

### ***Conclusion***

Based on the continued challenges identified and given Treasury’s commitment to provide accurate and reliable data, Treasury made the decision to exclude applicant flow data from the FY 2023 submission. OCRE is confident that the efforts in place will provide Treasury and its bureaus the ability to include applicant flow data in the FY 2024 MD-715 Report.

The OCC, however, included limited applicant flow data in this MD-715 Report specifically related to some of the agency’s [FY 2023 focus areas](#).

## **Promotions**

### ***Permanent Internal Promotions***

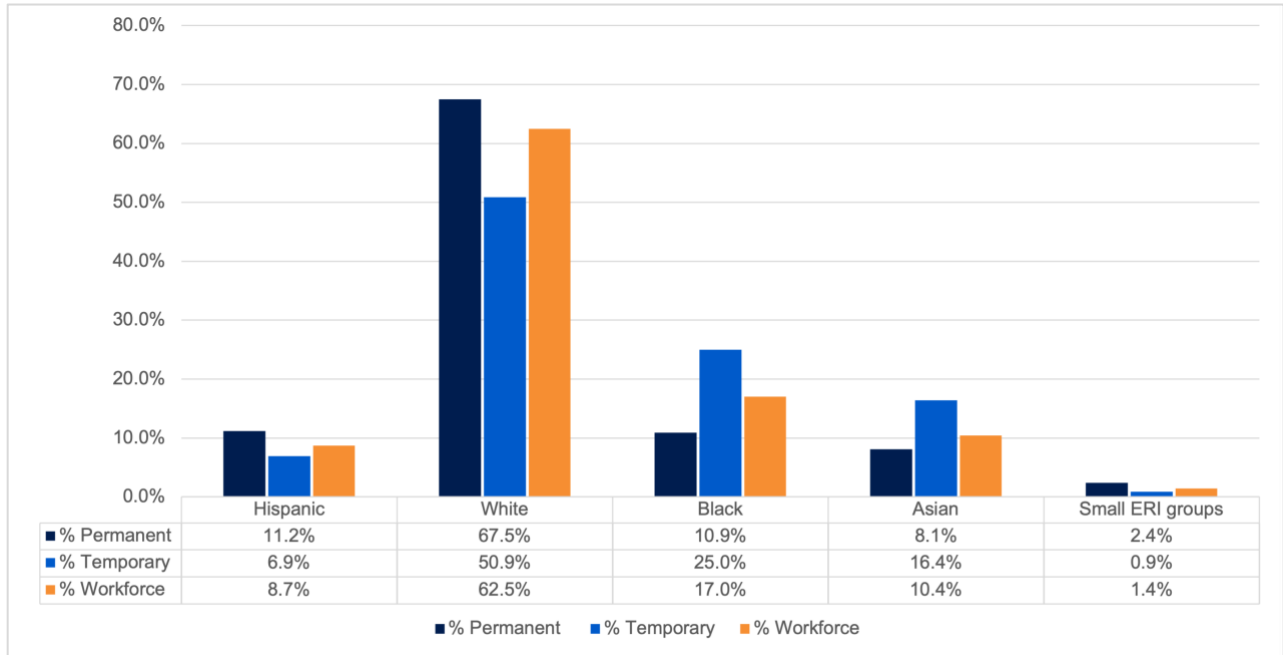
The OCC had 295 permanent promotions during FY 2023. Males represented 59.0 percent and females represented 41.0 percent of permanent promotions. Male promotion rates were above their workforce participation rate, while promotion rates for females were below. Three ERI groups received permanent promotions at rates greater than their workforce participation rate—Hispanics (11.2 percent vs. 8.7 percent), Whites (67.5 percent vs. 62.5 percent), and Small ERI groups (2.4 percent vs. 1.4 percent). Blacks (10.9 percent vs. 17.0 percent) and Asians (8.1 percent vs. 10.4 percent) received promotions at rates lower than their workforce participation rates. See figures 12 and 13.

### ***Temporary Internal Promotions***

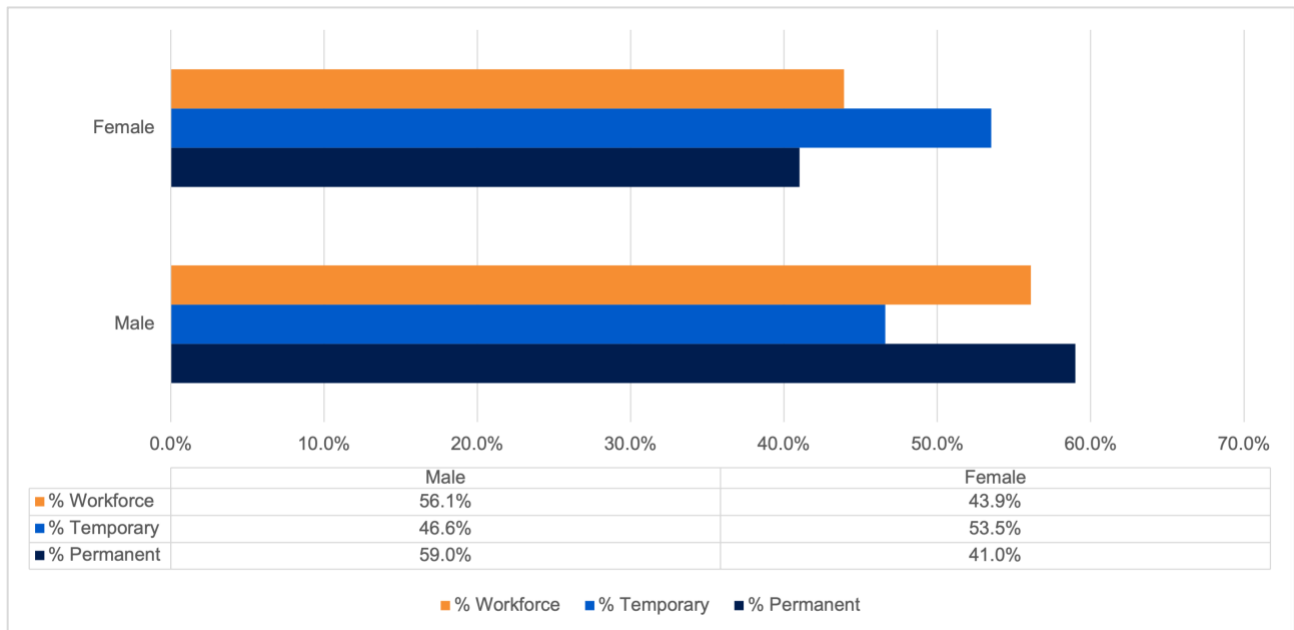
There were 116 temporary promotions in the OCC during FY 2023. Males represented 46.6 percent and females represented 53.5 percent of temporary promotions. Female promotion rates were above their workforce participation rate, while males were below. Two ERI groups received temporary promotions at rates greater than their workforce participation rate—Blacks (25.0 percent vs. 17.0 percent) and Asians (16.4 percent vs. 10.4 percent). Hispanics (6.9 percent vs. 8.7 percent), Whites (50.9 percent vs. 62.5 percent), and Small ERI groups (0.9 percent vs.

1.4 percent) received promotions at rates lower than their workforce participation rates. See figures 12 and 13.

**Figure 12: FY 2023 Permanent and Temporary Promotions by ERI**



**Figure 13: FY 2023 Permanent and Temporary Promotions by Gender**





## Employee Recognition and Awards by Type

The OCC, as a second-level component of Treasury, does not currently have employee recognition and awards data available. Treasury is committed to providing accurate and reliable data and, therefore, will not provide awards data/information for this section until it can be assured the data are accurate and reliable.

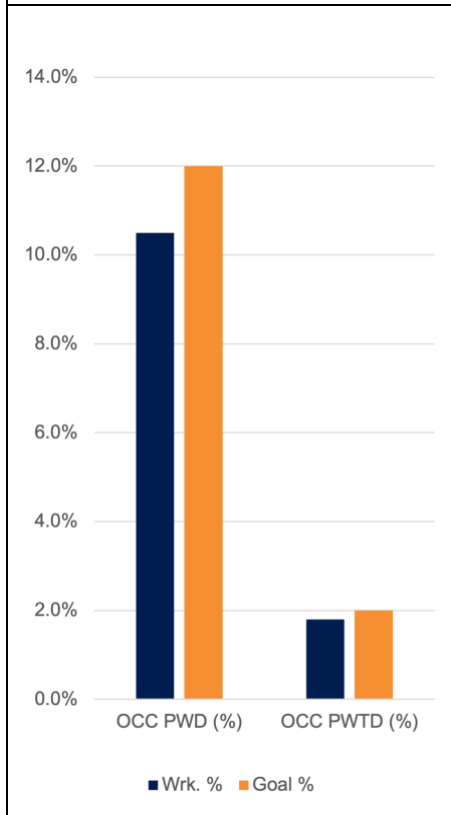
## Persons With Disabilities

As of October 7, 2023, the number of persons with disabilities (PWD) in the permanent workforce was 380 employees, which represents 10.5 percent of the workforce, the same as in FY 2022. Of the permanent workforce, 64 employees (1.8 percent) were persons with targeted disabilities (PWTD), 16.8 percent of PWD. PWTD decreased by 0.1 percentage point from FY 2022. PWTD represent a subset of those who have a reportable disability. The criteria the EEOC used to select the 12 disabilities categorized as “targeted disabilities” included the severity of the disability. The EEOC is currently using the federal goal of 12.0 percent for PWD and 2.0 percent for PWTD as benchmarks, as there is no CLF for PWD or PWTD. The OCC’s participation rate for PWD (10.5 percent) is below the federal goal of 12.0 percent, and the participation rate for PWTD (1.8 percent) is near the federal goal of 2.0 percent. At the close of FY 2023, 173 (4.8 percent) of OCC employees had not identified their disability status.

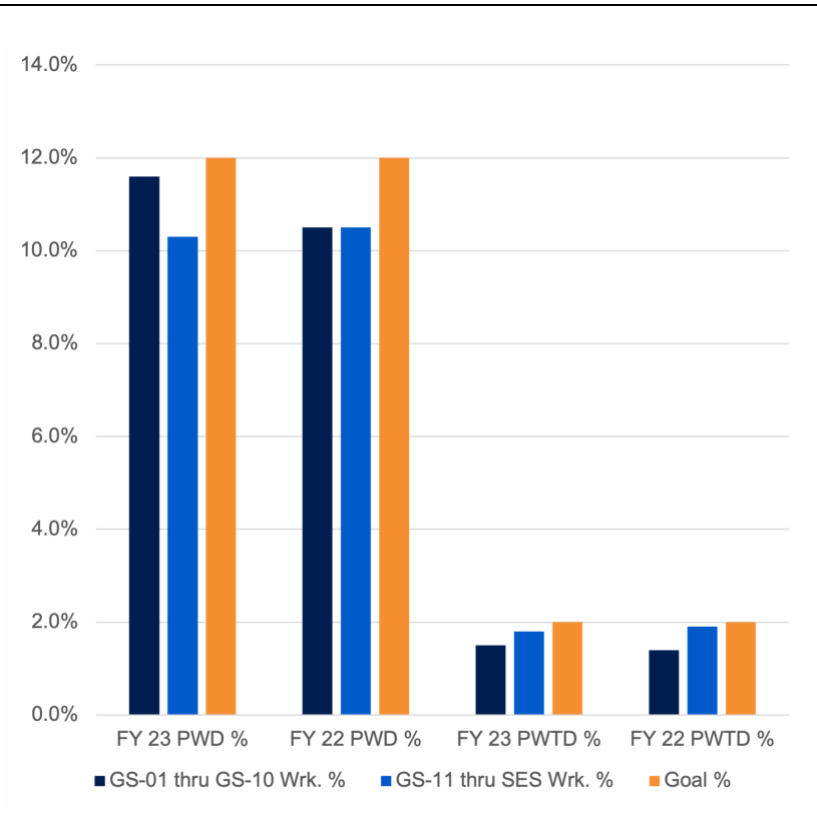
In FY 2023, the OCC’s PWD workforce participation rate in the GS-01 through GS-10 equivalent grade cluster (11.6 percent) increased from the FY 2022 rate of 10.5 percent but remains below the federal goal of 12.0 percent. The PWTD workforce participation rate in this grade cluster increased in FY 2023 to 1.5 percent from 1.4 percent in FY 2022, remaining below the federal goal of 2.0 percent. The PWD workforce participation rate in the GS-11 through SES grade cluster was maintained in FY 2023 at 10.3 percent from FY 2022. This grade cluster also falls below the federal goal of 12.0 percent. The PWTD workforce participation rate in this grade cluster decreased from 1.9 percent in FY 2022 to 1.8 percent in FY 2023, below the federal goal of 2.0 percent. See figures 14 and 15.

The OCC’s plan of action to recruit, hire, and advance PWD is provided in the [“OCC’s FY 2023 Areas of Focus: Accomplishments and Commitments; Increasing the Participation of Persons with Disabilities”](#) section and in [Part J](#) of this report.

**Figure 14: FY 2023 PWD & PWD Data (Permanent)**



**Figure 15: FY 2022-2023 PWD & PWT D Grade Data (Permanent)**



MD-715 does not require reporting on veterans with disabilities; the report only collects data on disabled employees in general. Unless veterans self-identify as having a disability covered by the Rehabilitation Act of 1973, they are not included in the population of employees with disabilities. The Disabled Veterans Affirmative Action Program (DVAAP) plan contains information on veterans with disabilities. See included in the EEOC’s FedSEP system reference files for the OCC.

### Annual Federal EEO Statistical Report of Discrimination Complaints (462 Report)

In FY 2023, 29 pre-complaints were in process (six were carried over from FY 2022 and 23 new pre-complaints were initiated). This was an increase from the 22 pre-complaints that were in process during FY 2022. Of the 29 pre-complaints in process during FY 2023, 22 were completed as of September 30, 2023. In FY 2023, 10 formal complaints were filed, compared with nine formal complaints filed in FY 2022. The overall number of employees exercising their right to file a complaint continues to be very low at 0.52 percent for pre-complaints and 0.22 percent for formal complaints. The top issues and bases are captured in table 4:

**Table 4: Top Issues and Bases of 10 Formal Complaints Filed in FY 2023**

<b>Top issues</b>	<b># of complaints</b>	<b># of individuals</b>	<b>% of complaints</b>
Harassment (non-sexual)	6	6	60.0%
Non-selection (promotion and hire)	3	3	30.0%
Reasonable accommodation (disability)	3	3	30.0%
<b>Top bases</b>	<b># of complaints</b>	<b># of complainants</b>	<b>% of complaints</b>
Disability (physical and/or mental)	6	6	60.0%
Reprisal	6	6	60.0%
Sex	5	5	50.0%

EEO complaints of discrimination are composed of two elements: a basis and an issue. To proceed with the complaint process, a complainant must identify at least one basis and state at least one issue. The ratio of complaints to bases and issues is not necessarily a one-to-one correlation. A complainant may identify more than one basis and more than one issue in a single complaint. Therefore, the count of bases and issues may be higher than the count of cases.

Eight formal complaints were carried over from FY 2022 and 10 new complaints were filed in FY 2023. Of the 18 complaints processed in FY 2023, 11 were closed during FY 2023. There were no (0) findings of discrimination during FY 2023, which was the same as in FY 2022.

The timeline for the completion of investigations is typically 180 days from the date a formal complaint was filed. In some instances, the timeline can be extended not to exceed 360 days. All formal complaints are filed with the Department of the Treasury’s OCRE. When a complaint is accepted by the OCRE, it is assigned to an EEO investigator. In FY 2023, 10 investigations were in process, of which five were completed. Of the five completed investigations, four were completed within 180 days. A 90-day extension was approved for the fifth investigation, and it was completed within the extended timeline. The average completion time for all five investigations was 153 days.

The timeline for issuance of a final agency decision (FAD) is 60 days from request. All FADs are issued by the OCRE. The OCRE issued three OCC EEO FADs in FY 2023. Two FADs were issued within 60 days (average of 58 days). One FAD was issued in 129 days for a mixed-case complaint. A mixed-case complaint is a complaint involving a claim that is also within the jurisdiction of the U.S. Merit Systems Protection Board (MSPB). In this instance it was a demotion. The timeline for issuing a mixed-case FAD is typically 120 days from the date the complaint was filed.

The Department of the Treasury’s goal is to process 45.0 percent of completed EEO pre-complaints using alternative dispute resolution (ADR) in lieu of traditional EEO counseling. Of the 22 pre-complaints completed in FY 2023, 12 participated in EEO-ADR, resulting in a participation rate of 54.5 percent. This exceeded the goal of 45.0 percent and was an increase

over the participation rate in FY 2022 of 50.0 percent. Furthermore, the resolution rate in FY 2023 was 54.5 percent; 12 of 22 completed pre-complaints did not become formal EEO complaints regardless of whether EEO-ADR or EEO counseling was used.

The OCC continues to promote its ADR Program as an alternative means of conflict resolution. An introduction to the ADR Program is included, for some lines of business, in mandatory training for new employee hires and new managers and supervisors, as well as for the entire workforce in the biennial mandatory No FEAR Act training. The OCC will continue its outreach to supervisors, staff, and union representatives to promote the benefits of electing ADR in the EEO pre-complaint process. Also, the OCC will continue successful past activities and monitor activities as they are implemented. Based on EEO-ADR participation and case resolution rates since FY 2020, the OCC has addressed this deficiency area and closed out the [ADR Part H](#) action plan, which is addressed in this report.

### Results of Self-Assessment Checklist (Part G)

The OCC conducted its self-assessment of the six essential elements as regulated by the EEOC’s MD-715. The OCC is committed to developing and maintaining a professional workplace in which individuals are treated with dignity and respect. The OCC continues to make progress toward implementing a model EEO program as defined by EEOC’s six essential elements. This self-assessment permits the EEO Director (OMWI Executive Director) to recognize, and to highlight for the senior leaders, deficiencies in the EEO program that the agency must address to comply with the MD-715’s requirements.

The [Part G checklist](#) is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts.

The following chart reflects the percentage met for each essential element of a model EEO program this fiscal year:

**Table 5: OCC’s Essential Element Percentages Met**

EEO essential element	# deficiencies in FY 23	FY 2023 % of measures met *
A - Demonstrated commitment from agency leadership	0	100%
B - Integration of EEO into the agency’s strategic mission	0	100%
C - Management and program accountability	0	100%
D - Proactive prevention of unlawful discrimination	0	100%
E - Efficiency	1	95.7%
F - Responsiveness and legal compliance	0	100%
<b>Summary score</b>	<b>1</b>	<b>99.3%</b>

\*The calculation excludes the “Not Applicable” measures in Part G.

## **Essential Element A: Demonstrated Commitment From Agency Leadership**

On October 16, 2023, Acting Comptroller Michael Hsu issued the agency’s annual EEO policy statement, reiterating the OCC’s commitment to EEO, diversity, and maintaining a workplace free of harassment. Separate and comprehensive EEO and anti-harassment policies and procedures (updated in November 2023) are available to all employees on the OCC’s intranet site. In addition, the OCC has annually published its MD-715 and AAP reports for the last three years on its intranet and external website.

The EEO, ADR, reasonable accommodations (RA), and anti-harassment policy statements and procedures are provided during mandatory orientation sessions for new managers, training team leaders and assistants, and all new hires. Policies and procedures are posted on the OCC’s intranet and external website. Additionally, written EEO materials are posted in conspicuous locations throughout OCC Headquarters and regional offices.

All OCC managers and supervisors have EEO-related performance descriptors in their performance plans that describe fully successful performance in establishing and maintaining a nondiscriminatory and regulatory-compliant working environment; employing fair and inclusive recruitment and retention strategies; and supporting a workplace where all employees can contribute fully and achieve their greatest potential. If a manager or supervisor did not meet any one or more of these performance descriptors, they would receive an “unacceptable” summary rating.

At town halls, in all-employee emails, and in meetings with staff, the Acting Comptroller has emphasized the importance of D&I, including supporting transparency with the Hispanic Barrier Analysis (HBA), elevating the profiles of the ENGs, and stressing the importance of belonging and inclusion—citing his own personal experiences. He has challenged OCC senior leadership to be more proactive and systematic in their D&I efforts. This internal emphasis has complemented external messages to banks on the importance of D&I.

In FY 2023, there were five minority females, and two minority males awarded the “Excellence in Diversity and Inclusion Award” in recognition of their contributions in 2022 toward championing the principles of diversity, inclusion, and EEO. Three awards were given to the current vice presidents of the Hispanic Organization for Leadership and Advancement (HOLA), the Veterans Employee Network (VEN), and Generational Crossroads; and five awards were given to former The Women’s Network (TWN), HOLA, and VEN presidents. Also, the Military Spouse Employment Partnership Team received an award.

The OCC’s ENGs were recognized as leaders in the diversity, equity, and inclusion process in FY 2023. They received the Spotlight Impact Award from Talent Dimensions, a career development and employee engagement firm. Talent Dimensions recognized the OCC for its exemplary efforts in sponsoring career development opportunities and mentoring sessions through its ENGs. The ENG executive sponsors were also applauded for their efforts in promoting the importance of the ENGs’ work to other OCC employees.

In 2023, the Federal Employee Viewpoint Survey (FEVS) administration started the week of May 8, 2023. The 2023 FEVS included 29 questions related to autonomy, communication, and performance processes as well as diversity, equity, inclusion, and accessibility (DEIA). The results of the survey were shared with agencies in early October 2023. The OCC's Employee Engagement Index increased slightly to 77.6 percent from 74.9 percent in 2022. The Global Satisfaction Index increased to 70.5 percent from 63.4 percent in 2022. The OCC's DEIA Index increased to 79.8 percent from 77.1 percent in 2022. The OCC's employee experience index was at 73.2 percent. FY 2023 is the baseline data year for this index.

## **Essential Element B: Integration of EEO Into the Agency's Strategic Mission**

Fulfillment of the OCC's mission and accomplishment of its goals, objectives, and strategies require strong and diverse leadership and collaborative management. OCC leadership is committed to the agency's core values—integrity, expertise, collaboration, and independence—the bedrock of the OCC's culture and building blocks for its strategic goals. Acquiring, developing, and retaining a competent, highly motivated, and diverse workforce continue to be among the OCC's top priorities. The OCC is engaged in several strategic activities, employee training and recruitment to advance its diversity and inclusion.

The OCC issued its Strategic Plan for Fiscal Years 2023-2027 on September 6, 2022. Following its publication, the OCC began implementation of 12 short-term projects to begin meeting the goals set forth in the agency's Strategic Plan as prioritized by the executive committee (EC). Three projects were based on the OCC's strategic goal of workforce diversity: (1) Divergent Views, (2) Transparency and Diversity Data, and (3) Toolkit for Managers.

Diversity briefings are held with senior leadership teams to discuss their departmental workforce trends and areas of special attention, including targeted recruitment, retention strategies, and succession planning. Moreover, the MD-715 Report is reviewed annually with the Acting Comptroller and the EC after input from key agency stakeholders and EC members.

In addition, the agency's "State of the Workforce" briefing (MD-715 review) is presented annually to senior management. This briefing covers such areas as recruitment and hiring; training and career development; leadership and management progress; and retention initiatives and programs.

The OCC also benefits from the input of its nine ENG's that advance special emphasis programs and D&I: HOLA; TWN; VEN; the Network of Asian Pacific Americans (NAPA); the Coalition of African American Regulatory Employees (CARE); PRIDE (the Gay, Lesbian, Transgender, and Bisexual Employees network group); Generational Crossroads (Crossroads); Differently Abled Workforce Network (DAWN); and Native American Tribes and Indigenous Voices (NATIVE). The ENG's serve as a collective voice in communicating workplace concerns and providing input to management around D&I programs and activities within the OCC. The groups also hold an annual leadership forum with the Acting Comptroller, their EC sponsors, and other EC members to align individual group objectives with agency strategic priorities pertaining to recruitment, career development, and retention.



Within the OCC, individual lines of business have launched working/task groups to look at various D&I topics specific to those business units and advance D&I in the agency, including the Office of Management (OM), Large Bank Supervision (LBS), Midsize and Community Bank Supervision (MCBS), and Bank Supervision Policy (BSP).

The OCC has sufficient resources to train all employees on the EEO and D&I programs. Some of the agency's efforts in FY 2023 included providing EEO, ADR, and D&I training during new hire orientations, new manager orientations, and training sessions for team leaders and assistants. Cumulatively, the sessions provided training on an array of issues: managing and participating in a diverse work environment; discrimination, including workplace harassment; generational diversity; ADR; and conflict resolution tools.

The agency ensures that all new hires receive the mandatory No FEAR Act training within 60 days of their hire dates. In FY 2023, 429 new and current employees completed the training. No FEAR Act training is provided to all OCC employees biannually. The next biannual training is required in FY 2024. Also, more than 350 employees, including executive leaders and managers, participated in Unconscious Bias training courses.

The OCC offers more than 165 career development training courses for employees to acquire the competencies, skills, and knowledge for their continual learning and career development. In FY 2023, 3,429 employees participated in these courses. The training participation rates were as follows: females, 43.2 percent; Blacks, 15.3 percent; Asians, 9.5 percent; Hispanics, 9.0 percent; persons of Small ERI groups, 1.4 percent; and PWD, 10.0 percent. Only two groups participated in the training courses at rates above or at their workforce participation rates—Hispanics and Small ERI groups. In addition to skills training, 3,349 employees received diversity and EEO training, not including the biannual No FEAR Act Training.

Additionally, the OCC offered 12 leadership courses to prepare employees across the agency for formal leadership or to enhance their current leadership capabilities. In FY 2023, 350 employees participated in these courses. The training participation rates were as follows: females, 56.3 percent; Blacks, 16.0 percent; Hispanics, 10.3 percent; Asians, 6.0 percent; persons of Small ERI groups, 1.1 percent; and PWD, 9.7 percent.

The OCC's leadership continued to demonstrate its commitment to D&I through its outreach efforts with female- and minority-focused professional organizations in order to develop relationships and expand the diversity of its applicant pool. The OCC also participated in outreach activities to share information about the agency. OCC representatives participated in the following events: the National Black MBA Leadership Conference; Accounting and Auditing Conference; Prospanica Conference; Institute of Management Accountants Virtual Student Conference; Corporate Gray Virtual Job Fair; and Boston Veteran Job Fair.

In addition, other OCC representatives served as speakers and participants in minority and women outreach events to share information about the agency and discuss challenges impacting women and minorities in the financial industry and federal sector. These events included the following: National Minority Supplier Development Council Conference and Business Opportunity Exchange; Women's Business Enterprise National Council National Conference



and Business Fair; National 8(a) Conference; Reservation Economic Summit; Service-Disabled Veteran-Owned Small Business Conference; US Pan Asian American Chamber of Commerce CelebrAsian Conference; DISABILITY:IN; Navy Gold Coast Conference; Federal Reserve and New York and New Jersey Minority Supplier Development Council event; National LGBT Chamber of Commerce event; HUBZone National Conference; United States Hispanic Chamber of Commerce event; and 32nd Annual Government Procurement Conference.

In addition, as part of its entry-level bank examiner program, the OCC also recruits at Hispanic-serving institutions, historically Black colleges and universities, other minority-serving institutions, women's colleges, and colleges with large populations of persons with disabilities. The OCC also sought additional sources for entry-level bank examiner recruitment through Handshake and the National Association of Colleges and Employers (NACE) Link OneStop—a national recruiting network with over 200 schools including minority-serving institutions. In addition, the OCC obtained data from NACE on the demographic makeup of its member institutions' accounting and finance graduating classes to help determine which schools the OCC will recruit from to build more diverse applicant pools.

OCC continued to broadly communicate developmental opportunities to all employees through internal weekly announcements (*What's New at OCC*) and monthly (*SuperVisions*) newsletters, intranet website postings, and shared networking activities of the ENGs.

## **Essential Element C: Management and Program Accountability**

Managers, supervisors, and EEO officials are accountable for the effective implementation of the agency's EEO and D&I programs and plans.

The OCC conducts periodic evaluations and reviews to include the agency's merit promotion program policy and procedures, employee recognition and awards program, and employee development and training programs to address deficiencies or concerns. In FY 2023, the OCC conducted formal program evaluations on delegated examining authority (competitive service), external excepted service hiring, and structured interviews. Also in FY 2023, the OCC conducted 21 policy reviews that were reviewed and updated, as appropriate. The policies included the following: Incentive Awards, Honorary Awards, and Mementos; Employee Administrative Grievance System; Performance Management and Recognition Program; Nepotism and Favoritism; Noncitizen Hiring; Alternative Work Schedule Program; Part-Time Employment; Telework and Remote Work Program; Position Management and Classification; Individual Development Plans; Employee Training Policy; and Leadership and Career Development Training Policy. Some of the policies were published during the fiscal year and others were carried over into FY 2024 while remaining in the senior management clearance process.

In FY 2023, the OCC received 169 RA requests. In addition, the OCC provided four workplace solutions (WS) to employees who requested assistance but did not meet the Americans With Disabilities Act (ADA) definition of "disabled." There were no RA/WS requests denied. Of the 169 RA requests, 94.9 percent were processed in a timely manner, within the time frame set forth in the OCC's RA procedures. At the end of FY 2023, 13 RA cases were pending disposition and carried over into FY 2024. The agency's workplace services provided travel accommodations

and workstation modifications (workstation reconfigurations and special ergonomic chairs) for employees. Also, the agency provided assistive computing devices and technologies and electric scooter support to assist employees with medical conditions. The OCC has dedicated an accommodation room for completing confidential assessments and other types of ergonomic assessments.

The OCC adopted the Treasury's personal assistance services (PAS) policy and procedures, which follow the requirements established by the OPM. Treasury procured a Treasury-wide PAS contract which allowed the OCC to establish a blanket purchase agreement (BPA) against the Treasury-wide base contract. The OCC has set up its BPA with the procurement office to use these services when necessary.

## **Essential Element D: Proactive Prevention of Unlawful Discrimination**

Early efforts to prevent discriminatory actions and eliminate barriers to EEO in the workplace are monitored and reported to senior management through periodic EEO and diversity briefings.

In FY 2023, the OCC continued to use the Treasury Department Employee Exit Survey tool. During that time, 220 permanent employees voluntarily separated from the OCC's workforce. From this group, the OCC received 113 (51.4 percent) exit survey responses, exceeding the Treasury Department's response rate goal of 45.0 percent, but a 15.2 percentage point decrease from the FY 2022 response rate (66.6 percent).

Departing employees were asked questions regarding their overall employment experience and reasons for leaving. Overall, respondents (95.6 percent) were positive about their work experience; 85.8 percent indicated they would return to work for the OCC; and 94.7 percent would recommend the OCC as a good place to work. A large percentage (64.6 percent) of respondents indicated that nothing could have prevented them from leaving, with most citing retirement as their reason for departing. Of the respondents who retired, 54.1 percent were retirement eligible for four years or less, compared with a four-year historical trend that showed 46.9 percent of employees in the workforce retiring during their first four years of eligibility. In addition, 29.2 percent of respondents indicated they would be interested in becoming a reemployed annuitant. Most employees left the OCC because of retirement (54.0 percent) or acceptance of employment in other organizations (42.5 percent). The following factors, in ranking order, were considered as having an impact on separating employees' decisions to leave: job stress, office morale, pay, career growth, and demonstrated skills and capabilities (work experience). Females, minorities, and bank examiners identified one common highest-rated factor for their separation decision—job stress.

In FY 2023, the OCC hired a focused two-year full-time, temporary program manager who will continue to address the identified deficiencies and ensure the full participation of Hispanics in the OCC's workforce. Also, the OCC's Office of Enterprise Governance and Ombudsman (EGO) assessed the OCC's progress related to the HBA findings and action plan.

The OCC's Leadership Institute is an agency program that provides for the systematic development of leaders at all levels. It provides a framework for developing a leadership

pipeline, fostering a leadership culture, and supporting career developing goals of OCC employees.

The OCC has a cross-functional Disability Working Group that manages the framework for its Disability Program and provides input into the agency's Disability Barrier Plan and its Affirmative Action Plan (AAP) for Persons with Disabilities, described in [Part J](#) of this report. In FY 2023, the working group continued to partner with key stakeholders to execute the action plan. Also, the working group modified some of the Disability Barrier Plan action items and created a detailed project plan. The OCC's AAP is available to all employees and the public on its internal and external websites.

During the fiscal year, nine ENG's and OMWI collaborated in several activities and events to promote career advancement, mentoring, and membership, such as disseminating information on job opportunities.

## **Essential Element E: Efficiency**

The OCC promotes and uses a resolution process that is designed to be fair and efficient and has established a system for evaluating the impact and effectiveness of the agency's EEO complaint-processing program.

In FY 2023, 28 of 29 pre-complaints were processed in a timely manner. The OCC continues to offer EEO-ADR for all eligible EEO pre-complaints. In FY 2023, the OCC's EEO-ADR participation rate was 54.5 percent (12 of 22); 27.3 percent (six of 22) were ineligible for EEO-ADR (two terminations, two non-employees, and two who were not available to participate). If the ineligible cases were excluded from the calculation, the participation rate in FY 2023 would have been 75.0 percent (12 of 16 eligible cases, participated in EEO-ADR). Furthermore, the resolution rate in FY 2023 was 54.5 percent; 12 of 22 completed pre-complaints did not become formal EEO complaints regardless of whether EEO-ADR or EEO counseling was used.

An analysis of the OCC's "462 Report" from the ETK complaint tracking system indicates that in FY 2023, disability, reprisal, and sex were the EEO bases most often cited in the 10 formal complaints filed in FY 2023. The top issues raised in FY 2023 were harassment (non-sexual), non-selection (promotion and hire), and reasonable accommodation (disability). For more information, see the above section on "[Annual Federal EEO Statistical Report of Discrimination Complaints \(462 Report\)](#)."

## **Essential Element F: Responsiveness and Legal Compliance**

The OCC continues to ensure that agency personnel are accountable for full compliance with EEO statutes and regulations, policy guidance, and other written instructions. Information required by the No FEAR Act is posted on the OCC's public website. The OCC submitted, in a timely manner, all quarterly EEO-ADR reports and the agency's annual "462 Report." There were no findings of discrimination in FY 2023.

In FY 2024, the OCC will remain committed to providing fair and just employment and taking proactive steps to identify and eliminate barriers to equal opportunity and D&I in its work environment.

These examples illustrate that the OCC's EEO Program is strong and continues to make meaningful progress on the six essential elements of a model EEO program.

## **OCC's 2023 Areas of Focus: Accomplishments and Commitments**

During this reporting cycle, the OCC continued to address the following eight areas in which deficiencies, triggers (disparities), and barriers were identified in FY 2022:

1. Increasing the use of alternative dispute resolution (ADR) during the equal employment opportunity (EEO) pre-complaint process.
2. Increasing the Anti-Harassment Program Prompt Inquiry.
3. Increasing the participation and retention of Hispanics in the agency.
4. Increasing the participation of Hispanics in leadership positions.
5. Improving career progression and fostering a more inclusive environment for Hispanics.
6. Increasing the participation of female bank examiners.
7. Increasing the participation of females and minorities in supervisory roles and senior-level positions (SLP).
8. Increasing the participation of persons with disabilities (PWD).

### ***Area 1: Increasing the Use of EEO-ADR During the EEO Pre-Complaint Process***

This program deficiency is fully discussed in the "[Annual Federal EEO Statistical Report of Discrimination Complaints \(462 Report\)](#)" section of this report.

### ***Area 2: Increasing the Anti-Harassment Program Prompt Inquiry***

In FY 2023, the OCC reviewed and identified areas for more efficiency and clarity related to the "Anti-Harassment Program" Policies and Procedure Manual. Annual training on safe workplaces and preventing sexual harassment was modified and posted for employees and managers. Also, the OCC's Continuing Education (CE) unit implemented micro-modules that increased the frequency of mandatory orientation sessions conducted for new managers; and mandatory training for managers related to Merit System Principles and Prohibited Personnel Practices. Additionally, an EEO/diversity performance element remains a part of the annual review for managers.

### ***Area 3: Increasing the Participation and Retention of Hispanics in the Agency***

The OCC continues its efforts to address the low participation rate of Hispanics in its workforce. In FY 2023, the Hispanic participation rate increased to 8.7 percent from 8.1 percent in FY 2022, an improvement from 5.1 percent in the OCC's FY 2005 baseline year. The OCC's Hispanic workforce participation rate (8.7 percent) remains below the national civilian labor force (NCLF) rate of 13.0 percent, but above parity with the relevant civilian labor force (RCLF) rate of

7.1 percent. Hispanics separated (9.1 percent) above their workforce participation rate (8.7 percent).

The overall workforce participation rate of Hispanics is influenced by their low participation in the OCC's non-major occupational groups (e.g., IT specialists, personnel management, and management/program analysis). Hispanic non-major occupational groups participated below their workforce participation rate (8.5 percent vs. 13.0 percent NCLF rate), although there was improvement of lower separation rates in prior fiscal years. In FY 2023, separations of Hispanics in non-major occupational groups were above their workforce participation rate (11.1 percent vs. 8.5 percent). Hiring rates of Hispanics in non-major occupational groups were below the NCLF (12.6 percent vs. 13.0 percent), but above the FY 2022 hire rate of 10.8 percent.

In addition, the OCC's overall low participation rate of Hispanics is influenced by (a) the need to build a stronger pipeline of Hispanic entry-level bank examiners, and (b) the low retention of Hispanic bank examiners. Recently, there has been improvement in both areas. For FY 2023, Hispanic entry-level bank examiners were hired above their 2014–2018 occupational civilian labor force (OCLF) rate (15.1 percent vs. 8.5 percent). In terms of retention, Hispanic entry-level bank examiners were retained their first year of employment at 97.0 percent; however, they separated above their workforce participation rate.

An applicant flow analysis was conducted on the entry-level bank examiner recruitment campaign in 2023 (fall 2022 and spring 2023). The total applicant pool for Hispanics in the entry-level bank examiner recruitment campaign who self-identified was 16.4 percent, with selections at 13.6 percent; both the applicant and selection pools were above the 2014–2018 OCLF rate of 8.5 percent.

To further study the hiring process at the OCC, an applicant flow analysis was conducted on job vacancies closed in FY 2023 (as of August 7, 2023), to include entry-level examiner hires. The total applicant pool for Hispanics who self-identified was 9.4 percent, with selections at 6.3 percent; both the applicant and selection pools were below the 2014–2018 NCLF rate of 13.0 percent. The OCC will continue to monitor and do target outreach and recruitment by ethnicity and monitor its applicant flow data for patterns in declining pools by ethnicity.<sup>6</sup>

In FY 2023, the OCC maintained the Hispanic Recruitment Working Group with members from the Hispanic Organization for Leadership and Advancement (HOLA), the Human Capital Recruitment Team, and the Office of Minority and Women Inclusion (OMWI) to review the Hispanic recruitment strategy. The group continued to expand contact with Hispanic accounting, finance, and business-related organizations and clubs at colleges and universities to increase the Hispanic applicant pool for entry-level examiner positions. In addition, with the assistance of HOLA, the OCC sponsored 14 virtual outreach sessions and 16 in-person outreach sessions. The OCC also hosted three career webinars to amplify opportunities to entry-level Hispanic students. These efforts helped to increase the number of MCBS financial interns from 28 in FY 2022 to 34 in FY 2023, of which 14.7 percent were Hispanics, above the 2014–2018 OCLF of 8.5 percent. The working group will also focus on more strategic recruitment efforts for experienced examiners and non-examiners.

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<sup>6</sup> These data represent the audited applicants as of August 7, 2023, and analyzed by OCC internal resources.

HOLA members also served as recruiters and screeners during the entry-level bank examiner recruitment campaigns.

The OCC will continue its focus in this area in FY 2024. Actions to increase the participation and retention of Hispanics in the agency are described in [Part I](#).

#### ***Area 4: Increasing the Participation of Hispanics in Leadership Positions***

In FY 2023, Hispanics in SLP and supervisor positions slightly increased by 0.2 percentage points (6.3 percent) and 0.1 percentage points (7.1 percent), respectively. Both groups remained below their workforce participation rate of 8.7 percent. Two (5.9 percent) Hispanics were promoted to GS-15 equivalent positions (NB-VII). Six Hispanics were also temporarily promoted to GS-15 equivalent supervisory positions (NB-VII) from GS-14 equivalent positions.

An applicant flow analysis was conducted on vacancies closed in FY 2023 by ethnicity and grade levels GS-13 through senior executive service (SES) equivalent grades. The applicant pool rate for Hispanics was 9.2 percent and the selection rate was 6.6 percent; the applicant and selection rates were below the 2014–2018 NCLF rate of 13.0 percent.

HOLA established an Advancement Working Group to focus on increasing the advancement of qualified Hispanics who aspire to lead at the next level in their careers.

The OCC will continue its focus in this area in FY 2024. Actions to increase the participation of Hispanics in leadership positions at the agency are described in [Part I](#).

#### ***Area 5: Improving Career Progression and Fostering a More Inclusive Environment for Hispanics***

In FY 2023, Hispanics participated in several management, leadership, and career developmental programs to improve their career progression and advancement in the agency. Hispanics continued to participate in programs such as Executive Coaching (6.1 percent) and two Hispanics participated in the EXCEL I Program (33.3 percent).

Hispanic examiners also participated in developmental opportunities as training team leaders and assistant training team leaders (9.2 percent) to new entry-level ANBE hires in FY 2023.

The OCC continued to benefit from the activities of its Hispanic employee network group (ENG), HOLA. In FY 2020, HOLA established an ANBE Mentorship Cadre focused on new ANBE hires for their first year, which it continued in FY 2023. The goal of the ANBE Mentorship Cadre is to enhance the early career experience and retention of Hispanic bank examiners. HOLA continues to offer its original platform of “Career Coaching,” in which members are paired with internal coaches who provide advice on available career paths, career progression, résumé writing, interviews, and training opportunities. In addition, HOLA continues to offer its “Speak to Lead” initiative, which provides HOLA members with real-time feedback on mock exit or board meeting presentations. HOLA began hosting Virtual Midcareer Networking sessions to assist its members with connecting to others who have similar interests



and/or career goals. HOLA also collaborated with other ENG's in several activities and events to promote career advancement, mentoring, and membership, such as making an ENG video, attending the Managers Conference, participating in the Midsize and Community Bank Supervision (MCBS) NB-V Career Forum, presenting during Large Bank Supervision (LBS) diversity group's "Unwrapped Series" on ENG programs and initiatives, hosting a flash mentoring call, engaging in the Office of Management's (OM) Diversity, Equity, Inclusion, and Accessibility (DEIA) Lunch and Learn "Partnering with ENG's," and disseminating information on job opportunities.

In FY 2023, the OCC hired a focused two-year full-time, temporary program manager who will continue to address the identified deficiencies and ensure the full participation of Hispanics in the OCC's workforce. Also, the OCC's Office of Enterprise Governance and Ombudsman (EGO) assessed the OCC's progress related to the Hispanic Barrier Analysis (HBA) findings and action plan. The HBA program manager, HOLA, and OMWI continued to partner on the HBA project.

HOLA continued to offer their quarterly lunch and learn series titled "Overcoming Cultural Stereotypes" that helps individuals connect across the agency and supports a culture of engagement and inclusion at all levels. The series expanded the diversity of opportunities for individuals to interact in meaningful ways and build team rapport across the agency. HOLA also continued monthly beginner and intermediate Spanish classes in FY 2023 to provide more opportunities for individuals to interact across the agency and build rapport.

The OCC will continue its focus in this area in FY 2024. Actions to improve career progression and foster a more inclusive environment for Hispanics in the agency are described in [Part I](#).

### ***Area 6: Increasing the Participation of Female Bank Examiners***

The OCC's population of female bank examiners remained 37.7 percent in FY 2023 and stayed below the 2014–2018 OCLF rate of 45.8 percent. The hiring rate of 33.2 percent for female bank examiners was below the OCLF rate (45.8 percent). The OCC's applicant flow data analysis conducted of the 2023 entry-level recruitment campaign (fall 2022 and spring 2023) showed females represented 35.0 percent of the applicant pool and 28.0 percent of selections, both below the 2014–2018 OCLF rate (45.8 percent). In addition, the OCC conducted a separate applicant flow analysis on examiner vacancies closed in FY 2023 (as of August 7, 2023), to include entry-level examiner selections. The analysis showed females made up 45.6 percent of the applicant pool and 50.7 percent of the selections; both were above or near the 2014–2018 OCLF rate (45.8 percent).

During FY 2023, female bank examiners separated at a rate (28.2 percent) below their workforce participation rate (37.7 percent), and below their hiring rates for FY 2023 (33.2 percent) and FY 2022 (31.4).

Of separating female bank examiners in FY 2023, resignations/transfers represented 50.0 percent (a decrease of 0.6 percentage points from FY 2022); retirements accounted for 42.9 percent (a decrease of 2.0 percentage points from FY 2022); and terminations/other made up 7.1 percent



(an increase of 2.6 percentage points from FY 2022). In FY 2023, of the resignations/transfers, 52.4 percent were new hires (six or fewer years of employment), up by 10.2 percentage points from FY 2022, and 47.6 percent were mid-career employees (not new hires and not eligible for retirement).

In FY 2023, the retirement eligibility pool (currently eligible and expected to obtain eligibility within five years) for female bank examiners was 25.2 percent (the lowest since FY 2010), compared with an average of 28.0 percent over the past five years. Because of the years of historical growth in the retirement eligibility pool before FY 2018, as well as the resignations and transfers of new hires, retention of female bank examiners remains a challenge and therefore will continue to be monitored in the future.

Job stress, office morale, workload, pay, and actual duties and responsibilities (work experience) were the reasons most often cited by separating female bank examiners in the FY 2023 exit surveys, which are similar to the agency-wide survey results. By identifying the areas of greatest concern for female bank examiners, the OCC can better understand contributing factors, target retention efforts, and develop strategies that align with the agency's overall mission and diversity and inclusion (D&I) goals.

The OCC offers flexible work arrangements, including flex days, gliding work schedules to enable varying arrival and departure times, makeup time, credit hours, and telework arrangements. A majority of OCC employees took advantage of these work arrangements during FY 2023: 69.7 percent work a maxiflex schedule, 29.2 percent work a compressed schedule, 98.9 percent work an alternate work schedule (maxiflex or compressed schedule), 85.0 percent telework (44.0 percent are female; 56.0 percent are male), and 52.0 percent of employees telework three or more days per pay period (44.0 percent are female; 56.0 percent are male). In June 2022, the OCC began its return to on-site operations using a hybrid approach.

The OMWI continued to work collaboratively with bank supervision management to identify barriers that could impede the realization of diversity goals specifically affecting female bank examiners. Management briefings highlighted departmental workforce trends and areas requiring special attention, including targeted recruitment, retention strategies, and succession planning.

The OCC will continue its focus in this area in FY 2024. Actions to increase the participation of female bank examiners in the agency are described in [Part I](#).

### ***Area 7: Increasing the Participation of Females and Minorities in Supervisory Roles and SLP***

In FY 2023, females participated at 43.9 percent in the OCC workforce and held 42.0 percent of supervisor positions and 41.7 percent of SLP, up from FY 2022 participation rates by 0.5 percentage points for supervisor positions and 2.9 percentage points for SLP. Minorities participated in the workforce at 37.5 percent and held 31.1 percent of supervisor positions and 31.3 percent of SLP, down from FY 2022 participation rates by 0.5 percentage points in supervisor positions and 1.4 percentage points in SLP.

The OCC continued to offer the Executive Development Roadmap for employees interested in becoming an OCC executive and who may benefit from some navigational assistance. The roadmap is targeted for GS-14 and GS-15 equivalent (NB-VI and NB-VII) employees. It is intended to be another tool in the leadership journey toolbox that provides tips, resources, and best practices to support aspiring leaders as they prepare to seek executive opportunities. In FY 2023, the Roadmap expanded to include course offerings to enable NB-VIII to take advantage of external development course offerings. The Executive Development courses are offered through numerous respected institutions and are designed to further expand executive competence in key areas. In FY 2023, nineteen employees participated in Executive Development courses—42.1 percent (8) were female, and 31.6 percent (6) were minorities; 94.7 percent (18) were supervisors and 100.0 percent (19) were in SLP and feeder grades, GS 15 through SES equivalent grades (NB-VII and above).

In addition, the OCC continued to administer a robust Executive Coaching Program, sponsored by the Leadership Institute Speaker’s Series, and held informational Manager Forums to educate managers on various leadership development topics. In FY 2023, 165 employees participated in the Executive Coaching Program—54.5 percent (90) were female, and 38.2 percent (63) were minorities; 49.7 percent (82) were supervisors and 35.2 percent (58) were in SLP and feeder grades, GS-15 through SES equivalent grades (NB-VII and above).

The OCC will continue its focus in this area in FY 2024. Actions to address the disparity of minorities and females in supervisor positions and SLP are described in [Part I](#).

### ***Area 8: Increasing the Participation of Persons with Disabilities***

In FY 2023, the workforce participation rate of PWD stayed the same percentage from FY 2022 (10.5 percent) and remained below the EEOC’s goal of 12.0 percent. PWD were hired at rates below the EEOC goal (9.7 percent) in FY 2023 and separated at rates (11.2 percent) above their participation in the workforce (10.5 percent).

An applicant flow analysis was conducted on job vacancies closed in FY 2023 (as of August 7, 2023) for PWD, to include entry-level examiner selections. The total applicant pool for PWD who self-identified was 6.1 percent, with selections at 3.3 percent; both the applicant and selection pools were below the EEOC goal of 12.0 percent. The OCC will continue to monitor and do target outreach and recruitment for PWD and monitor its applicant flow data for patterns in declining pools for PWD. To further study the hiring process, the OCC examined the applicant flow data of the entry-level bank examiner recruitment campaign in 2023 (fall 2022 and spring 2023) for PWD.

The low workforce participation rate of PWD overall is largely influenced by low participation in the agency’s major occupations and one of its mission-critical occupations (MCO)—bank examiners, attorneys, economists, and information technology (IT) specialists. In FY 2023, MCO employees represented 79.1 percent of the agency’s workforce collectively. PWD in major occupations and MCO (8.1 percent) participated below the EEOC goal of 12.0 percent in FY 2023.

In FY 2023, PWD in MCO were hired (7.6 percent) below the EEOC goal of 12.0 percent; and their separation rate (6.7 percent) was below their workforce participation rate (8.1 percent) and their FY 2022 separation rate of 8.4 percent.

The participation rates of PWD in career development programs improved between FY 2017 and FY 2022 but declined in FY 2023. Historically, PWD were generally absent or below their relevant workforce participation rates for more than five years in career development programs. In FY 2023, PWD were generally absent or below their relevant workforce participation rates in career development programs.

In FY 2023, the Differently Abled Workforce Network (DAWN) continued to sponsor the successful and well attended Sunshine Seminar titled “Language of the Heart – ASL and Life as an Interpreter.” DAWN developed and published the Sunshine Spotlight, a quarterly newsletter that provides educational articles about various types of disabilities, disability-related issues, and caregiver-related matters. Three newsletters were published in FY 2023. DAWN also published an article on “Inclusive Leadership for Everyone.” The article provided tips and ideas for hosting inclusive meetings.

DAWN’s Caregivers Committee partnered with TWN to facilitate caregivers’ discussions/meetings for both ENGs. Five discussions/meetings were held in FY 2023. In addition, DAWN collaborated with other ENGs in several activities/events to promote career advancement, mentoring, and membership, such as making an ENG video, attending the Managers Conference, participating in the MCBS NB-V Career Forum, presenting during the LBS diversity group’s “Unwrapped Series” on ENG’s programs and initiatives, and engaging in the OM DEIA Lunch and Learn “Partnering with ENGs.” DAWN launched a comprehensive and multi-faceted Caregivers Toolbox in FY 2023 to serve as a one-stop shop for members to learn about various resources for caregivers of people with disabilities. The toolbox provides resources to learn about disabilities, managing care, financial planning, and more.

Additionally, to raise awareness of the OCC’s recruitment opportunities and disability goals and increase disability education, DAWN participated in the following conferences/events: 1) Bender Disability Virtual Career Fair, 2) Disability:IN Conference, and 3) Federal Exchange on Employment and Disability “Best Practices for Attracting and Recruiting Employees with Disabilities.”

In FY 2022, a Veterans Employee Network (VEN) Working Group was established, composed of members from VEN, OMWI, and the Human Capital Recruitment Team, which meets regularly to generate ideas to increase veteran and disabled veteran hiring. The VEN Working Group participated and helped coordinate veterans’ outreach and support, identified participants to represent the agency at military-focused career fairs, connected recruiters with student veteran organizations, and explored other opportunities to increase the hiring of veterans at the OCC. Additionally, VEN continued to champion new ideas for veteran outreach activities, such as the OCC joining the Department of Defense’s Skill Bridge program.

The OCC’s cross-functional Disability Working Group continued to manage the framework for the Disability Program and provided input into the agency’s Disability Barrier Plan and its

Affirmative Action Plan for PWD, described in Part J of this report. In FY 2023, the working group continued to partner with key stakeholders to execute the action plan. Also, the working group modified some of the Disability Barrier Plan action items and created a detailed project plan.

In addition to the agency's efforts to hire PWD, in FY 2023 the OCC continued to enhance its existing training design, development, and delivery methods to ensure that all educational deliverables and live instructional events are compliant with section 508 of the Rehabilitation Act of 1973 (508-compliant) and accessible for PWD. Enhancement efforts included (1) applying 508-compliant templates for all training solutions to ensure they were fully compliant when completed and (2) maintaining process standards and applied procedures for all training solution design and development work that includes adherence to 508 standards and testing to verify compliance. Efforts involved maintenance and development of over 53 508-compliant learning solutions in FY 2023, including virtual classrooms, instructional videos, webinars, eLearning, structured reading programs, and guidance materials, resulting in 265 instructional hours of added content available to OCC staff.

The OCC continued to work toward ensuring 508 users had necessary information and communication technology to effectively perform their jobs and provided technical assistance when needed.

Actions to increase the participation of PWD, particularly in MCO within the agency, are described in [Part J, "Affirmative Action Plan for PWD."](#)

## **Additional Noteworthy 2023 Accomplishments**

In addition to the accomplishments mentioned in the focus areas above, the OCC accomplished the following in FY 2023:

- Developed an OCC MCBS video for new examiner hires promoting the importance and added value provided by ENGs and the benefits of membership.
- Maintained the Career Development Center to provide career coaching, learning events, networking opportunities, individual development planning, mentoring, workshops, and related resources to OCC employees to assist them in reaching their full potential while maximizing their contributions to the agency. Appointments have nearly tripled since FY 2020. Services were offered on an individual basis and a group basis through numerous outreach events including career fairs, ENG events, team meetings, and other formats. In maintaining the center, the OCC
  - offered the career services referenced above to 155 employees. Of these employees, 56.8 percent (88) were female, 20.6 percent (32) were Black, 9.0 percent (14) were Asian, 6.5 percent (10) were Hispanic, 1.9 percent (3) were from Small ERI groups, 10.3 percent (16) were PWD, and 14.2 percent (22) were supervisors.
  - continued to offer the "Career Development Conversations" course to help facilitate career discussions between employees and managers, a course in which 114 employees participated. Of these employees, 54.4 percent (62) were female, 14.0 percent (16) were

- Asian, 14.0 percent (16) were Black, 7.0 percent (8) were Hispanic, 8.8 percent (10) were PWD, and 61.4 percent (70) were supervisors.
- continued to pilot the transition of the IDP process to the Integrated Talent Management (ITM) system with approximately 120 employees in FY 2023. The OCC will complete the final transition of the IDP process to the ITM system in FY 2024. The transition will bring many benefits to the agency and its employees, including (1) the ability to align development goals and activities to occupational-specific competencies, (2) automatic activity tracking for online and OCC internal courses, (3) better tracking capabilities (visibility for supervisors and employees), and (4) real-time manager dashboards. Each fiscal year, all OCC employees are strongly encouraged to submit IDPs for supervisor discussion and review. Of those employees in the full workforce who submitted IDPs, 42.7 percent were female, 16.4 percent were Black, 10.3 percent were Asian, 8.5 percent were Hispanic, 1.3 percent were from Small ERI groups, 10.3 percent were PWD, and 15.5 percent were supervisors. Of those employees that submitted IDPs and indicated aspirations to advance to the next leadership level: 51.7 percent were female, 57.6 percent were Black, 63.6 percent were Asian, 63.5 percent were Hispanic, 61.9 percent were from Small ERI groups, 54.4 percent were PWD, and 59.7 percent were supervisors.
  - continued the One-on-One Mentoring Program that matched mentors and mentees, utilizing the ITM Mentoring module, a virtual platform. The OCC’s OMWI, Leadership Institute, and ENG collaborated on this effort. The One-on-One Mentoring Program is a guided, 12-month leadership and career development-focused program targeted to employees at the NB-I to NB-VII levels. The program is aligned with the OCC Leadership Vision and continues to fulfill/expand the OCC’s commitment to building leadership capacity at all levels. Of the 34 employees who participated in the Mentoring Program (mentees and mentors), 55.9 percent (19) were female, 32.4 percent (11) were Black, 17.7 percent (6) were Asian, 8.8 percent (3) were Hispanic, 11.8 percent (4) were PWD, and 2.9 percent (1) were supervisors.
  - Offered flash mentoring, through the ENGs and the Leadership Institute, to over 52 employees, during which a one-time meeting or discussion was held with a small group of individuals to facilitate learning and seeking guidance from more experienced employees with relevant knowledge and experiences.
  - Sponsored virtual speed mentoring through the Leadership Institute to identify and select suitable mentor and mentee matches. Virtual speed mentoring is a fast-paced and powerful way to meet mentoring prospects and clarify mentoring goals and matching criteria. The virtual speed mentoring platform gave mentees and mentors the opportunity to engage virtually through timed, video-based conversations.
  - Continued to sponsor LEAD, an enterprise-wide leadership development program targeted at employees in the NB-V to NB-VI.2 levels. LEAD is an 18-to-24-month program designed to build leadership competencies for aspiring team leaders and managers and to foster broader, enterprise perspectives for participants. LEAD supports the OCC’s retention goals by strengthening leadership capabilities and providing career development for aspiring leaders. In FY 2023, efforts continued to develop the participants who were selected for the LEAD Cohort III Program in FY 2022. There were 11 participants, of whom 45.5 percent (5) were female and 9.1 percent (1) were Black. All ERI groups, except females, participated below their relevant workforce participation rates.



- Offered the “Women in Leadership” course (virtual and in-person), designed to build influencing skills for existing and emerging women leaders. The course explores the gender dynamics of organizational influence, enhances awareness of personal influencing strengths, builds new influencing skills, and provides tools for increasing the ability of women leaders to effect interpersonal and organizational change. Employees also participated in two additional women in leadership training courses. A total of 59 employees participated in all three courses. Of these employees, 94.9 percent (56) were female, 28.8 percent (17) were Black, 8.5 percent (5) were Asian, 3.4 percent (2) were Hispanic, 8.5 percent (5) were PWD, and 8.5 percent (5) were supervisors.
- Continued to offer the High School Scholars Internship Program (HSSIP), providing a six-week paid internship to 25 students to explore a variety of career paths at the OCC, gain an understanding of the financial services industry, and engage in enrichment activities on financial literacy and leadership fundamentals. This year’s HSSIP also offered a bridge program for 10 college students for a 10-week paid internship. The OCC offered a hybrid experience to enable the agency to continue to provide interns with a positive and enriching experience.
- The OCC’s award-winning training and development programs have been recognized for “harnessing human capital” through investment in employee development, the scope of its development program, and the close link between the OCC’s development efforts and its strategic objectives.

## **OCC’s Strategy for FY 2024**

As we integrate EEO, Diversity, Equity, Inclusion, and Accessibility, the overarching strategy for FY 2024 is to continue promoting the six essential elements of the model EEO program. The following strategic objectives and planned activities will address Parts H, I, and J and will result in continued progress for establishing and maintaining a model EEO program:

### **A. Finalize and Begin to Implement the OCC DEIA Strategic Plan**

The OCC’s DEIA Strategic Plan reaffirms the OCC’s commitment to advancing diversity and inclusion and underscores the framework for ensuring leadership and management accountability; creating an inclusive, connected, and engaged culture; and recruiting a diverse workforce. Senior leaders, managers, and supervisors will maintain accountability for each plan objective, working with their respective teams and councils as appropriate to advance these objectives.

### **B. Anti-Harassment Program (AHP)**

Ensure AHP conducts a prompt, thorough, and impartial investigation that begins within 10 calendar days of agency awareness of the allegations and take corrective action immediately when it is determined harassment or harassing conduct occurred. Conduct climate surveys as well as review EEO complaint data to gauge the prevalence of harassment, retaliation, and other unwelcome work-related conduct.

## C. Participation and Retention

Focus on increasing the participation and retention of

- Hispanics in the agency.
- females and minorities in leadership positions.
- female bank examiners.
- persons with disabilities (PWD).

In addition, the OCC will study the following areas of triggers (disparities) to determine if barriers exist to the participation of

- [Black females in SES/SLP](#) and
- [Hispanic females in STEM](#) (science, technology, engineering, and mathematics) occupations.

## Conclusion

Building an OCC workforce of dedicated employees from varying backgrounds with diverse perspectives helps ensure that the federal banking system remains safe, sound, fair, and a source of economic strength to individuals and communities across the country.

Although the agency has made progress, the vision of a workforce in which all groups are fully represented and utilized has not yet been wholly achieved. The OCC will continue to sustain efforts to recruit highly qualified women, Hispanics, persons with disabilities, and other minorities. Moreover, the agency remains agile in engaging all employees and managers to explore methods to enhance the OCC as a model employer.

## Certification of Establishment of Continuing Equal Employment Programs (Part F)

I, **Shinu R. Shilesh** am the  
(Insert name above) (Insert official title/series/grade above)

Principal EEO Director/Official for **Office of the Comptroller of the Currency (OCC)**  
(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

**Shinu R. Shilesh** Digitally signed by Shinu R. Shilesh  
Date: 2024.05.01 10:11:49 -04'00'

Signature of Principal EEO Director/Official

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.



Signature of Agency Head or Agency Head Designee



Date



## Agency Self-Assessment Checklist (Part G)

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies are required to submit Part G to the EEOC. Although agencies do not need to submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to the EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).





For each MD-715 essential element, the Part G checklist provides a series of compliance indicators. Each compliance indicator, in turn, contains a series of yes/no questions, called measures. To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes," "No," or "N/A," and the second column for the agency to provide comments, if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FAD) in the EEO complaint process, so it may answer questions about FAD timeliness with "N/A" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency is required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.



**(Note: Questions highlighted in blue relate to the disability program, Part J.)**

## Essential Element A: Demonstrated Commitment From Agency Leadership

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.



 <b>Compliance Indicator</b>  <b>Measures</b>			
	<b>A.1 – The agency issues an effective, up-to-date EEO policy statement.</b>	<b>Measure met? (Yes/No/N/A)</b>	<b>Comments</b>
<b>A.1.a</b>	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency’s commitment to EEO for all employees and applicants? If “yes,” please provide the annual issuance date in the comments column. [See MD-715, II(A)]	Yes	October 16, 2023
<b>A.1.b</b>	Does the EEO policy statement address all protected bases (age, color, disability, sex, including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [See 29 CFR § 1614.101(a)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>A.2 – The agency has communicated EEO policies and procedures to all employees.</b>	<b>Measure met? (Yes/No/N/A)</b>	<b>Comments</b>
<b>A.2.a</b>	Does the agency disseminate the following policies and procedures to all employees:	See below	See below
<b>A.2.a.1</b>	Anti-harassment policy? [See MD 715, II(A)]	Yes	No comment
<b>A.2.a.2</b>	Reasonable accommodation procedures? [See 29 C.F.R § 1614.203(d)(3)]	Yes	No comment
<b>A.2.b</b>	Does the agency prominently post the following information throughout the workplace and on its public website:	See next three questions	See below
<b>A.2.b.1</b>	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [See 29 C.F.R § 1614.102(b)(7)]	Yes	No comment
<b>A.2.b.2</b>	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [See 29 C.F.R § 1614.102(b)(5)]	Yes	No comment



<b>A.2.b.3</b>	Reasonable accommodation procedures? [See 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	<a href="https://www.occ.gov/about/who-we-are/occ-for-you/diversity-and-inclusion-programs/reasonable-accommodations/index-reasonable-accommodations.html">https://www.occ.gov/about/who-we-are/occ-for-you/diversity-and-inclusion-programs/reasonable-accommodations/index-reasonable-accommodations.html</a>
<b>A.2.c</b>	Does the agency inform its employees about the following topics:	See below	See below
<b>A.2.c.1</b>	EEO complaint process? [See 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes,” please provide how often.	Yes	<ul style="list-style-type: none"> <li>• Mandatory No FEAR Act training for all employees every two years, and for all new hires within 60 days of hire</li> <li>• Mandatory training for all new supervisors and managers after appointment to position</li> <li>• Poster displayed in all OCC offices</li> <li>• Ready access to information on internal website (OCCnet)</li> </ul>
<b>A.2.c.2</b>	ADR process? [See MD-110, Ch. 3(II)(C)] If “yes,” please provide how often.	Yes	See A.2.c.1
<b>A.2.c.3</b>	Reasonable accommodation program? [See 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes,” please provide how often.	Yes	<ul style="list-style-type: none"> <li>• Program information posted on both the internal and external websites</li> <li>• Biannual No FEAR Act training</li> <li>• Periodic RA Awareness training for managers</li> </ul>
<b>A.2.c.4</b>	Anti-harassment program? [See EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes,” please provide how often.	Yes	<ul style="list-style-type: none"> <li>• See A.2.c.1</li> <li>• Mandatory annual Prevention of Sexual Harassment training</li> </ul>





A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes,” please provide how often.	Yes	<ul style="list-style-type: none"> <li>• Policies and Procedures Manual on internal website</li> <li>• Managers EEO/Diversity Performance Element - annual review</li> <li>• Biannual No FEAR Act training</li> <li>• Training - Mandatory orientation sessions for new managers (being updated by Continuing Education to use micro-modules for more immediate access to training); Merit System Principles, Prohibited Personnel Practices, and Whistleblower (every 3 years); and Diversity Dialogue (periodically)</li> </ul>
 Compliance Indicator  Measures	<b>A.3 – The agency assesses and ensures EEO principles are part of its culture. (New compliance indicator)</b>	<b>Measure met? (Yes; No; N/A)</b>	<b>Comments</b>
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [See 29 CFR § 1614.102(a) (9)] If “yes,” provide one or two examples in the comments section.	Yes	<ul style="list-style-type: none"> <li>• Honorary Award for Excellence in Diversity and Inclusion</li> <li>• OCC Special Act Award by OMWI – Exceptional recognition in EEO/ADR and D&amp;I</li> </ul>
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [See 5 CFR Part 250]	Yes	No comment

## Essential Element B: Integration of EEO into the Agency’s Strategic Mission

This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.





 Compliance Indicator  Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure met? (Yes; No; N/A)	Comments
<b>B.1.a</b>	Is the agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [See 29 CFR §1614.102(b)(4)]	No	OCC is not a federal agency or agency as defined in MD-110
<b>B.1.a.1</b>	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If “yes,” please provide the title of the agency head designee in the comments.	Yes	Senior Deputy Comptroller for Public Affairs/Chief of Staff is the supervisor of record
<b>B.1.a.2</b>	Does the agency’s organizational chart clearly define the reporting structure for the EEO office? [See 29 CFR §1614.102(b)(4)]	Yes	No comment
<b>B.1.b</b>	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency’s EEO program? [See 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	No comment
<b>B.1.c</b>	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the “State of the agency” (SOA) briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [See MD-715 Instructions, Sec. I] If “yes,” please provide the date of the briefing in the comments column.	Yes	SOA Briefing to Acting Comptroller Hsu and Executive Committee last held January 24, 2023, for FY 2022 reporting period. FY 2023 briefing scheduled for May 21
<b>B.1.d</b>	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [See MD-715, II(B)]	Yes	No comment

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.2 – The EEO Director controls all aspects of the EEO program. (New compliance indicator)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>B.2.a</b>	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [See MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	No comment
<b>B.2.b</b>	Is the EEO Director responsible for overseeing the completion of EEO counseling [See 29 CFR §1614.102(c)(4)]	Yes	No comment
<b>B.2.c</b>	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [See 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	OCC collaborates with OCRE to ensure compliance
<b>B.2.d</b>	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [See 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	OCC collaborates with OCRE to ensure compliance
<b>B.2.e</b>	Is the EEO Director responsible for ensuring compliance with EEOC orders? [See 29 CFR §§ 1614.102(e); 1614.502]	Yes	No comment
<b>B.2.f</b>	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [See 29 CFR §1614.102(c)(2)]	Yes	No comment
<b>B.2.g</b>	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [See 29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	No comment

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>B.3.a</b>	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [See MD-715, II(B)]	Yes	No comment
<b>B.3.b</b>	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [See MD-715, II(B)] If "yes," please identify the EEO principles in the strategic plan in the comments column.	Yes	Strategic Goal 1.1 Promote an organizational culture that seeks workforce diversity, inclusive of thought, experiences, and knowledge, and brings multiple perspectives to bear on issues, especially divergent views
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>B.4.a</b>	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:	See below	See below
<b>B.4.a.1</b>	to conduct a self-assessment of the agency for possible program deficiencies? [See MD-715, II(D)]	Yes	No comment
<b>B.4.a.2</b>	to enable the agency to conduct a thorough barrier analysis of its workforce? [See MD-715, II(B)]	Yes	No comment
<b>B.4.a.3</b>	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [See 29 CFR § 1614.102(c)(5) and 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) and 5(IV); MD-715, II(E)]	Yes	EEO counseling only at OCC. OCC collaborates with OCRE to ensure compliance

<b>B.4.a.4</b>	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [See MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	No comment
<b>B.4.a.5</b>	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [See 29 CFR §1614.102(c)(2)]	Yes	The EEO Program is staffed at the HQ level to provide overarching support across the organization.
<b>B.4.a.6</b>	to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [See MD-715, II(B)]	Yes	No comment
<b>B.4.a.7</b>	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [See MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes	OCC is working to establish demographic dashboards for FY 2024.
<b>B.4.a.8</b>	to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	No comment
<b>B.4.a.9</b>	to effectively manage its anti-harassment program? [See MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	No comment
<b>B.4.a.10</b>	to effectively manage its reasonable accommodation program? [See 29 CFR § 1614.203(d)(4)(ii)]	Yes	No comment
<b>B.4.a.11</b>	to ensure timely and complete compliance with EEOC orders? [See MD-715, II(E)]	Yes	Joint responsibility with Human Capital office
<b>B.4.b</b>	Does the EEO office have a budget that is separate from other offices within the agency? [See 29 CFR § 1614.102(a)(1)]	Yes	No comment
<b>B.4.c</b>	Are the duties and responsibilities of EEO officials clearly defined? [See MD-110, Ch. 1(III)(A), 2(III), and 6(III)]	Yes	No comment







<b>B.4.d</b>	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	No comment
<b>B.4.e</b>	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills. (New compliance indicator)</b>	<b>Measure met? (Yes; No; N/A)</b>	<b>Comments</b>
<b>B.5.a</b>	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:	See below	See below
<b>B.5.a.1</b>	EEO Complaint Process? [See MD-715(II)(B)]	Yes	No comment
<b>B.5.a.2</b>	Reasonable Accommodation Procedures? [See 29 C.F.R. § 1614.102(d)(3)]	Yes	No comment
<b>B.5.a.3</b>	Anti-Harassment Policy? [See MD-715(II)(B)]	Yes	No comment
<b>B.5.a.4</b>	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [See MD-715, II(B)]	Yes	No comment
<b>B.5.a.5</b>	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR. [See MD-715(II)(E)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.6 – The agency involves managers in the implementation of its EEO program. (New compliance indicator)</b>	<b>Measure met? (Yes; No; N/A)</b>	<b>Comments</b>
<b>B.6.a</b>	Are senior managers involved in the implementation of Special Emphasis Programs? [See MD-715 Instructions, Sec. I]	Yes	No comment

<b>B.6.b</b>	Do senior managers participate in the barrier analysis process? [See MD-715 Instructions, Sec. I]	Yes	No comment
<b>B.6.c</b>	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [See MD-715 Instructions, Sec. I]	Yes	No comment
<b>B.6.d</b>	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	No comment



### Essential Element C: Management and Program Accountability



This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency’s EEO Program and Plan.



 <b>Compliance Indicator</b>  <b>Measures</b>			
	<b>C.1 – The agency conducts regular internal audits of its component and field offices.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>C.1.a</b>	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [See 29 CFR §1614.102(c)(2)] If “yes,” please provide the schedule for conducting audits in the comments section.	Yes	Annually, as part of the Executive Committee departmental diversity briefings, and the MD-715 analysis and reporting process
<b>C.1.b</b>	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [See 29 CFR §1614.102(c)(2)] If “yes,” please provide the schedule for conducting audits in the comments section.	Yes	Annually, as part of the Executive Committee departmental diversity briefings, and the MD-715 analysis and reporting process
<b>C.1.c</b>	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [See MD-715, II(C)]	Yes	No comment



 Compliance Indicator  Measures	<b>C.2 – The agency has established procedures to prevent all forms of EEO discrimination. (New compliance indicator)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>C.2.a</b>	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [See MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	No comment
<b>C.2.a.1</b>	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [See EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	No comment
<b>C.2.a.2</b>	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [See EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes	No comment
<b>C.2.a.3</b>	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [See Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	No comment
<b>C.2.a.4</b>	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	Yes	No comment
<b>C.2.a.5</b>	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [See <u>Complainant v. Dept of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dept of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no," please provide the percentage of timely-processed inquiries in the comments column.	Yes	No comment

<b>C.2.a.6</b>	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [See 29 CFR 1614.203(d)(2)]	Yes	No comment
<b>C.2.b</b>	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [See 29 CFR 1614.203(d)(3)]	Yes	No comment
<b>C.2.b.1</b>	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [See 29 CFR 1614.203(d)(3)(D)]	Yes	No comment
<b>C.2.b.2</b>	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [See MD-110, Ch. 1(IV)(A)]	Yes	No comment
<b>C.2.b.3</b>	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [See 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	No comment
<b>C.2.b.4</b>	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [See 29 CFR 1614.203(d)(3)(i)(M)]	Yes	No comment
<b>C.2.b.5</b>	Does the agency process all accommodation requests 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 in the comments column.	Yes	No comment
<b>C.2.c</b>	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)]	Yes	No comment
<b>C.2.c.1</b>	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.	Yes	<a href="https://www.occ.gov/about/who-we-are/occ-for-you/diversity-and-inclusion-programs/reasonable-accommodations/procedures-processing-requests-pas.pdf">https://www.occ.gov/about/who-we-are/occ-for-you/diversity-and-inclusion-programs/reasonable-accommodations/procedures-processing-requests-pas.pdf</a>

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity. (New compliance indicator)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>C.3.a</b>	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	No comment
<b>C.3.b</b>	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:	See below	See below
<b>C.3.b.1</b>	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [See MD-110, Ch. 3.]	Yes	No comment
<b>C.3.b.2</b>	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [See 29 CFR §1614.102(b)(6)]	Yes	No comment
<b>C.3.b.3</b>	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [See MD-715, II(C)]	Yes	No comment
<b>C.3.b.4</b>	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [See MD-715 Instructions, Sec. I]	Yes	No comment
<b>C.3.b.5</b>	Provide religious accommodations when such accommodations do not cause an undue hardship? [See 29 CFR §1614.102(a)(7)]	Yes	No comment
<b>C.3.b.6</b>	Provide disability accommodations when such accommodations do not cause an undue hardship? [See 29 CFR §1614.102(a)(8)]	Yes	No comment
<b>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [See MD-715, II(C)]	Yes	No comment
<b>C.3.b.8</b>	Support the anti-harassment program in investigating and correcting harassing conduct. [See Enforcement Guidance, V.C.2]	Yes	No comment



<b>C.3.b.9</b>	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [See MD-715, II(C)]	Yes	No comment
<b>C.3.c</b>	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [See 29 CFR §1614.102(c)(2)]	Yes	No comment
<b>C.3.d</b>	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [See 29 CFR §1614.102(c)(2)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>C.4.a</b>	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [See 29 CFR §1614.102(a)(2)]	Yes	HR Director and EEO Director meet biweekly
<b>C.4.b</b>	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [See MD-715 Instructions, Sec. I]	Yes	No comment
<b>C.4.c</b>	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [See 29 CFR §1614.601(a)]	Yes	No comment
<b>C.4.d</b>	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [See MD-715, II(C)]	Yes	No comment
<b>C.4.e</b>	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:	See below	See below

<b>C.4.e.1</b>	Implement the Affirmative Action Plan for Individuals with Disabilities? [See 29 CFR §1614.203(d); MD-715, II(C)]	Yes	No comment
<b>C.4.e.2</b>	Develop and/or conduct outreach and recruiting initiatives? [See MD-715, II(C)]	Yes	No comment
<b>C.4.e.3</b>	Develop and/or provide training for managers and employees? [See MD-715, II(C)]	Yes	No comment
<b>C.4.e.4</b>	Identify and remove barriers to equal opportunity in the workplace? [See MD-715, II(C)]	Yes	No comment
<b>C.4.e.5</b>	Assist in preparing the MD-715 report? [See MD-715, II(C)]	Yes	No comment
<b>Compliance Indicator</b>  <b>Measures</b> 	<b>C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>C.5.a</b>	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [See 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	Yes	No comment
<b>C.5.b</b>	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [See 29 CFR §1614.102(a)(6)] If “yes,” please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	0
<b>C.5.c</b>	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [See MD-715, II(C)]	Yes	No comment



 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.6 – The EEO office advises managers/supervisors on EEO matters.</b>	<b>Measure met? (Yes; No; N/A)</b>	<b>Comments</b>
<b>C.6.a</b>	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [See MD-715 Instructions, Sec. I] If "yes," please identify the frequency of the EEO updates in the comments column.	Yes	At least annually and more often during business unit reviews and upon request
<b>C.6.b</b>	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [See MD-715 Instructions, Sec. I]	Yes	No comment





### Essential Element D: Proactive Prevention

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.</b>	<b>Measure met? (Yes; No; N/A)</b>	<b>Comments</b>
<b>D.1.a</b>	Does the agency have a process for identifying triggers in the workplace? [See MD-715 Instructions, Sec. I]	Yes	No comment
<b>D.1.b</b>	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [See MD-715 Instructions, Sec. I]	Yes	No comment







<b>D.1.c</b>	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [See 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.) (New compliance indicator)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>D.2.a</b>	Does the agency have a process for analyzing the identified triggers to find possible barriers? [See MD-715, (II)(B)]	Yes	No comment
<b>D.2.b</b>	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [See 29 CFR §1614.102(a)(3)]	Yes	No comment
<b>D.2.c</b>	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [See 29 CFR §1614.102(a)(3)]	Yes	No comment
<b>D.2.d</b>	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [See MD-715 Instructions, Sec. I] If “yes,” please identify the data sources in the comments column.	Yes	<ul style="list-style-type: none"> <li>• ETK for complaint data</li> <li>• OCC exit survey results</li> <li>• FEVS results</li> <li>• Workforce and USA Staffing for workforce/applicant flow data</li> <li>• Employee network group (ENG) information and data</li> <li>• RA and workplace solution processing</li> <li>• Anti-Harassment Program</li> <li>• External reports (EEOC, GAO, OPM, OMB, etc.)</li> </ul>





 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.3 – The agency establishes appropriate action plans to remove identified barriers. (New compliance indicator)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>D.3.a.</b>	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [See 29 CFR §1614.102(a)(3)]	Yes	No comment
<b>D.3.b</b>	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [See MD-715, II(D)]	Yes	No comment
<b>D.3.c</b>	Does the agency periodically review the effectiveness of the plans? [See MD-715, II(D)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities. (New compliance indicator)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>D.4.a</b>	Does the agency post its affirmative action plan on its public website? [See 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	<a href="https://occ.gov/about/who-we-are/organizations/office-of-minority-and-women-inclusion/index-office-of-minority-and-women-inclusion.html">https://occ.gov/about/who-we-are/organizations/office-of-minority-and-women-inclusion/index-office-of-minority-and-women-inclusion.html</a>
<b>D.4.b</b>	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [See 29 CFR 1614.203(d)(1)(i)]	Yes	No comment
<b>D.4.c</b>	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [See 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	No comment
<b>D.4.d</b>	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [See 29 CFR 1614.203(d)(7)(ii)]	Yes	No comment



## Essential Element E: Efficiency

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process.

 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure met? (Yes/No/NA)	Comments
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	One pre-complaint was closed outside of the statutory timeline
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	No comment
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)?	N/A	OCC collaborates with OCRE to ensure compliance
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(l)? If so, please provide the average processing time in the comments.	N/A	OCC collaborates with OCRE to ensure compliance
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	No comment
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	N/A	OCC collaborates with OCRE to ensure compliance
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	N/A	OCC collaborates with OCRE to ensure compliance
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	N/A	OCC collaborates with OCRE to ensure compliance





<b>E.1.i</b>	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge’s decision, pursuant to 29 CFR §1614.110(a)?	N/A	OCC collaborates with OCRE to ensure compliance
<b>E.1.j</b>	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If “yes,” please describe how in the comments column.	Yes	Contractors are used for alternative dispute resolution and conflict-of-interest complaints. Department’s EEO office provides feedback on conflict-of-interest complaints
<b>E.1.k</b>	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	No comment
<b>E.1.l</b>	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	N/A	OCC collaborates with OCRE to ensure compliance
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.2 – The agency has a neutral EEO process. (Revised compliance indicator)</b>	<b>Measure met? (Yes; No; N/A)</b>	<b>Comments</b>
<b>E.2.a</b>	Has the agency established a clear separation between its EEO complaint program and its defensive function? [See MD-110, Ch. 1(IV)(D)]	Yes	No comment
<b>E.2.b</b>	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [See MD-110, Ch. 1(IV)(D)] If “yes,” please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	N/A	OCC collaborates with OCRE to ensure compliance
<b>E.2.c</b>	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [See MD-110, Ch. 1(IV)(D)]	N/A	OCC collaborates with OCRE to ensure compliance
<b>E.2.d</b>	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [See MD-110, Ch. 1(IV)(D)]	Yes	No comment

<b>E.2.e</b>	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [See EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	N/A	OCC collaborates with OCRE to ensure compliance
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>E.3.a</b>	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [See 29 CFR §1614.102(b)(2)]	Yes	Agency uses contractors for ADR during pre-complaint and formal complaint processes
<b>E.3.b</b>	Does the agency require managers and supervisors to participate in ADR once it has been offered? [See MD-715, II(A)(1)]	Yes	No comment
<b>E.3.c</b>	Does the agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	Yes	No comment
<b>E.3.d</b>	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [See MD-110, Ch. 3(III)(A)(9)]	Yes	No comment
<b>E.3.e</b>	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [See MD-110, Ch. 3(I)]	Yes	No comment
<b>E.3.f</b>	Does the agency annually evaluate the effectiveness of its ADR program? [See MD-110, Ch. 3(II)(D)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>E.4.a</b>	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:	See below	See below
<b>E.4.a.1</b>	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [See MD-715, II(E)]	Yes	No comment
<b>E.4.a.2</b>	The race, national origin, sex, and disability status of agency employees? [See 29 CFR §1614.601(a)]	Yes	No comment



<b>E.4.a.3</b>	Recruitment activities? [See MD-715, II(E)]	Yes	No comment
<b>E.4.a.4</b>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [See MD-715, II(E)]	No	See Part H Plan Deficiency
<b>E.4.a.5</b>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	No comment
<b>E.4.a.6</b>	The processing of complaints for the anti-harassment program? [See EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	Workforce Relations and Performance Management (WRPM) has an active case tracker that is used to account for all inquiries
<b>E.4.b</b>	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>E.5.a</b>	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [See MD-715, II(E)] If “yes,” provide an example in the comments.	Yes	<ul style="list-style-type: none"> <li>• Complaint data</li> <li>• RA processing</li> <li>• Exit survey results</li> <li>• FEVS results</li> <li>• Workforce data</li> </ul>
<b>E.5.b</b>	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [See MD-715, II(E)] If “yes,” provide an example in the comments.	Yes	Staff members from the agency's EEO Office participated in quarterly departmental meetings with other bureaus during which best practices on various topics were presented, and subsequently discussed how best to incorporate these practices in our organization
<b>E.5.c</b>	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [See MD-715, II(E)]	Yes	No comment

## Essential Element F: Responsiveness and Legal Compliance

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure met?</b> (Yes/No/N/A)	<b>Comments</b>
<b>F.1</b>	<b>F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.</b>		
<b>F.1.a</b>	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [See 29 CFR §1614.102(e); MD-715, II(F)]	Yes	No comment
<b>F.1.b</b>	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [See MD-715, II(F)]	Yes	No comment
<b>F.1.c</b>	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [See MD-715, II(F)]	Yes	No comment
<b>F.1.d</b>	Are procedures in place to process other forms of ordered relief promptly? [See MD-715, II(F)]	Yes	No comment
<b>F.1.e</b>	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 9(IX)(H)]	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions. (Indicator moved from E-III revised)</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>F.2.a</b>	Does the agency timely respond and fully comply with EEOC orders? [See 29 CFR §1614.502; MD-715, II(E)]	Yes	No EEOC orders issued in FY 2023
<b>F.2.a.1</b>	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [See 29 CFR §1614.108(g)]	N/A	OCC collaborates with OCRE to ensure compliance



<b>F.2.a.2</b>	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [See 29 CFR §1614.501]	Yes	No comment
<b>F.2.a.3</b>	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [See 29 CFR §1614.403(e)]	N/A	OCC collaborates with OCRE to ensure compliance
<b>F.2.a.4</b>	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	No comment
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>F.3 - The agency reports to EEOC its program efforts and accomplishments.</b>	<b>Measure met?</b> (Yes; No; N/A)	<b>Comments</b>
<b>F.3.a</b>	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	N/A	OCC collaborates with OCRE to ensure compliance
<b>F.3.b</b>	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [See 29 CFR §1614.703(d)]	N/A	OCC collaborates with OCRE to ensure compliance

## Agency EEO Plan to Attain the Essential Elements of a Model EEO Program (Part H)

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

### Deficiency 1: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Efficiency	<p>For FY 2010, the U.S. Department of the Treasury’s goal was that at least 35.0 percent of those entering the equal employment opportunity (EEO) informal complaint process participate in alternative dispute resolution (ADR); the OCC’s participation rate in FY 2010 was 29.4 percent (five of 17). In FY 2012, the Treasury Department increased the participation goal to 45.0 percent.</p> <p>In FY 2023, the OCC’s EEO-ADR participation rate was 54.5 percent, which exceeded the goal of 45.0 percent. Additionally, 54.5 percent of completed cases were resolved during the pre-complaint process regardless of whether ADR was used, i.e., a formal complaint was not filed in 12 of the 22 cases completed in FY 2023.</p>

### Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/01/2010	Increase ADR participation rate during the EEO pre-complaint process to meet the Treasury Department’s goal.	09/30/2024	10/01/2018	09/30/2023

### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Executive Director, Office of Minority and Women Inclusion	Shinu Shilesh	Yes

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2017	Continue to provide information on ADR to employees through the new hire orientation and other employee briefings.	Yes	N/A	09/30/2023
09/30/2017	Continue to review information available when EEO-ADR was offered but not accepted and analyze reasons why EEO-ADR was declined.	Yes	N/A	09/30/2023
09/30/2017	Continue to use and analyze feedback provided on ADR participant surveys.	Yes	N/A	09/30/2023
03/31/2017, 09/30/2017	Continue to conduct EEO briefings with Executive Committee members, and include information on EEO-ADR at the OCC.	Yes	N/A	09/30/2023
09/30/2018	Highlight ADR in a revised module in the mandatory No FEAR Act training.	Yes	N/A	09/30/2023

## Report of Accomplishments, FY 2023

In FY 2023, the OCC's EEO-ADR participation rate was 54.5 percent, which exceeded the goal of 45 percent. Of the 22 cases completed in FY 2023, 16 (72.7 percent) were eligible for EEO-ADR (12 participated and four declined) and 27.3 percent (six of the 22 cases) were ineligible for EEO-ADR based on the OCC's ADR policy (two terminations, three non-employees, and one who was not available to participate). The OCC's policy provides that cases involving an anonymous complainant; non-selection of an external applicant for employment; termination, including termination during a trial/probationary period, or other non-employees; criminal activity; and waste, fraud, or abuse, are ineligible for EEO-ADR. Of the 16 eligible cases in FY 2023, 12, or 75.0 percent, participated in EEO-ADR. Furthermore, the resolution rate in FY 2023 was 54.5 percent; 12 of 22 completed pre-complaints did not become formal EEO complaints.

The OCC continues to promote its ADR Program as an alternative means of conflict resolution. An introduction to the ADR Program is included, for some lines of business, in mandatory training for new employee hires and new managers and supervisors, as well as for the entire workforce in the biannual mandatory No FEAR Act training. The OCC will continue its outreach to supervisors, staff, and union representatives to promote the benefits of electing ADR in the EEO pre-complaint process. Based on exceeding the EEO-ADR participation goal in two consecutive years, the OCC has addressed this deficiency area and is closing deficiency 1 under Part H of this report.

## Deficiency 2: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Efficiency	The agency missed the compliance indicator for the anti-harassment program when it did not conduct a prompt inquiry (beginning within 10 days of notification).

### Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2020	Address competing priorities and timely reporting	09/30/2025	N/A	N/A

### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director for Workforce Relations and Performance Management Division	Jurmell James	Yes
Acting Manager for Workforce Relations and Performance Management Division	Craig Guyton	Yes
Labor and Employee Relations Specialist	Linda Medina	Yes

### Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2020	Modify and post for employees and managers the annual training on safe workplaces and preventing sexual harassment.	Yes	N/A	12/31/2022
9/30/2021	Modify the anti-harassment policy for compliance with whistleblower protection consistent with statutory requirements.	Yes	N/A	09/30/2023
09/30/2021	Continue to include for managers an equal employment opportunity (EEO)/diversity performance element as an annual review.	Yes	N/A	09/30/2023

09/30/2021	Conduct mandatory orientation sessions for new managers, including merit system principles and prohibited personnel practices.	Yes	N/A	09/30/2023
09/30/2021	Periodic review of the “Anti-Harassment Program” Policies and Procedures Manual.	Yes	N/A	09/30/2023

## Report of Accomplishments, FY 2023

In FY 2023, the following accomplishments were achieved:

- Reviewed and identified areas for more efficiency and clarity related to the “Anti-Harassment Program” Policies and Procedures Manual.
- Modified and posted the annual training on safe workplaces and preventing sexual harassment for employees and managers.
- Continued inclusion of an EEO/diversity performance element during annual review for managers.
- Continuing Education implemented micro-modules that increased the frequency of mandatory orientation sessions conducted for new managers and the frequency of mandatory training for managers related to merit system principles and prohibited personnel practices.
- Implemented a newly re-competed contract that adjusted the investigative services to complement the robustness of the OCC’s current program consistent with results from the benchmarking survey.
- Implemented a streamlined interface with Acquisitions Management in the re-competed investigative services contract that allows for the Contracting Officer’s Representative to have more authority to proceed with inquiries without the Contracting Officer’s prior authorization.
- Implemented language in the re-competed investigative services contract to require contemporaneous inquiries to be conducted promptly and to require the availability of multiple investigators.

### Deficiency 3: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Efficiency	<p>E.4.a.4 – External and internal applicant flow data concerning the applicants’ race, national origin, sex, and disability status? [See MD-715, II(E)]</p> <p>In FY 2022, the Treasury Department migrated from Monster Analytics to USA Staffing for vacancy and hiring actions. Throughout the fiscal year, Treasury has worked closely with the Enterprise Business Solutions (EBS) and USA Staffing teams to address identified discrepancies. At the end of FY 2022, data errors were still identified in applicant flow data.</p> <p>EBS and the Office of Personnel Management identified a major change regarding the availability of applicant flow data in Monster Analytics (which was used prior to FY 2022) and USA Staffing – that change being that Monster Analytics would show applicant flow data regardless of whether or not a certificate was audited, whereas USA Staffing will only show applicant flow data if the certificates are marked as “audited.”</p> <p>In FY 2022, Treasury EEO practitioners did not have an efficient and effective way to complete MD-715 applicant flow data tables with the format and volume of data in USA Staffing.</p>

#### Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/16/2022	Ensure timely audit of hiring certifications in USA Staffing.	09/30/2024	N/A	N/A
11/18/2022	Integrate applicant flow data from USA Staffing to Treasury’s EDM data warehouse.	09/30/2024	N/A	N/A

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Treasury Acting Director, OCRE	Tina Lancaster	Yes
Treasury Chief Human Capital Officer	Colleen Heller-Stein	Yes
Treasury Program Manager, Information Systems	David Link	Yes

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2023	Collaborate with EDM to identify options for supporting EEO officials and MD-715 preparers with applicant flow data.	Yes	N/A	11/30/2023
01/30/2023	Meet with Treasury Deputy Assistant Secretary for Human Resources (DASHR), Chief Human Capital Officer (CHCO) team to discuss identified discrepancies in USA Staffing.	Yes	N/A	03/01/2023
01/30/2023	Meet with Treasury-wide and bureau-level human resources offices (HRO) to discuss the process for auditing certificates in USA Staffing.	Yes	N/A	03/21/2023
01/30/2023	Identify an action plan to ensure certificates are audited in USA Staffing.	Yes	N/A	03/24/2023
09/30/2024	Transfer applicant flow data from USA Staffing to Treasury data systems.	Yes	N/A	
01/30/2023	Meet with Treasury-wide and bureau-level HRO to discuss the process for auditing certificates in USA Staffing.	Yes	N/A	03/21/2023

## Report of Accomplishments, FY 2023

### Unaudited Certificates:

OCRE partnered with Treasury's DASHR-CHCO to create an action plan to increase the number of audited certificates in USA Staffing. DASHR-CHCO reiterated the OPM's requirement to audit certificates through reoccurring Human Capital and Bureau HR meetings and collaborated with team members responsible for daily management of hiring certificates to ensure certificates are audited. OCRE and DASHR-CHCO continue to meet to discuss improvements and challenges to data availability in USA Staffing.

Some bureaus utilize open certificates to continue hiring from one vacancy announcement over an extended period; therefore, OCRE and DASHR-CHCO acknowledge that immediately auditing certificates is likely not possible in all situations.

As of October 25, 2023, 78.49 percent of Treasury certificates were audited. The bureaus with the highest percentage of unaudited certificates were DO (37.63 percent) and BEP (36.32 percent), while the



bureaus with the lowest percentage of unaudited certificates were OIG (8.70 percent), OCC (10.23 percent), and IRS-CC (10.77 percent).

#### Data Extraction:

In November 2022, OCRE collaborated with Treasury's Enterprise Data Management (EDM) team to identify options for supporting EEO officials and MD-715 preparers with obtaining applicant flow data in a more usable format. From December 2022 through July 2023, EDM initiated efforts to support EEO officials, and ultimately, EDM and OPM identified a method of transferring applicant flow data into Treasury systems.

In September 2023, the initial implementation that established the data flow between USA Staffing and EDM was completed and OCRE provided EDM the requirements for replicating applicant flow data within the MD-715 scope. Treasury is expected to have applicant flow data available for use for the FY 2024 MD-715 Report.

## Agency EEO Plan to Eliminate Identified Barrier (Part I)

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

### Statement of Condition That Was a Trigger for a Potential Barrier #1:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables  Workforce Data Tables Five-Year Trend Analysis	A1, A6, and A8S	<p>The representation of Hispanic female bank examiners and Hispanic employees in non-major occupational groups in the OCC is lower than expected when compared with their participation in the occupational civilian labor force (OCLF) and national civilian labor force (NCLF).</p> <p>In FY 2023, Hispanic female bank examiners represented 3.4 percent of the OCC's workforce, compared with the 2014–2018 OCLF rate of 4.6 percent. Hispanics in non-major occupational groups represented 8.5 percent of the workforce, compared with the 2014–2018 NCLF rate of 13.0 percent.</p>

### EEO Group(s) Affected by Trigger

EEO Group	Affected Status (Yes or No)
All Men	No
All Women	No
<b>Hispanic or Latino Males</b>	<b>Yes</b>
<b>Hispanic or Latino Females</b>	<b>Yes</b>
White Males	No
White Females	No
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

## Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Tables A1, A6, and A8S to track the participation pattern across demographic profiles of Hispanic bank examiners and Hispanic employees in non-major occupational groups to determine if there is growth in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints trend data to determine if Hispanics raised common issues.
Grievance Data (Trends)	Yes	Reviewed grievance data to determine any trends in cases raised by Hispanic employees.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Reviewed grievance data on selections to determine any trends in cases raised by female and minority employees.
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions and responses that support the diversity and inclusion index for Hispanics in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from Hispanics to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Reviewed Hispanic focus group data results on their work experiences, retention, and career development of Hispanic employment in the OCC.
Interviews	Yes	Reviewed interview data from various groups (e.g., Hispanic Organization for Leadership and Advancement (HOLA), recruiters, interviewers/panelists, staffing specialists, hiring officials) regarding their experiences and opinions concerning the low representation, career development, and retention of Hispanic employment in the OCC.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	Reviewed several federal and private sector reports and reports of special interest groups (e.g., Government Accountability Office (GAO), Equal Employment Opportunity Commission (EEOC), Merit Systems Protection Board (MSPB), National Hispanic Leadership Agenda, Diversity Conference, and Corporate Executive Board) to gain additional information on best practices and solutions for addressing low representation of Hispanics in the OCC's workforce.

Other (Please Describe)	Yes	<p>Post recruitment, analyzed the number of Hispanic applicants for entry-level bank examiner positions and their movement through the recruitment process.</p> <p>Compared the OCC's workforce data on Hispanic examiners with data on Hispanic students with conferred B.A. and M.A. business degrees to assess the diversity sufficiency of educational sourcing pools.</p> <p>Conducted a 17-year retention analysis of race and national origin groups.</p> <p>Prepared a five-year trend analysis of the workforce data tables.</p>
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### Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

### Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>The low workforce participation rate of Hispanics is influenced by their low participation in the OCC's bank examiner (females) and non-major occupational groups, and the low retention of entry-level examiners until years seven through 10, when the gap narrowed with non-Hispanics. Our analysis indicates that Hispanic female bank examiners were hired at levels below the OCLF rates. Hispanics in non-major occupational groups were also hired at levels below the NCLF rates.</p>

### Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the participation of Hispanic entry-level bank examiners and Hispanics in non-major occupational groups, e.g., contract specialists, human resources (HR) specialists, and accountants.	10/01/2004	09/30/2029	Yes	06/30/2020	N/A
Improve the retention of Hispanic entry-level bank examiners year 1.	10/01/2004	09/30/2029	Yes	06/30/2020	N/A

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Deputy Comptrollers	All Executive Committee Members	Yes
Executive Director, Office of Minority and Women Inclusion (OMWI)	Shinu Shilesh	Yes

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Analyze effectiveness of Hispanic recruiting within the OCC Strategic Recruitment Plan for entry-level bank examiner positions and non-major occupational groups, e.g., contract specialists, HR specialists, and accountants.	N/A	09/30/2023
09/30/2018	Continue to develop strong relationships with college campuses and with organizations, associations, clubs, and groups on campus that have Hispanic members, such as Beta Alpha Psi (BAP) and Association of Latino Professionals for America (ALPFA).	N/A	09/30/2023
09/30/2018	Work with lead recruitment specialists to ensure there are targeted recruitment tactics for attracting Hispanic talent to the OCC.	N/A	09/30/2023
09/30/2018	Participate in the ALPFA national and regional conferences and meetings.	N/A	09/30/2023
09/30/2018	Continue to analyze and use research data from National Association of Colleges and Employers (NACE) on accounting and finance graduating classes and the demographic make-up of the student bodies to help determine which schools the OCC will recruit from to build a qualified and diverse applicant pool of Hispanics.	N/A	09/30/2023
09/30/2018	Continue to explore ways to expand applicant pools for non-major occupational positions (e.g., Hispanic-populated job fairs, internships, Hispanic associations).	N/A	09/30/2023
09/30/2018	Recruit students using the financial internship program for Midsize and Community Bank Supervision (MCBS).	N/A	09/30/2023
09/30/2018	Continue to support the work of HOLA's Human Capital (HC) Committee, designed to offer HOLA's input into the OCC's efforts to recruit, retain, and advance Hispanics in the workforce.	N/A	09/30/2023
09/30/2018	HOLA members will participate in OCC outreach at the annual conferences of Latin American organizations, including League of United Latin American Citizens (LULAC) and UnidosUS, formerly La Raza.	N/A	09/30/2023

09/30/2018	To strengthen retention efforts, HOLA will participate in OCC employee network group events to provide employees with opportunities to network and learn more about HOLA's goals, programs, and activities.	N/A	09/30/2023
09/30/2019	Extend a focused full-time, temporary (two-year) program manager role that will address the identified deficiencies by planning and implementing activities to improve hiring and employment practices and ensure the full participation of Hispanics in the OCC's workforce.	N/A	09/30/2023
06/30/2020	Maintain a Recruitment Working Group, with members of the Recruitment team, HOLA, and OMWI, to collaborate on recruitment efforts for entry-level examiners and non-major occupational groups.	N/A	09/30/2023
06/30/2020	Implement action items in the Hispanic Barrier Analysis (HBA) Action Plan related to the focus areas on recruitment and retention that are applicable.	N/A	09/30/2023

## Report of Accomplishments, FY 2023

In FY 2023, addressing the low participation rate of Hispanic employees remained a priority for the OCC. The overall percentage of Hispanics increased from 8.1 percent in FY 2022 to 8.7 percent in FY 2023, a 3.6 percentage point improvement over the FY 2005 rate of 5.1 percent. The OCC's overall Hispanic participation rate, however, remains significantly below the 2014–2018 NCLF rate of 13.0 percent. When compared with the relevant CLF (RCLF) rate of 7.1 percent, Hispanic participation overall is above parity. Hispanic separations were above their workforce participation rate (9.1 percent vs. 8.7 percent) in FY 2023, a greater percentage than in FY 2022 (8.8 percent).

The low participation rate of Hispanics in non-major occupational groups continued to be a major influence in the overall disparity of Hispanics in the agency. The percentage of Hispanics in non-major occupational groups increased slightly to 8.5 percent in FY 2023 from 8.4 percent in FY 2022, although rates remain below the 2014–2018 NCLF rate of 13.0 percent. In FY 2023, Hispanic males in these groups participated at 3.1 percent in the workforce, compared with 6.8 percent in the NCLF, a 0.2 percentage point decrease from FY 2022. Hispanic females in these groups participated at 5.4 percent in the workforce, compared with 6.2 percent in the NCLF, a 0.2 percentage point increase from FY 2022.

The hiring rate of Hispanics in non-major occupational groups was below the NCLF rate (12.6 percent vs. 13.0 percent) in FY 2023. Bank examiner (14.5 percent vs. 8.5 percent) and economist (14.3 percent vs. 7.3 percent) hires in FY 2023 exceeded their OCLF. No Hispanic attorneys were hired in FY 2023.

Hiring of Hispanics as HR specialists and contract specialists has been far below their OCLF for over 10 years. In FY 2023, no Hispanic HR specialists or contract specialists were hired.

In FY 2023, the participation of Hispanic HR specialists was 7.1 percent, below the 2014–2018 OCLF (11.4 percent), and below the FY 2022 rate of 8.7 percent. Hispanic contract specialists remained absent from the workforce, below their OCLF of 8.9 percent.

In FY 2023, separations were above their workforce participation rate (11.1 percent vs. 8.7 percent) for Hispanics in non-major occupational groups.

The OCC's overall low participation rate of Hispanics is also influenced by the low retention of Hispanic bank examiners and the need to build a stronger pipeline of Hispanic entry-level bank examiners.

The HBA that was completed in FY 2020 reflected that the Entry-Level Bank Examiner Recruitment Program continued to be a significant source for Hispanic hiring at the aggregate level at the OCC, although this was not the case in each of the agency's regional offices. More strategic recruitment strategies are under way to address the differences. In FY 2023, 15.1 percent (26) of the entry-level bank examiners self-identified as Hispanic overall, above the 8.5 percent 2014–2018 OCLF, and above the FY 2022 rate of 12.7 percent.

Hispanic entry-level bank examiners separated above their workforce participation rate (12.0 percent vs. 9.8 percent) in FY 2023, more than in FY 2022, with 8.1 percent separations vs. 9.7 percent workforce participation rates. Also, in FY 2022–2023, 97.0 percent of Hispanic entry-level bank examiners were retained in the first year, compared with 80.0 percent for the HBA baseline years (FY 2018–2020).

In FY 2023, Hispanic female bank examiners were participating below their OCLF rate (3.4 percent vs. 4.6 percent), while males participated at rates exceeding their OCLF rate (5.4 percent vs. 3.9 percent), above their FY 2022 rate of 5.1 percent. Over the last fiscal year, the percentage of Hispanic bank examiners increased to 8.7 percent from 8.0 percent in FY 2022.

Hispanic bank examiners were hired at a rate greater than their OCLF rate (14.5 percent vs. 8.5 percent) and greater than their FY 2022 rate of 11.0 percent. Hispanic bank examiners separated at the same rate as their workforce participation (8.7 percent).

The OCC conducted an applicant flow data analysis of the entry-level bank examiner recruitment campaign in 2023 (fall 2022 and spring 2023). The applicant pool rate for Hispanics who self-identified was 16.4 percent, with a selection rate of 13.6 percent; the applicant pool and selection rate exceeded the Hispanic examiner 2014–2018 OCLF rate of 8.5 percent.<sup>7</sup>

The Hispanic Recruitment Working Group, which consists of members from HOLA, the Human Capital Recruitment Team, and OMWI, was established as a result of the HBA to collaborate on a sustainable and formal plan to improve and increase outreach to colleges and universities, with the goal of maximizing the pool of Hispanic applicants. In FY 2023, the working group continued to identify Hispanic recruiters to participate in outreach events and solicit greater participation among HOLA members to become trained recruiters. In addition, the working group continued to identify and expand the Hispanic accounting, finance, and business-related organizations and clubs at colleges and universities to increase the Hispanic applicant pool for entry-level examiner positions. The OCC, with the assistance of HOLA, sponsored 14 virtual sessions and 16 in-person sessions in FY 2023. The OCC also hosted three career webinars to amplify opportunities to entry-level Hispanic students. The virtual sessions included career fairs and information sessions that presented college students with advantages of pursuing a career as a bank examiner. Nearly 70 students participated. These efforts also helped to increase the number of district financial interns from 28 in FY 2022 to 34 in FY 2023, of whom 14.7 percent were Hispanics, above the 2014–2018 OCLF of 8.5 percent.

In FY 2023, a total of 87 employees were identified as receiving the requisite training to become qualified as training team leaders (TTL) and assistant training team leaders (ATTL) and served as TTLs and ATTLs to 172 new assistant national bank examiner (ANBE) hires, of whom 15.1 percent (26) were Hispanic. The entry-level examiner recruitment program is the feeder pool of examiners to mentor and prepare examiners for the Uniform Commission Examination (UCE). Hispanics passed the UCE (11.1 percent) at rates below their average availability pool rate in the bank examiner workforce (12.3 percent).

Hispanic ANBEs who were in their first two years of employment by the end of the fiscal year received awards and recognition (16.8 percent) at rates exceeding their average participation in the ANBE workforce (14.3 percent).

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<sup>7</sup> These data represent the audited applicants as of August 7, 2023, and analyzed by OCC internal resources.



**Statement of Condition That Was a Trigger for a Potential Barrier  
#2:**

<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>
Workforce Data Tables	A4 and A7	Low representation of Hispanic workforce participation in GS-13 through senior executive service (SES) equivalent positions (NB-V through NB-IX) <sup>8</sup> .

**EEO Group(s) Affected by Trigger**

<b>EEO Group</b>	<b>Affected Status (Yes or No)</b>
All Men	No
All Women	No
<b>Hispanic or Latino Males</b>	<b>Yes</b>
<b>Hispanic or Latino Females</b>	<b>Yes</b>
White Males	No
White Females	No
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

<sup>8</sup> GS-13 through SES/SLP grades are equivalent to NB-V through NB-IX grades.

## Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Tables A4 and A7 to track the participation pattern across demographic profiles of Hispanic employees in GS-13 through SES equivalent positions to determine if there is growth in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints trend data to determine if Hispanics raised common issues.
Grievance Data (Trends)	Yes	Reviewed grievance data to determine any trends in cases raised by Hispanic employees.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Reviewed grievance data on selections to determine any trends in cases raised by female and minority employees.
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions and responses that support the diversity and inclusion index for Hispanics in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from Hispanics to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Reviewed Hispanic focus group data results on the work experiences, retention, and career development of Hispanic employees in the OCC.
Interviews	Yes	Reviewed interview data from various groups (e.g., Hispanic Organization for Leadership and Advancement (HOLA), recruiters, interviewers/panelists, staffing specialists, hiring officials) regarding their experiences and opinions concerning the low representation, career development, and retention of Hispanic employees in the OCC.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	N/A
Other (Please Describe)	Yes	Reviewed Hispanics' rate of participation in career development programs compared with their relevant workforce participation rates.

## Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

## Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>The low workforce participation rate of Hispanics in GS-13 through SES equivalent positions is influenced by slow career progression, limited promotion and advancement opportunities, and the need for a formalized agency-wide program for mentors, sponsors, or coaches.</p> <p>Hispanic examiners and non-examiners identified limited opportunities for career advancement and progression as the biggest challenge in working for the OCC. The main reason examiners gave for leaving was for higher compensation; for non-examiners it was for more meaningful work or to have more impact.</p>

## Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase participation of Hispanics in Manager, Deputy Comptroller (DC), and Executive Committee (EC) Levels	06/30/2020	09/30/2029	Yes	N/A	N/A

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Deputy Comptrollers	All Executive Committee members	Yes
Executive Director, Office of Minority and Women Inclusion (OMWI)	Shinu Shilesh	Yes

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	Integrate diversity into succession planning and maximize every opportunity to promote or hire Hispanics to manager, Deputy Comptroller (DC), and Executive Committee (EC) levels.	N/A	09/30/2023
06/30/2020	Establish and maintain the HOLA Assistant National Bank Examiner (ANBE) Mentoring Cadre.	N/A	09/30/2023

06/30/2020	Monitor trends in new and existing opportunities and temporary promotions.	N/A	09/30/2023
09/30/2022	Formalize the OCC's mentoring program.	N/A	09/30/2023

## Report of Accomplishments, FY 2023

The Hispanic Barrier Analysis (HBA) Project was completed in FY 2020 and identified low participation of Hispanics in supervisory and SES/senior-level positions (SLP<sup>9</sup>).

In FY 2023, the percentage of Hispanics in SLP was 6.3 percent and the percentage in supervisor positions was 7.1 percent, below their workforce participation rate of 8.7 percent. The percentage of Hispanics in SLPs and supervisor positions increased by 0.2 and 0.1 percentage points from FY 2022, respectively. Hispanics in GS-15<sup>10</sup> equivalent positions were also below their workforce participation rates (7.0 percent vs. 8.7 percent).

Two (5.9 percent) Hispanic females in GS-15 equivalent positions were promoted in FY 2023. Six (10.9 percent) Hispanics (four females and two males) were temporarily promoted to a supervisory GS-15 equivalent position from a GS-14<sup>11</sup> equivalent position.

The OCC also conducted an applicant flow data analysis on vacancies that closed in FY 2023 (as of August 7, 2023), by ethnicity and grade levels, GS-13 through SES equivalent grades (NB-V through NB-IX). The applicant pool rate for Hispanics in GS-13 through SES equivalent grades who self-identified was 9.2 percent and the selection rate was 6.6 percent; the applicant pool and selection rates were below the 2014–2018 national civilian labor force (NCLF) rate of 13.0 percent.<sup>12</sup>

In FY 2023, HOLA maintained the ANBE Mentorship Cadre for first-year entry-level Hispanic new examiner hires. The goal of the ANBE Mentorship Cadre is to welcome and help new hires navigate the OCC, enhance their early career experiences, and enhance the agency's ability to retain new hires and expand its future pipeline. Through this cadre, HOLA sought to help address the retention issues identified in the HBA.

HOLA also partnered with the OCC's other employee network groups and its Leadership and Development department to provide mentors to all new ANBE hires. The cadre mentors are an additional resource along with their host assistant deputy comptroller and training team leaders. Of the total 101 mentors in the cadre, 45 mentors were assigned to new ANBE hires, of whom 41 were from HOLA.

The One-on-One Mentoring Program continued to match mentors and mentees, utilizing the Integrated Talent Management (ITM) Mentoring module, a virtual platform. The OCC's OMWI, Leadership Institute, and ENGs collaborated on this effort. The One-on-One Mentoring Program is a guided, 12-month leadership and career development-focused program targeted to employees at the NB-I to NB-VII levels. The program is aligned with the OCC Leadership Vision and continues to fulfill/expand the OCC's commitment to building leadership capacity at all levels. Of the 34 employees who participated in the Mentoring Program (mentees and mentors), 8.8 percent (3) were Hispanic.

<sup>9</sup> SES/SLP grades are equivalent to NB-VIII and NB-IX grades.

<sup>10</sup> GS-15 grade is equivalent to NB-VII grade.

<sup>11</sup> GS-14 grade is equivalent to NB-VI grade.

<sup>12</sup> These data represent the audited applicants as of August 7, 2023, and analyzed by OCC internal resources.

Flash mentoring was also made available to employees through ENG's and the Leadership Institute. Flash mentoring is a one-time meeting or discussion that can enable a small group of individuals to learn and seek guidance from a more experienced person, who can pass on relevant knowledge and experience. Over 50 employees participated in one flash mentoring event.

HOLA established a new Advancement Working Group focused on increasing the advancement of qualified Hispanics who aspire to lead at the next level in their careers. The working group intends to achieve its objective by trying to understand aspirations and barriers to advancement, and then creating targeted, data-driven strategies to remove those barriers.

**Statement of Condition That Was a Trigger for a Potential Barrier  
#3:**

<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>
Workforce Data Tables	A4 and A7	Promotion rates of Hispanics in GS-13 through senior executive service (SES) equivalent positions (NB-V through NB-IX) in the OCC are lower than expected when compared with their relevant participation in the workforce. <sup>13</sup>

**EEO Group(s) Affected by Trigger**

<b>EEO Group</b>	<b>Affected Status (Yes or No)</b>
All Men	No
All Women	No
<b>Hispanic or Latino Males</b>	<b>Yes</b>
<b>Hispanic or Latino Females</b>	<b>Yes</b>
White Males	No
White Females	No
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

**Barrier Analysis Process**

<b>Sources of Data</b>	<b>Source Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	Yes	Reviewed Tables A4 and A7 to track the participation pattern across demographic profiles of Hispanic employees in GS-13 through SES equivalent positions to determine if there is growth in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints trend data to determine if Hispanics raised common issues.

<sup>13</sup> GS-13 through SES grades are equivalent to NB-V through NB-IX grades.

Grievance Data (Trends)	Yes	Reviewed grievance data to determine any trends in cases raised by Hispanic employees.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Reviewed grievance data on selections to determine any trends in cases raised by female and minority employees.
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions and responses that support the diversity and inclusion index for Hispanics in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from Hispanics to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Reviewed Hispanic focus group data results on their work experiences, retention, and career development of Hispanic employment in the OCC.
Interviews	Yes	Reviewed interview data from various groups (e.g., Hispanic Organization for Leadership and Advancement (HOLA), recruiters, interviewers/panelists, staffing specialists, hiring officials) regarding their experiences and opinions concerning the low representation, career development, and retention of Hispanic employees in the OCC.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	N/A
Other (Please Describe)	Yes	Reviewed Hispanics' rate of participation in career development programs compared with their relevant workforce participation rates.

### Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

### Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>The low promotion rate of Hispanics in GS-13 through SES equivalent positions is influenced by slow career progress, limited promotions and advancement opportunities, and lack of a formalized agency-wide program for providing mentors, sponsors, or coaches.</p> <p>Our analysis indicates that it takes Hispanic examiners 1.4 years longer on average to achieve promotions from GS-13 to GS-14 equivalent positions (NB-V and NB-VI). The average promotion rate across the agency from GS-14 to GS-15 equivalent positions (NB-VI and NB-VII) for Hispanic examiners is mixed (i.e., rates vary among entry-level, experienced, district, and Large Bank Supervision examiners) and for non-examiners is low or absent.</p>



## Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Improve career progression for Hispanics in GS-13 through SES equivalent positions.	06/30/2020	09/30/2029	Yes	N/A	N/A
Foster a more inclusive environment for all Hispanics	06/30/2020	09/30/2029	Yes	N/A	N/A

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Deputy Comptrollers	All Executive Committee Members	Yes
Executive Director, Office of Minority and Women Inclusion (OMWI)	Shinu Shilesh	Yes

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Invite OCC speakers to HOLA annual and quarterly calls to discuss OCC career opportunities.	N/A	09/30/2023
09/30/2018	Continue to direct OCC job opportunities and postings to the HOLA membership.	N/A	09/30/2023
09/30/2018	Continue to promote Hispanic participation in management, leadership, and career development programs.	N/A	09/30/2023
09/30/2018	HOLA members will participate in OCC outreach at the annual conferences of Latin American organizations, including League of United Latin American Citizens (LULAC) and UnidosUS, formerly La Raza.	N/A	09/30/2023
06/30/2020	Increase pools of qualified Hispanic candidates to successfully compete for leadership positions and developmental opportunities.	N/A	09/30/2023
06/30/2020	Utilize the individual development plan (IDP) process to ensure managers/supervisors have career development discussions with Hispanic employees.	N/A	09/30/2023
06/30/2020	Use award system and merit bonuses to incentivize proactive support of diversity and inclusion.	N/A	09/30/2023

06/30/2020	Provide more soft skills training around inclusive work culture and unconscious bias training for all employees.	N/A	09/30/2023
06/30/2020	Continue to visibly support a culture of engagement and inclusion at all levels of the OCC.	N/A	09/30/2023
06/30/2020	Implement action items in the Hispanic Barrier Analysis (HBA) Action Plan related to the focus areas on fostering a more inclusive environment.	N/A	09/30/2023

## Report of Accomplishments, FY 2023

The slow career progression for Hispanics in GS-13 through SES equivalent positions and the need to foster a more inclusive environment for all Hispanics were identified in the HBA that was completed in FY 2020.

In FY 2023, Hispanics were promoted to GS-13 equivalent positions at 12.8 percent, above their workforce participation rate (8.7 percent) and their FY 2022 promotion rate of 4.1 percent. Hispanics were also promoted above their workforce participation rate in GS-14 (10.8 percent vs. 8.7 percent).

The OCC has promoted the full engagement of Hispanic participation in management, leadership, and career development programs. Members of the OCC’s staff participated in several formal and informal career development programs and training courses that provided learning and continuous growth opportunities in FY 2023, in which Hispanics were 9.0 percent of participants.

Hispanic employees (10.3 percent) participated in agency-sponsored leadership training courses designed for managers, supervisors, and employees. Hispanic employees (6.1 percent) also participated in the agency’s executive coaching program, designed to address both immediate tactical issues and strategic long-term issues or opportunities, and to coach leaders to align vision, actions, and performance.

The OCC offers a Leadership Practice Inventory 360 Degree Assessment to solicit feedback for aspiring executives to develop and improve communication and working relationships across the OCC. This tool is offered as part of two Leadership courses—“Leader Within: Awakening Authentic Leadership” and “Leading and Engaging”—in which Hispanics participated (8.2 percent).

Hispanic employees (9.1 percent) in GS-13 and above equivalent positions participated in courses through the Treasury Executive Institute, which provides programs on a variety of leadership competencies (communication, conflict, diversity, etc.) that can help support continuous learning and development.

The EXCEL I Program, sponsored by the Large Bank Supervision (LBS) department, provides NB-V bank examiners with the opportunity to develop expertise in one of eight specialty areas. Upon successful completion of the program, candidates remain in LBS to work within their specialty areas as members of a large bank resident team. In FY 2023, two Hispanic bank examiners (33.3 percent) were selected.

HOLA also continued to collaborate with other employee network groups (ENG) in several activities/events to promote career advancement, mentoring, and membership. These activities/events included (1) participating in making an ENG video to be used during new hire orientation sessions for new employees to become familiar with ENG as they begin their career with the OCC, (2) attending the 2023 Managers Conference to participate in the Meet and Greet networking event, (3) participating in the Midsize and Community Bank Supervision (MCBS) NB-V Career Forum for the ENG-Networking and Leadership Opportunities segment, (4) partnering in the Flash Mentoring event, (5) presenting during the LBS diversity group’s “Unwrapped Series” on ENG programs and initiatives, (6) engaging in the Office of Management (OM) DEIA Lunch and Learn “Partnering with ENG’s” session, (7) contributing to two

webinars titled “A Career Worth Examining,” (8) leading the Assistant National Bank Examiner (ANBE) Mentoring Cadre, which also included Leadership and Development, and (9) promoting career advancement by using its network to raise awareness of opportunities.

The agency’s MCBS department sponsors developmental opportunities as training team leaders (TTL) and assistant training team leaders (ATTTL) for new entry-level assistant national bank examiner (ANBE) hires. The assignment typically lasts six to eight months, and selected employees take the “Leading Training Teams” training course in advance of the assignment. In FY 2023, a total of 87 employees received training and served as TTLs and ATTTLs to 172 new ANBE hires; 9.2 percent of the TTLs and ATTTLs were Hispanic.

Three Hispanics from a total of 62 employees applied for various assignments related to the Uniform Commission Examination (UCE), such as UCE Mock Evaluator Cadre and Program, UCE Workshop Coordinator Support, UCE Case Development Teams, MCBS Examiner Development Program Rotation, and Examiner Writing Coach Program. These roles were for examiners in GS-13 and above equivalent grade levels. No Hispanics were selected.

In FY 2023, the Honors Attorney Program hired six candidates for the fourth cohort program (the class of 2023). The program is designed to provide cross-training and developmental assignments to equip incoming law clerks and attorneys with legal skills and experiences across multiple legal practice areas. No Hispanics were hired.

One (4.2 percent) Hispanic applied and was nominated for a Chief Counsel’s Office leadership position out of 24 applicants at a GS-13 and above equivalent level position but was not selected.

Additionally, three Human Resource Specialist opportunities at a GS-13 and above equivalent level were available but no Hispanics applied.

HOLA also continued to offer two programs to help its members with their career development: Speak to Lead and Career Coaching. HOLA’s Speak to Lead Program provides members with real-time feedback on mock exit interviews, board meetings, and presentations. The independent panel joins the participant(s) via video conferencing. In FY 2023, there were eight speech coaches and four participants. The Career Coaching Program is a specialized opportunity to assist members in the development and potential promotion of their careers. Members are paired with internal coaches and provided advice on available career paths, career progression, résumé writing, interviews, and training opportunities. In FY 2023, there were five coaches and mentees paired.

HOLA began hosting Virtual Midcareer Networking sessions to assist its members with connecting to others who have similar interest and/or career goals. In FY 2023, over 30 members attended. HOLA continued to offer their quarterly lunch and learn series titled “Overcoming Cultural Stereotypes” that helps individuals connect across the agency and supports a culture of engagement and inclusion at all levels. The series expanded the diversity of opportunities for individuals to interact in meaningful ways and build team rapport across the agency. In FY 2023, over 150 employees participated in three lunch and learn series: “Applying and Preparing for Expressions of Interests,” Finding the Right Balance,” and “Getting Out of Your Comfort Zone.”

In addition, HOLA continued its monthly beginner and intermediate Spanish classes in FY 2023 to provide more opportunities for individuals to interact across the agency and build rapport. The classes are open to all OCC employees to broaden HOLA’s network and promote cultural diversity, which is enhanced through the understanding of another language. In FY 2023, nearly 200 employees participated in the 19 Spanish classes.

HOLA hosted three quarterly teleconferences on the following topics: (1) Leadership Journey, (2) HBA Update, (3) Hispanic Identity Update, (4) Survey Results and Survey Action Plan, and (5) 2022 Key Accomplishments and 2023 Priorities. Over 180 employees participated in the three teleconferences combined.

The HBA project identified the benefits of providing more soft skills training to supervisors and managers and the value of supervisors having career development discussions with their Hispanic employees. In FY 2023, Hispanics participated in various training courses focusing on unconscious bias (6.5 percent), emotional intelligence (11.1 percent), and cultural awareness (10.2 percent). The full workforce of Hispanics (8.7 percent) submitted IDPs and participated in career development discussions with their managers. Of those Hispanic employees that submitted IDPs, 63.5 percent indicated aspirations to advance to the next leadership level. In addition, 7.0 percent of participants in the “Career Development Conversations” training course were Hispanic.

The OCC also continued to support a culture of engagement and inclusion at all levels of the agency and foster a more inclusive environment for all Hispanics. The FEVS Employee Engagement Index (EEI) scores for Hispanics continue to align with overall agency scores. For the 2022 FEVS, the EEI was 76.0 percent for Hispanics and 74.9 percent for the OCC. The Global Satisfaction Index for Hispanics was 61.6 percent, and 63.4 percent for the OCC. The OCC has not received demographic data for the 2023 FEVS administered in May 2023. We anticipate receiving the demographic data by the end of the year.

In FY 2023, OCC’s Office of Enterprise Governance and Ombudsman (EGO) assessed the OCC’s progress related to the HBA findings and action plan. EGO assessed methods and metrics to validate progress, accountability, and reporting to senior management. The assessment determined that processes and controls to ensure timely monitoring, measurement, and reporting of goals need to be improved.

The HBA program manager, HOLA, and OMWI continued to partner on the HBA Project to keep raising awareness of the need to increase Hispanic participation at the OCC. The HBA findings and action items serve as the framework for HOLA initiatives, which they continue to support given the initiatives’ important contribution in helping advance Hispanics’ full participation at the OCC.

To raise awareness of HOLA’s mission, key organizational changes, and opportunities with Hispanic recruitment and retention, HOLA gave presentations to one district senior management group and two management teams in FY 2023.

**Statement of Condition That Was a Trigger for a Potential Barrier  
#4:**

<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>
Workforce Data Tables  Workforce Data Tables Five-Year Trend Analysis	A6, A8, and A14S2	The representation of female bank examiners in the OCC is lower than expected when compared with their 2000 occupational civilian labor force (OCLF) rate.  In FY 2023, female bank examiners' participation rate in the workforce was 37.7 percent, below their 2014–2018 OCLF rate (45.8 percent).

**EEO Group(s) Affected by Trigger**

<b>EEO Group</b>	<b>Affected Status (Yes or No)</b>
All Men	No
<b>All Women</b>	<b>Yes</b>
Hispanic or Latino Males	No
Hispanic or Latino Females	No
White Males	No
White Females	No
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

## Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Tables A6, A8, and A14S2 to track the participation pattern across demographic profiles of female bank examiners to determine if there is growth in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints trend data to determine if cases raised by female bank supervision employees raised common issues.
Grievance Data (Trends)	No	N/A
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	N/A
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions that support the diversity and inclusion index for females in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from female bank examiners to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Collected interview data from The Women's Network (TWN) members on their work experiences and opinions concerning the low representation of female bank examiners in the OCC.
Interviews	Yes	Reviewed interview data from various groups (e.g., TWN, recruiters, interviewers/panelists, staffing specialists, hiring officials) regarding their experiences and opinions concerning the low representation of female bank examiners in the OCC.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	Reviewed federal and private sector reports to gain additional information on best practices and solutions for addressing low representation of female bank examiners in the OCC's workforce.
Other (Please Describe)	Yes	<p>Analyzed the number of female applicants for entry-level bank examiner positions, and their movement through the recruitment process.</p> <p>Compared the entry-level test scores for females with other groups' test scores.</p> <p>Compared the OCC's workforce data on female bank examiners with data from the National Center for Education Statistics on female students with conferred B.A. and M.A. business degrees.</p> <p>Conducted a 10-year retention analysis by gender.</p> <p>Prepared a five-year trend analysis of the workforce data tables.</p>

## Status of Barrier Analysis Process

<b>Barrier Analysis Process Completed?</b> (Yes or No)	<b>Barrier(s) Identified?</b> (Yes or No)
Yes	Yes

## Statement of Identified Barrier(s)

<b>Description of Policy, Procedure, or Practice</b>
<p>Our analysis indicates that the number of entry-level female bank examiners was limited in the applicant pool and that they were hired at rates below the OCLF rate. The average separation rate and the average hiring rate were about the same.</p> <p>Further analysis indicated that feedback from prospective applicants revealed that private sector jobs are more attractive due to fewer travel requirements. This perspective is supported by exit survey results from departing OCC female examiners. These factors greatly contribute to the existence of this trigger, and to the speed with which the OCC can eliminate this barrier.</p>

## Objective(s) and Dates for EEO Plan

<b>Objective</b>	<b>Date Initiated</b> (mm/dd/yyyy)	<b>Target Date</b> (mm/dd/yyyy)	<b>Sufficient Funding and Staffing?</b> (Yes or No)	<b>Modified Date</b> (mm/dd/yyyy)	<b>Date Completed</b> (mm/dd/yyyy)
Develop a recruitment and retention strategy for female bank examiners that builds on the success of our outreach and recruitment efforts.	10/01/2004	09/30/2029	Yes	10/01/2017	N/A

## Responsible Official(s)

<b>Title</b>	<b>Name</b>	<b>Performance Standards Address the Plan?</b> (Yes or No)
Senior Deputy Comptroller for Large Bank Supervision (LBS)	Greg Coleman	Yes
Senior Deputy Comptroller for Midsize and Community Bank Supervision (MCBS)	Beverly Cole	Yes
Senior Deputy Comptroller for Bank Supervision Policy	Grovetta Gardineer	Yes
Senior Deputy Comptroller for Supervision Risk and Analysis	Jay Gallagher	Yes
Senior Deputy Comptroller and Chief Counsel	Benjamin McDonough (no longer with the agency)	Yes
Executive Director, Office of Minority and Women Inclusion (OMWI)	Shinu Shilesh	Yes



## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Enhance current recruitment sources to ensure applicant pools of qualified female candidates.	N/A	09/30/2023
09/30/2018	Expand the Entry-Level Bank Examiner Recruitment Program efforts and recruitment strategy and develop relationships with additional women's colleges.	N/A	09/30/2023
09/30/2018	Engage the expertise of lead recruitment specialists to target and recruit diverse female bank examiner candidates.	N/A	09/30/2023
09/30/2018	Recruit students for the Assistant National Bank Examiner (ANBE) Financial Internship Program.	N/A	09/30/2023
09/30/2018	Continue to promote diversity in recruiters and interview panels.	N/A	09/30/2023
09/30/2018	Attend and participate in national and regional conferences to recruit experienced and entry-level bank examiners, such as Accounting and Finance Women's Alliance (AFWA) Conference; Community Reinvestment and Fair Lending Conference; National Association of Black Accountants national and regional conferences; National Black MBA Association Leader Conference; Association of Certified Anti-Money Laundering Specialists (ACAMS); American Bankers Association/Bank Secrecy Act (ABA/BSA); Consumer Bankers Association (CBA); and Fiduciary and Investment Risk Management Association (FIRMA).	N/A	09/30/2023
09/30/2018	Further develop strong relationships with college campus groups such as Beta Alpha Psi (BAP).	N/A	09/30/2023
09/30/2018	Analyze and use research data from National Association of Colleges and Employers (NACE) on accounting and finance graduating classes, their demographics, and ways to select schools to build a qualified and diverse applicant pool of females.	N/A	09/30/2023
09/30/2018	Support more internal mentoring circles to engage with female employees on how to balance the responsibilities of work and family.	N/A	09/30/2023
09/30/2018	Support TWN in providing OCC employees with access to networking and mentoring opportunities that will enhance their job satisfaction and prepare them for possible advancement.	N/A	09/30/2023
09/30/2018	Promote retention of women by establishing networking venues to which women can turn for support, encouragement, and mentorship when they encounter workplace challenges.	N/A	09/30/2023
09/30/2018	Continue regular reviews with senior management and employee network groups (ENG) to highlight areas of concern and opportunities for improvement.	N/A	09/30/2023

08/30/2022	A national recruitment cadre was established by collaborating with the MCBS front office to create a unified and inclusive recruiter cadre that represents our diverse examiner workforce to work on expanding that diversity through recruitment efforts.	N/A	09/30/2023
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## Report of Accomplishments, FY 2023

In FY 2023, the workforce participation rate of female bank examiners remained the same (37.7 percent) from FY 2022, above the 36.1 percent in FY 2005, but below the 2014–2018 OCLF rate of 45.8 percent. The separation rate for female bank examiners (28.2 percent) was below their workforce participation rate of 37.7 percent. The hiring rate (33.2 percent) of female bank examiners was below their OCLF rate (45.8 percent) but above their hiring rate in FY 2022 (31.4 percent). Hiring rates for female bank examiners in key bank supervision groups were as follows: for MCBS, 28.7 percent entry-level (pre-commissioned) and 51.3 percent experienced; for LBS, 33.3 percent, experienced level; and for Bank Supervision Policy, 50.0 percent.

In FY 2022, TWN and the Recruitment Team established a working group to identify and conduct research on colleges and universities whose student population consisted of a substantial percentage of women and/or are considered women’s colleges. The working group identified female student organizations that focused on majors that typically aligned with the agency’s hiring focus (business, finance, accounting, technology, and law). They used this information to target schools for recruitment activities. In FY 2023, TWN members continued to serve as recruiters/screeners during the entry-level bank examiner recruitment campaigns, targeted colleges and universities, and represented the agency at various career forums and job fairs. TWN provided multiple communication touch points during the recruitment campaigns with student career representatives at colleges and universities identified in 2022 as having substantial percentages of female attendees.

In addition, TWN and the Hispanic Organization for Leadership and Advancement (HOLA) hosted two ANBE career webcasts at targeted colleges and universities titled “A Career Worth Examining.” A special TWN flyer was created to attract the interest of women.

The OCC also conducted outreach recruitment at women’s associations and organizations, including the AFWA Women Who Count Conference.

The OCC hired 172 entry-level bank examiners in FY 2023, of whom 27.9 percent (48) were females, below the 2014–2018 OCLF of 45.8 percent and above the FY 2022 hiring rate (21.8 percent).

The OCC conducted an applicant flow data analysis of the entry-level bank recruitment campaign in 2023 (fall 2022 and spring 2023). The applicant pool rate for females who self-identified was 35.0 percent, with a selection rate of 28.0 percent; both were below the female bank examiner 2014–2018 OCLF rate of 45.8 percent. The OCC also conducted a separate applicant flow analysis on examiner vacancies closed in FY 2023 (as of August 7, 2023), including entry-level examiners, by gender. The applicant pool rate for females who self-identified was 45.6 percent and the selection rate was 50.7 percent; the applicant pool and selection rate were above or near the 2014–2018 OCLF rate of 45.8 percent.<sup>14</sup>

Female bank examiners were promoted at a lower rate (35.7 percent) than their participation in the workforce (37.7 percent). During FY 2023, three Uniform Commission Examination (UCE) testing sessions were held. Of the 54 bank examiners who successfully passed the UCE, 44.4 percent (24) were female, above their average availability pool rate (32.2 percent).

<sup>14</sup> These data represent the audited applicants as of August 7, 2023, and analyzed by OCC internal resources.

The OCC continued to hire and increased the number of MCBS financial interns. In FY 2023, MCBS hired 34 financial interns, of whom 38.2 percent (13) were females, below the 2014–2018 OCLF rate of 45.8 percent.

Additionally, TWN continued its Resource Groups mentoring program with two resource groups, “Managing Your Career (MYC)” and “Work Life Navigation (WLN),” in which over 400 employees participated. The Resource Groups also hosted 12 peer mentoring sessions (Midday Refresh calls) on topics including career management and work-life navigation. The sessions had nearly 80 participants. TWN also introduced a new series, “Learning to Advance Careers,” which over 75 participants attended as part of WLN. In addition, TWN promoted its highly successful mentoring circles as a continued vehicle to support mentoring for women, enabling opportunities for collaboration, networking, and goal achievement. Two mentoring circles were offered in FY 2023 to help employees successfully address career issues. Mentoring circle topics included “Career Exploration/Leadership” and “UCE Preparation.” A total of 29 mentors, 53 mentees, and 17 mentoring committee members participated in at least one of TWN’s mentoring efforts, a 67.1 percent net decrease below the FY 2022 mentoring efforts total (301). Of the FY 2023 participants, 84.8 percent (84) were female, 15.2 percent (15) were Black, 7.1 percent (7) were Asian, and 7.1 percent (7) were Hispanic. The participation rates for all groups, except females, were less than the rates in FY 2022. In addition, TWN, in partnership with the OCC’s other ENG and the Leadership Institute, also offered over 50 employees flash mentoring in FY 2023. This one-time meeting or discussion was held with a small group of individuals to facilitate learning and seeking guidance from more experienced employees with relevant knowledge and experiences.

TWN also continued to collaborate with other ENG in several activities/events to promote career advancement, mentoring, and membership. These activities/events included (1) participating in making an ENG video to be used during new hire orientation sessions to help new employees become familiar with ENG as they begin their career with the OCC, (2) attending the 2023 Managers Conference to participate in the Meet and Greet networking event, (3) participating in the MCBS NB-V Career Forum for the ENG-Networking and Leadership Opportunities segment, (4) partnering in the Flash Mentoring event, and (5) engaging in the Office of Management (OM) Diversity, Equity, Inclusion, and Accessibility (DEIA) Lunch and Learn, “Partnering with ENGs.”

TWN also published three newsletters with 35 articles, sent monthly TWN president’s messages to members and promoted TWN events in OCC-wide internal communications, and promoted career advancement by using its network to raise awareness of opportunities.

## Statement of Condition That Was a Trigger for a Potential Barrier #5:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables  SLP Trend Analysis	A4 and A8S-3	<p>The participation rates of female and minority employees in the OCC are below their workforce participation rates at the GS-13 equivalent and above grade levels.<sup>15</sup></p> <p>In FY 2023, females overall and females in all EEO groups in senior-level positions (SLP)<sup>16</sup> were participating below their workforce participation rates or absent: females (41.7 percent vs. 43.9 percent) and minorities (31.3 percent vs. 37.5 percent).</p>

### EEO Group(s) Affected by Trigger

EEO Group	Affected Status (Yes or No)
All Men	No
All Women	No
<b>Hispanic or Latino Males</b>	<b>Yes</b>
<b>Hispanic or Latino Females</b>	<b>Yes</b>
White Males	No
<b>White Females</b>	<b>Yes</b>
<b>Black or African American Males</b>	<b>Yes</b>
<b>Black or African American Females</b>	<b>Yes</b>
<b>Asian Males</b>	<b>Yes</b>
<b>Asian Females</b>	<b>Yes</b>
<b>Native Hawaiian or Other Pacific Islander Males</b>	<b>Yes</b>
<b>Native Hawaiian or Other Pacific Islander Females</b>	<b>Yes</b>
<b>American Indian or Alaska Native Males</b>	<b>Yes</b>
<b>American Indian or Alaska Native Females</b>	<b>Yes</b>
<b>Two or More Races Males</b>	<b>Yes</b>
<b>Two or More Races Females</b>	<b>Yes</b>

### Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected

<sup>15</sup> GS-13 through SLP/SES grades are equivalent to NB-V to NB-IX grades.

<sup>16</sup> SLP/SES grades are equivalent to NB-VIII and NB-IX grades.

Workforce Data Tables	Yes	Reviewed Tables A4 and A8S-3 to track the participation pattern across demographic profiles of female and minority employees to determine if there is growth in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints data on selections to determine if there are any trends in cases raised by female and minority employees.
Grievance Data (Trends)	Yes	Reviewed grievance data on selections to determine any trends in cases raised by female and minority employees.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Reviewed and considered the findings and recommendations of the external reviews, evaluations, and audits performed by the Office of Inspector General (OIG), Equal Employment Opportunity Commission (EEOC), Office of Personnel Management (OPM), and Treasury Department on the OCC's workforce, and specifically its SLP and feeder groups.
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions and responses that support the diversity and inclusion index for females and minority employees in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from females and minority employees to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Formed a working group that conducted a root cause analysis and held brainstorming sessions to identify analysis of potential barriers and solutions; researched best practices with industry leaders; and developed recommendations for a solution with an implementation framework.
Interviews	Yes	Reviewed interview data from various groups—e.g., The Women's Network (TWN) and other employee network groups (ENG), recruiters, interviewers/panelists, staffing specialists, and hiring officials—regarding their experiences and opinions concerning the low representation of female and minority employment in the OCC.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	Reviewed reports from several federal, private sector, and special interest groups (e.g., EEOC, GAO, Catalyst, Corporate Executive Board, and the McKinsey Group) to gain additional information on best practices and solutions for addressing low representation of female bank examiners in the OCC's workforce.
Other (Please Describe)	Yes	Conducted a career aspirations assessment survey in 2014 of employees in pay bands NB-VI and NB-VII.  Analyzed other variables that could provide insight into the differences between males and females overall, for example, age, base salary, relocation, and travel.

**Status of Barrier Analysis Process**

<b>Barrier Analysis Process Completed?</b> (Yes or No)	<b>Barrier(s) Identified?</b> (Yes or No)
Yes	Yes

## Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Through the work of the interdisciplinary working group, the OCC identified three main causes for the disparity in representation of women and minorities in SLP and their pipelines: leadership skill barriers, cultural barriers, and career aspirations. The leadership skill barrier includes issues of office morale, encouragement, and the role of leaders. The cultural barrier involves a clear recognition of the value of diversity in the organization. The career aspirations barrier includes travel requirements, job stress, geographic relocations and family obligations, and work/life balance.

## Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the participation of females and minorities in supervisor positions and SLPs by eliminating the barriers in leadership skills, cultural, and career aspirations.	10/01/2009	09/30/2029	Yes	10/01/2017	N/A

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Deputy Comptrollers	All Executive Committee Members	Yes
Executive Director, Office of Minority and Women Inclusion (OMWI)	Shinu Shilesh	Yes

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Continue to work on agency-wide leadership development offerings for employees at all levels. Continual learning will be expanded through formal/informal courses, coaching, mentoring and online resources available through Treasury's Integrated Talent Management (ITM) platform.	N/A	09/30/2023

08/01/2022	The OCC also undertook a pilot initiative in FY 2023 focused on executive development, including a robust set of internal and external resources aligned to executive competencies, as well as opportunities for continual learning, networking and engagement through panel discussions and executive education offerings.	N/A	09/30/2023
10/01/2022	Exploring best practices in developing diverse interview panels.	N/A	09/30/2023

## Report of Accomplishments, FY 2023

The participation of females and minorities in supervisor roles and SLP remained a priority for the OCC in FY 2023. Females participated at 43.9 percent in the workforce and held 42.0 percent of supervisor positions and 41.7 percent of SLP; both rates remained below their workforce participation rate. Female participation rates increased in supervisor positions and SLP by 0.5 percentage points and 2.9 percentage points between FY 2022 and FY 2023, respectively.

Minorities also participated in supervisor roles and SLP below their overall workforce participation rates, and decreased in their participation rates between FY 2022 and FY 2023. Minorities participated at 37.5 percent in the workforce and held 31.1 percent of supervisor positions and 31.3 percent of SLP. Minority participation rates decreased in SLP by 1.4 percentage points and supervisor positions decreased by 0.5 percentage points. In supervisor roles, participation rates of all minority groups decreased or stayed the same, except Hispanics and Small Ethnicity Race Indicator (ERI) groups in FY 2023. One Asian female was added in an SLP.

In addition, females (60.0 percent) and minorities (20.0 percent) in SLPs participated in the Executive Coaching Program, which is designed to address both immediate tactical issues and strategic long-term issues or opportunities, and to coach leaders to align vision, actions, and performance.

Also, females (40.8 percent) and minorities (27.6 percent) in the SLP feeder grade (GS-15 equivalent) participated in several formal career development programs and training courses that provided learning and continuous growth opportunities in FY 2023. Participation rates decreased for females by 10.4 percentage points from FY 2022 and increased for minorities by 0.4 percentage points.



**Statement of Condition That Was a Trigger for a Potential Barrier  
#6:**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A4-1	<p>Study the participation of Black females in senior executive service (SES)/senior-level positions (SLP).<sup>17</sup></p> <p>The participation rates of Black females in the OCC were below their workforce participation rates in SES/SLP between FY 2019 and FY 2023. In FY 2023, Black females in SES/SLP participated below their workforce participation rates at 14.6 percent vs. 17.0, respectively.</p>

**EEO Group(s) Affected by Trigger**

EEO Group	Affected Status (Yes or No)
All Men	No
All Women	No
Hispanic or Latino Males	No
Hispanic or Latino Females	No
White Males	No
White Females	No
Black or African American Males	No
<b>Black or African American Females</b>	<b>Yes</b>
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Tables A1, A4-1, A6, A8, A8S, and A14S2 to track the participation pattern across demographic profiles of Black females in SLP/SES to determine if there is growth in their participation rates.

<sup>17</sup> SES/SLP grades are equivalent to NB-VIII and NB-IX grades.



Complaint Data (Trends)	N/A	N/A
Grievance Data (Trends)	N/A	N/A
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N/A	N/A
Climate Assessment Survey (e.g., FEVS)	N/A	N/A
Exit Interview Data	N/A	N/A
Focus Groups	N/A	N/A
Interviews	N/A	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	N/A	N/A
Other (Please Describe)	N/A	N/A

### Status of Barrier Analysis Process

<b>Barrier Analysis Process Completed?</b> (Yes or No)	<b>Barrier(s) Identified?</b> (Yes or No)
No	No

### Statement of Identified Barrier(s)

<b>Description of Policy, Procedure, or Practice</b>
N/A

### Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
N/A	N/A	N/A	N/A	N/A	N/A

### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
N/A	N/A	N/A

## Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
N/A	N/A	N/A	N/A

## Report of Accomplishments, FY 2023

No accomplishments to report for FY 2023.

**Statement of Condition That Was a Trigger for a Potential Barrier  
#7:**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Hispanic Females in STEM Occupations Trend Analysis		<p>Study the participation of Hispanic females in STEM (science, technology, engineering, and mathematics) occupations.</p> <p>Between FY 2019 and FY 2023, the participation rates of Hispanic females in STEM occupations in the OCC were generally below their occupational civilian labor force (OCLF) and national civilian labor force (NCLF) rates. In FY 2023, Hispanic females in STEM occupations participated below their OCLF and NCLF rates in all STEM occupations, except Information Technology Management (1.7 percent vs. 1.6 OCLF) and the All Other OCC STEM Series category (8.3 percent vs. 6.2 percent NCLF), which includes series such as Psychology, Statistician, and Computer Science.</p>

**EEO Group(s) Affected by Trigger**

EEO Group	Affected Status (Yes or No)
All Men	No
All Women	No
Hispanic or Latino Males	No
<b>Hispanic or Latino Females</b>	<b>Yes</b>
White Males	No
White Females	No
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

## Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Tables A1, A6, A8S, and A14S-2 to track the participation pattern across demographic profiles of Hispanic females in STEM occupations to determine if there is growth in their participation rates.
Complaint Data (Trends)	N/A	N/A
Grievance Data (Trends)	N/A	N/A
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N/A	N/A
Climate Assessment Survey (e.g., FEVS)	N/A	N/A
Exit Interview Data	N/A	N/A
Focus Groups	N/A	N/A
Interviews	N/A	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	N/A	N/A
Other (Please Describe)	N/A	N/A

## Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

## Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
N/A

### Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding and Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
N/A	N/A	N/A	N/A	N/A	N/A

### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
N/A	N/A	N/A

### Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
N/A	N/A	N/A	N/A

### Report of Accomplishments, FY 2023

No accomplishments to report for FY 2023.

# Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities (Part J)

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 plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

## Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and 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)	<u><b>Yes X</b></u>	No 0
c. Cluster GS-11 to SES (PWD)	<u><b>Yes X</b></u>	No 0

**New B4-1 in Data Insight (DI):**  
 The participation rate for PWD in grade clusters GS-1 to GS-10 was 11.62 percent and for GS-11 to SES<sup>18</sup> was 10.32 percent in FY 2023, below the 12.0 percent goal.

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)	<u><b>Yes X</b></u>	No 0
b. Cluster GS-11 to SES (PWTD)	<u><b>Yes X</b></u>	No 0

**New B4-1 in DI:**  
 The participation rate of PWTD in the grade clusters GS-1 to GS-10 was 1.52 percent and for GS-11 to SES was 1.81 percent in FY 2023, below the goal of 2.0 percent.

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

Numerical goals are communicated through a variety of methods, including the agency’s balanced scorecard, internal presentations, and briefings, such as the annual MD-715 review, annual business unit briefings, and all special request workforce analyses and reports. The annual MD-715 summary is posted on the OCC’s website.

<sup>18</sup> SES equivalent positions in the OCC are SLPs, NB-VIII, and NB-IX.

## 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 and 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.

Yes X      No 0

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 Full-Time FTE Staff	# of Part-Time FTE Staff	Collateral Duty	Responsible Official (Name, Title, Office, Email)
Processing applications from PWD and PWTD	30	1	0	Edner Escarne, Director for Talent Acquisition, Talent Acquisition, Office of Human Capital <a href="mailto:Edner.Escarne@occ.treas.gov">Edner.Escarne@occ.treas.gov</a>
Answering questions from the public about hiring authorities that take disability into account	30	1	0	Edner Escarne, Director for Talent Acquisition, Talent Acquisition, Office of Human Capital <a href="mailto:Edner.Escarne@occ.treas.gov">Edner.Escarne@occ.treas.gov</a>
Processing reasonable accommodation requests from applicants and employees	2	0	0	Kelly Battista, National Accommodation Coordinator, Office of Minority and Women Inclusion <a href="mailto:Kelly.Battista@occ.treas.gov">Kelly.Battista@occ.treas.gov</a>  Camille Dickerson, EEO Specialist <a href="mailto:Camille.Dickerson@occ.treas.gov">Camille.Dickerson@occ.treas.gov</a>
Section 508 Compliance	132	0	0	Rodney Kent, IT Accessibility Program Manager <a href="mailto:Rodney.Kent@occ.treas.gov">Rodney.Kent@occ.treas.gov</a>  <i>Major Groups w/508 Compliance Work:</i>  Randy Berner, Associate Deputy Comptroller and Chief Learning Officer <a href="mailto:Randy.Berner@occ.treas.gov">Randy.Berner@occ.treas.gov</a>  Tara Bejai, Director, Educational Program Development <a href="mailto:Tara.Bejai@occ.treas.gov">Tara.Bejai@occ.treas.gov</a>

				Deirdre Eischens, Director, Acquisition Management <a href="mailto:Deirdre.Eischens@occ.treas.gov">Deirdre.Eischens@occ.treas.gov</a>  David Small, Editorial and Design Services Manager <a href="mailto:David.Small@occ.treas.gov">David.Small@occ.treas.gov</a>  Dana Hallman, Director, Public Affairs Digital Services <a href="mailto:Dana.Hallman@occ.treas.gov">Dana.Hallman@occ.treas.gov</a>
Architectural Barriers Act Compliance	5	0	0	Sheila Nematollahi-Rad, Director for Workplace Services, Workplace Services, Administrative Operations <a href="mailto:Sheila.Nematollahi-rad@occ.treas.gov">Sheila.Nematollahi-rad@occ.treas.gov</a>
Special Emphasis Program for PWD and PWTD	5	0	0	Shinu Shilesh, Executive Director, Office of Minority and Women Inclusion <a href="mailto:Shinu.Shilesh@occ.treas.gov">Shinu.Shilesh@occ.treas.gov</a>

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.

**Yes X**      No 0

Disability Accommodations Coordinator takes annual training courses to maintain the Americans with Disabilities Act (ADA) Coordinators Training Certification and to remain abreast of the latest reasonable accommodation (RA) regulations, case law, news, and issues.

All human resources (HR) professionals are required to complete online courses related to veterans’ employment, which include disability components. This training, provided by the Treasury Department, is mandated by Executive Order (EO) 13518. HR representatives are also required to complete annual training on the No FEAR Act, which includes a disability component.

The OCC plans a more focused training effort for all HR specialists who are responsible for advising hiring managers regarding use of special hiring authorities.

The Workplace Services team receives contracting officer’s technical representative training for overseeing contractor performance.

**B. Plan to Ensure Sufficient Funding for the Disability Program**

1. 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.

**Yes X**      No 0

N/A



## Section III: 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 Applicants with Disabilities

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

- Utilizes the Workforce Recruitment Program (WRP) as a source for recruiting disabled students and graduating seniors, including disabled veterans.
- Maximizes the Pathways Intern Program to hire interns with targeted disabilities.
- Continues outreach efforts to disability and military student offices to promote entry-level and internship opportunities.
- Participates in recruitment events, fairs, and conferences, e.g., Hiring Heroes, Federal Disability Workforce Consortium, Department of Labor's WRP Training, and Treasury Department's Veteran Employment Summit at the Treasury Executive Institute to market the OCC and its job opportunities.
- Continues to explore networking websites to enhance outreach efforts to individuals with disabilities.
- Works with HR specialists and selecting officials, by way of training and communication meetings, to encourage the use of special appointing authorities. Additionally, RA statements are included on all job announcements to ensure applicants with disabilities are informed of available RA.
- Encourages all managers and supervisors to consider the benefits of hiring individuals with disabilities and using the Schedule A hiring authority.

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.

OCC positions can be filled by using Schedule A and Veterans' Appointment Authorities to non-competitively appoint PWD and PWTD and veterans with a service-connected disability rating of 30 percent or more. The OCC's Schedule A Program Manager (PM) continues to evaluate upcoming and current positions for marketing to veterans and PWD. We continue to leverage non-competitive hiring authorities and extend partnerships with veteran service organizations. The PM also received résumés via email from Schedule A applicants and forwarded them to the servicing HR specialists, as well as alerted candidates to submit their résumés online. The PM alerted both hiring managers and HR staffing specialists on the value of hiring external disabled applicants and available resources for locating such candidates.

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

When individuals apply utilizing the Schedule A hiring authority, their applications are reviewed by the servicing HR specialist, who confirms that the applicants meet the qualification requirements of the announced position and have provided required proof of disability. Applicants applying under the Schedule A hiring authority who are deemed qualified are referred to the hiring manager on a Schedule A certificate of eligibility with guidance on selection procedures including the application of

veterans' preference, when applicable. Managers have the option to interview and/or hire from the Schedule A certificate or to consider other candidates from other issued certificates (Merit Promotion, Non-Competitive, Veterans Recruitment Appointment, etc.).

Alternatively, when individuals submit their résumés directly to the Special Placement Program Coordinator (SPPC) for vacant positions within the OCC, the SPPC refers applicants to the [www.occ.gov/careers](http://www.occ.gov/careers) website to apply for any specific job announcement for which they want consideration. Applicants are also reminded to submit supplemental documentation that makes them eligible for a Schedule A appointment. The OCC also informs applicants, via email, that they must clearly state in the application that they wish to apply via Schedule A.

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.

**Yes**                       No                       N/A

- Veteran Employment Training for Federal Hiring Managers: All OCC managers, supervisors, and selected HR professionals are required to complete online courses related to veterans' employment. This training, provided by the Treasury Department, is mandated by Executive Order 13518 and assigned to those individuals required to take it in the Integrated Talent Management learning system. This training is provided to all newly hired managers, those who become managers, and selected HR professionals throughout the year, and annually to managers, supervisors, and selected HR professionals.
- Merit System Principles, Prohibited Personnel Practices, and Whistleblower Protection: This course covers the merit system principles, prohibited personnel practices, whistleblower protection, role of the Whistleblower Ombudsman, and role of the Office of Special Counsel. Training is offered at least every three years.
- Human Capital Fundamentals for New Managers: This training reviews the OCC's manager roles and responsibilities, providing guidance to help newly hired or promoted managers. Topics covered include competencies that are central to the manager's role and responsibilities in human capital management, and HR processes that are essential to successfully performing supervisor functions (e.g., managing telework, administering leave, managing travel, and the use of hiring authorities, including those that take disabilities into account). These sessions are offered two to three times a year for new managers.

## **B. Plan to Establish Contacts with Disability Employment Organizations**

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

- Hold periodic meetings with professional organizations to share the OCC's process for providing vacancy announcements, and to share information about opportunities, including career development tracks. These organizations may include George Mason University, George Washington University, Gallaudet University, The Arc-Montgomery County and Northern Virginia, Virginia Department for Aging and Rehabilitative Services, Understood, and Maryland Department of Rehabilitation Services.
- Attend specialty conferences and career/job fairs to share information about the OCC's mission, work environment, and job opportunities.
- Host brown-bag lunches and roundtable discussions with organizations that assist PWD/PWTD, hiring managers/senior management, and HC staff.

**C. Progression Toward 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)     **Yes X**             No 0
- b. New Hires for Permanent Workforce (PWTD)     **Yes X**             No 0

**New B1 in DI:**

- PWD Hires: 9.68% vs. 12.0%
- PWTD Hires: 0.81% vs. 2.0%

Hiring rates of PWD and PWTD were below the EEOC goals of 12.0 percent and 2.0 percent, respectively.

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.

- a. New Hires for MCO (PWD)                             Yes 0             No 0
- b. New Hires for MCO (PWTD)                             Yes 0             No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s Office of Civil Rights and Equal Employment Opportunity (OCRE) efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

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.

- a. Qualified Applicants for MCO (PWD)                             Yes 0             No 0
- b. Qualified Applicants for MCO (PWTD)                             Yes 0             No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

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.

- a. Promotions for MCO (PWD)                             Yes 0             No 0
- b. Promotions for MCO (PWTD)                             Yes 0             No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s OCRE efforts

and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

## Section IV: 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

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

- Encourage diverse employee (including PWD/PWTD) participation in management, leadership, and career development programs through employee network groups (ENG) and a variety of other communication venues throughout the agency. Developmental opportunities will continue to be broadly communicated to all employees through internal weekly ("What's New at the OCC") and monthly (*SuperVisions*) newsletters, and website postings. Opportunities also will be shared by ENGs.
- Managers will be reminded to consider PWD/PWTD for developmental opportunities as part of their individual development planning process. All vacancy announcements will be posted on the OCC's Opportunities Board.

### B. Career Development Opportunities

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

- The EXCEL I Program, sponsored by the Large Bank Supervision (LBS) department, provides bank examiners in pay band NB-V with opportunities to develop expertise in one of eight specialty areas.
- The EXCEL II Program expanded professional development opportunities for bank examiners in pay band NB-IV in the eight specialty areas of the EXCEL I Program.
- The Honors Attorney Program is designed to provide cross-training and developmental assignments to equip attorneys with legal skills and experiences across multiple legal practice areas.
- The Leadership Exploration and Development (LEAD) Program is an enterprise-wide leadership development program targeted to employees at the NB-V to NB-VI.2 levels, to help develop specific competencies aligned to skills and abilities needed at the team leader and/or manager level.
- The MCBS Career Forums and Uniform Commission Examination (UCE) Recognition Events Program for Bank Examiners provide bank examiners a series of opportunities to build and maintain professional networks, understand different career paths, and hear from different leaders at key points along their development journey. It also includes events designed to recognize successful completion of the UCE and promotion to the National Bank Examiner (NBE) designation.
- External and agency training and development courses are available to all employees, in the classroom, online, and through virtual and self-study methods.
- Temporary details and short-term work assignments are advertised to all employees on the agency's Opportunities Board internal website.

3. 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 Applicants (#)	Total Selectees (#)	PWD Applicants (%)	PWD Selectees (%)	PWTD Applicants (%)	PWTD Selectees (%)
Internship Programs	303	5	5.28%	40.00%	1.98%	0.00%
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Mentoring Programs	3,617	87	10.51%	10.34%	1.77%	1.15%
Coaching Programs	2,803	165	9.78%	12.12%	1.68%	1.21%
Training Programs	3,617	3,429	10.51%	10.03%	1.77%	1.66%
Detail Programs	38	19	2.63%	0.00%	0.00%	0.00%
Other Career Development Programs	2,705	184	4.55%	10.33%	ADNA	1.09%

Note: N/A means “Not applicable” and ADNA means “Applicant data not available.” Applicant data are voluntarily self-identified. As such, a program may have selection data but not applicant data.<sup>19</sup>

4. 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.

- a. Applicants (PWD) **Yes X** No 0
- b. Selections (PWD) **Yes X** No 0

The OCC does not have a formal career development program (CDP); only agencies with formal CDPs are required to collect and report applicant pool data in the MD-715 workforce data tables. The OCC has populated the above Career Development Opportunities table with agency informal career development program data.

All applicant rates are below the EEOC goal of 12 percent.

For selections, the difference is less than 1 percent and not considered a trigger in all the programs, except Detail Programs.

5. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes,” describe the trigger(s) in the text box.

- a. Applicants (PWTD) **Yes X** No 0
- b. Selections (PWTD) **Yes X** No 0

<sup>19</sup> The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

The OCC does not have a formal career development program (CDP); only agencies with formal CDPs are required to collect and report applicant pool data in the MD-715 workforce data tables. The OCC has populated the above Career Development Opportunities table with agency informal career development program data.

The applicant rates for Detail Programs and Other Career Development Programs are greater than 1 percent difference and below the EEOC goal of 2 percent. The other programs are not considered as triggers.

For selections, triggers do not exist in all programs and there is less than 1 percent difference, except for Internship Programs and Detail Programs.

**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)	Yes 0	No 0
b. Awards, Bonuses, & Incentives (PWTD)	Yes 0	No 0

The OCC, as a second-level component of Treasury, does not currently have employee recognition and awards data required to submit a response to this question. Treasury is committed to providing accurate and reliable data and, therefore, will not provide awards data/information for this section until it can be assured the data are accurate and reliable.

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)	Yes 0	No 0
b. Pay Increases (PWTD)	Yes 0	No 0

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)	Yes 0	No 0	N/A 0
b. Other Types of Recognition (PWTD)	Yes 0	No 0	N/A 0

**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.



a. SES			
i. Qualified Internal Applicants (PWD)	Yes	0	No 0
ii. Internal Selections (PWD)	Yes	0	No 0
b. Grade GS-15			
i. Qualified Internal Applicants (PWD)	Yes	0	No 0
ii. Internal Selections (PWD)	Yes	0	No 0
c. Grade GS-14			
i. Qualified Internal Applicants (PWD)	Yes	0	No 0
ii. Internal Selections (PWD)	Yes	0	No 0
d. Grade GS-13			
i. Qualified Internal Applicants (PWD)	Yes	0	No 0
ii. Internal Selections (PWD)	Yes	0	No 0

The OCC, as a second-level component of Treasury, does not have a complete analysis of applicant flow data required to submit a response to this question. Given Treasury's commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury decided to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury's OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

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.

a. SES			
i. Qualified Internal Applicants (PWTD)	Yes	0	No 0
ii. Internal Selections (PWTD)	Yes	0	No 0
b. Grade GS-15			
i. Qualified Internal Applicants (PWTD)	Yes	0	No 0
ii. Internal Selections (PWTD)	Yes	0	No 0
c. Grade GS-14			
i. Qualified Internal Applicants (PWTD)	Yes	0	No 0
ii. Internal Selections (PWTD)	Yes	0	No 0
d. Grade GS-13			
i. Qualified Internal Applicants (PWTD)	Yes	0	No 0
ii. Internal Selections (PWTD)	Yes	0	No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury's commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury's OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

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.

a. New Hires to SES (PWD)	Yes 0	No 0
b. New Hires to GS-15 (PWD)	Yes 0	No 0
c. New Hires to GS-14 (PWD)	Yes 0	No 0
d. New Hires to GS-13 (PWD)	Yes 0	No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

3. 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.

a. New Hires to SES (PWTD)	Yes 0	No 0
b. New Hires to GS-15 (PWTD)	Yes 0	No 0
c. New Hires to GS-14 (PWTD)	Yes 0	No 0
d. New Hires to GS-13 (PWTD)	Yes 0	No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

4. 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.

a. Executives		
i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0
b. Managers		
i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0
c. Supervisors		
i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0



The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury's commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury's OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

5. 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.
- a. Executives
    - i. Qualified Internal Applicants (PWTD)      Yes 0      No 0
    - ii. Internal Selections (PWTD)      Yes 0      No 0
  - b. Managers
    - i. Qualified Internal Applicants (PWTD)      Yes 0      No 0
    - ii. Internal Selections (PWTD)      Yes 0      No 0
  - c. Supervisors
    - i. Qualified Internal Applicants (PWTD)      Yes 0      No 0
    - ii. Internal Selections (PWTD)      Yes 0      No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury's commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury's OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

6. 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.
- a. New Hires for Executives (PWD)      Yes 0      No 0
  - b. New Hires for Managers (PWD)      Yes 0      No 0
  - c. New Hires for Supervisors (PWD)      Yes 0      No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury's commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury's OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

7. 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.
- a. New Hires for Executives (PWTD)      Yes 0      No 0
  - b. New Hires for Managers (PWTD)      Yes 0      No 0
  - c. New Hires for Supervisors (PWTD)      Yes 0      No 0

The OCC, as a second-level component of Treasury, does not have complete analysis of applicant flow data required to submit a response to this question. Given Treasury’s commitment to providing accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude applicant flow data from the FY 2023 MD-715 submission. Treasury’s OCRE efforts and initiatives in FY 2024 will provide Treasury the opportunity to submit complete applicant flow data and Part J responses for the FY 2024 MD-715 report.

## Section V: Plan to Improve Retention of Persons With Disabilities

To be a 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 to 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 personal 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.

Yes X                  No 0                  N/A 0

There were two Schedule A employees hired in FY 2021 and both were converted to career status in FY 2023.

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

a. Voluntary Separations (PWD)	<u>Yes X</u>	No 0
b. Involuntary Separations (PWD)	<u>Yes X</u>	No 0

#### V1 B14 in DI:

The inclusion rates for PWD were above the rates of persons with no disabilities for voluntary and involuntary separations—6.32 percent vs. 6.20 percent and 0.53 percent vs. 0.03 percent, respectively.

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

a. Voluntary Separations (PWTD)	<u>Yes X</u>	No 0
b. Involuntary Separations (PWTD)	Yes 0	<u>No X</u>

#### V1 B14 in DI:

The inclusion rate of PWTD (7.81 percent) exceeded the rate of persons with no disabilities for voluntary separations (6.20 percent).

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.

In FY 2023, there were seven exit survey respondents with disabilities: three retired and four accepted other positions. A large majority (85.7 percent) indicated they would return to work for the OCC/Treasury Department, and there was nothing that could have been done to prevent them from leaving the agency (71.4 percent). Also, 100.0 percent indicated they would recommend the OCC/Treasury as a good place to work, and 85.7 percent stated they generally had a positive work experience.

Eight issues were cited by PWD as the primary reasons for leaving (keeping in mind there were seven respondents): two issues were equally cited—office morale and recognition of efforts, contributions, and achievements (relationship with supervisor); two issues were equally cited—job stress and cooperativeness and teamwork (relationship with supervisor); expectation of job performance (relationship with supervisor); and three issues were equally cited— workload, empowerment to improve performance (relationship with supervisor), and demonstration of skills and capabilities (work experience).

In the agency-wide survey results, job stress, office morale, pay, career growth, and demonstrated skills and capabilities (work experience) were cited most often.

## B. Accessibility of Technology and Facilities

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

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

The OCC’s public websites on Section 508 rights:  
<https://www.occ.gov/about/policies/accessibility.html>  
<https://www.helpwithmybank.gov/policies/policies-web-site.html>

Instructions on how to file a complaint:  
<https://www.helpwithmybank.gov/policies/accessibility.html>

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.

<https://occ.gov/about/policies/accessibility.html>  
To file a complaint, go to this webpage and click on the link regarding how to “[File a Complaint](#)” of discrimination. For concerns about the OCC’s buildings and facilities, contact:  
Facilities Management  
Office: (202) 649-7288  
TTY: (800) 877-8339 (via a relay service)

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.

The OCC continued to work toward ensuring 508 users had necessary information and communication technology to effectively perform their jobs.

### **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. 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.)

20 business days or less

1. 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 provision of approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

In FY 2023, 94 percent of reasonable accommodation requests were processed within the time frame set forth in the agency procedures. In addition, the agency approved all requests for reasonable accommodation. The OCC also has an interagency agreement with the Federal Occupational Health Agency to conduct ergonomic consultation and assessments (e.g., fitness for duty) in FY 2023, and will continue to do so in FY 2024.

### **D. Personal Assistance Services Allowing Employees to Participate in the Workplace**

Pursuant to 29 C.F.R. § 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.

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

During FY 2018, the OCC adopted the U.S. Department of the Treasury's PAS policy and procedures, which follow the requirements established by the Office of Personnel Management. In addition, the Treasury Department has procured a Treasury-wide PAS contract. This contract will allow the OCC to establish a blanket purchase agreement (BPA) against the Treasury-wide base contract. The OCC has set up its BPA with the procurement office to use these services when necessary. To date, the OCC has not used these services.

## Section VI: 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 government-wide average?

Yes X      No 0      N/A 0

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?

Yes X      No 0      N/A 0

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?

Yes X      No 0      N/A 0

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?

Yes X      No 0      N/A 0

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 VII: 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?

Yes X      No 0

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

Yes X      No 0      N/A 0

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

<b>Trigger 1</b>	Lower-than-expected participation rate (percentage) of PWD in the following occupational series: national bank examiner (570), attorney (905), economist (110), and information technology specialist (2210), compared with EEOC goal of 12 percent.
<b>Barrier(s)</b>	Underutilization of specific outreach and recruitment strategies for PWD.
<b>Objective(s)</b>	Increase outreach and recruitment to PWD.

<b>Responsible Official(s)</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>
All Executive Committee Members and Shinu Shilesh, Executive Director, Office of Minority and Women Inclusion (OMWI)	Yes

<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>
Yes	Yes

<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	Yes	Reviewed Tables B1, B6, B8, and B14S2 to track the participation pattern across demographic profiles of PWD in mission-critical/major occupations to determine if there is growth in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints trend data to determine if PWD raised common issues.
Grievance Data (Trends)	No	N/A
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	N/A
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions and responses that support the diversity and inclusion index for PWD in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from PWD to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Reviewed PWD interest group data results on their work experiences and opinions concerning the low representation of PWD employment in the OCC.
Interviews	Yes	Reviewed interview data from various groups (e.g., interest groups, recruiters, interviewers/panelists, staffing specialists, hiring officials) regarding their experiences and opinions concerning the low representation of PWD employment in the OCC.

Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	Reviewed several federal and private sector reports and data from special interest groups to gain additional information on best practices and solutions for addressing low representation of PWD in the OCC's workforce.
Other (Please Describe)	N/A	N/A

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	1. Talent Acquisition (TA), Human Resources (HR) specialists, and TA recruiters provide active discussions with hiring managers regarding the available Schedule A hiring authority (e.g., Persons with Disabilities) and veteran appointing authorities when determining area of consideration to fill vacancies.	Yes	N/A	09/30/2023
09/30/2018	2. Establish and maintain relationships with organizations that assist PWD in securing and obtaining employment in an effort to recruit applicants for the OCC. These organizations include local colleges, universities, and professional organizations.	Yes	N/A	09/30/2023
09/30/2018	3. Provide annual refresher training to TA HR specialists and TA recruiters about PWD hiring authorities and Reasonable Accommodation Program.	Yes	N/A	09/30/2023
09/30/2018	4. Promote the use of the Workforce Recruitment Program as a source for recruiting PWD and hiring for temporary or permanent positions.	Yes	N/A	09/30/2023
09/30/2018	5. The OCC will continue to look for ways to source positions for PWD in other job series (not identified in the trigger, e.g., Office of Management, Public Affairs, and Community Affairs).	Yes	N/A	09/30/2023
09/30/2019	6. Continue to identify sources/events for recruiting PWD and participate in recruitment outreach opportunities (e.g., career fairs, presentations, info sessions, etc.) to discuss careers at the OCC.	Yes	N/A	09/30/2023



09/30/2019	7. Expand the use of applicant flow data for more efficient analysis and dialogue with leadership on improving diversity and inclusion for PWD.	Yes	09/30/24	N/A
09/30/2020	8. TA will send out a quarterly email as a reminder of all available special hiring authorities and resources in recruiting/hiring PWD and the use of the Workforce Recruitment Program for students with disabilities.	Yes	N/A	09/30/2023

### Accomplishments, FY 2023

Between FY 2019 and FY 2023, PWD in the following mission-critical/major occupations (MCO)—bank examiners, attorneys, economists, and IT specialists—participated (7.2 percent) below the EEOC goal of 12.0 percent. In FY 2023, PWD increased participation in two MCO positions from FY 2022—bank examiners (7.7 percent vs. 8.0 percent) and economists (4.7 percent vs. 5.7 percent).

PWD in MCO were hired at a rate of 5.3 percent on average from FY 2019 through FY 2023, below the EEOC goal of 12.0 percent. In FY 2023, 58.3 percent of the OCC hires with disabilities were in MCO, represented by 20 bank examiners and one economist. There are limited hiring opportunities in the attorney, economist, and IT specialist occupations. In addition, the OCC continued its focused effort on development and retention of the current workforce. Separations of PWD in MCO (11.7 percent) between FY 2019 and FY 2023 on average were above their workforce participation rate (7.2 percent). In FY 2023, the rate of separations of PWD decreased from FY 2022 or were absent in all MCO, except IT specialist.

1. Please explain the factor(s) that prevented the agency from completing any of the planned activities in a timely manner.

Concerns with accurate and reliable applicant flow data prevented more efficient analysis and dialogue with leadership on PWD.

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

Participation rates for PWD have gradually increased over the last five years, from 9.1 percent in FY 2019 to 10.5 percent in FY 2023.

In FY 2023 (as of August 7, 2023), the applicant flow rate for PWD was 6.1 percent and the selection rate was 3.3 percent. The applicant flow rate and the selection rate fell below the EEOC goal of 12.0 percent.<sup>20</sup> The OCC retained 100 percent of its non-competitive Schedule A hires from FY 2021 and converted 100 percent of its eligible Schedule A hires.

3. 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 OCC changed the focus of its barrier plan to concentrate on its MCO and added activities that support these occupations. Planned activities are being executed, monitored, and evaluated.

<sup>20</sup> These data represent the audited applicants as of August 7, 2023, and analyzed by OCC internal resources.



<b>Trigger 2</b>	Lower-than-expected participation rate (percentage) in career development programs (retention focus) for PWD compared with the relevant availability pool.
<b>Barrier(s)</b>	Insufficient attention to the accessibility of career development and retention activities and programs, and the full participation by PWD in those activities and programs.
<b>Objective(s)</b>	Increase the retention and the participation of PWD in the OCC's career development programs.

<b>Responsible Official(s)</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>
All Executive Committee Members; and Shinu Shilesh, Executive Director, Office of Minority and Women Inclusion (OMWI)	Yes

<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>
Yes	Yes

<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	Yes	Reviewed Tables B1 and B14S2 to track the participation pattern across demographic profiles of PWD to determine if there is retention in their participation rates.
Complaint Data (Trends)	Yes	Reviewed complaints trend data to determine if PWD raised common issues.
Grievance Data (Trends)	No	N/A
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	N/A
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed the questions and responses that support the diversity and inclusion index for PWD in the Federal Employee Viewpoint Survey (FEVS).
Exit Interview Data	Yes	Reviewed responses from PWD to determine common reasons for leaving the agency, and their work experiences.
Focus Groups	Yes	Reviewed PWD interest group data results on their work experiences and opinions concerning the low retention of PWD in the OCC.
Interviews	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	Reviewed several federal and private sector reports and data from special interest groups to gain additional information on best practices and solutions for addressing the retention of PWD in the OCC's workforce.
Other (Please Describe)	N/A	N/A

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	1. Encourage PWD to participate in management, leadership, and career development programs through employee network groups (ENG) and a variety of other communication venues throughout the agency.	Yes	N/A	09/30/2023
09/30/2018	2. Share developmental opportunities available throughout the agency with PWD through the ENGs.	Yes	N/A	09/30/2023
09/30/2018	3. Managers should encourage PWD to participate in developmental opportunities that support their career goals at the OCC.	Yes	N/A	09/30/2023
09/30/2019	4. TA will send managers a quarterly email reminder regarding their employees' eligibility to convert to competitive service. Managers are strongly encouraged to manage the date the employee is eligible for conversion into the competitive service and work with their HR point of contact to plan for the conversion. Employees who were hired on a Schedule A permanent appointment are also strongly encouraged to include semi-annual discussions with their supervisors regarding conversion to permanent status in the competitive service when they discuss their individual development plans (IDP) and performance.	Yes	N/A	09/30/2023
09/30/2019	5. Partner with Leadership and Development and Continuing Education to a) ensure concerns associated with PWD are considered in course development. b) enhance OCC courses with language that clearly is more inclusive of PWD.	Yes	N/A	09/30/2023
09/30/2020	6. Publish annually or semiannually, if possible, through various methods (e.g., internal "What's New at the OCC" weekly newsletter and <i>SuperVisions</i> monthly publication) information and data on PWD, to include workforce participation, hiring, and separation rates.	Yes	N/A	09/30/2023

09/30/2020	7. Educate the workforce at least once a year on the disability reasonable accommodation process by various educational methods, such as <ul style="list-style-type: none"> <li>• hosting webinars, lunch-and-learn sessions, and panel discussions,</li> <li>• featuring and spotlighting relevant topics, stories, and/or videos in internal publications.</li> </ul>	Yes	N/A	09/30/2023
09/30/2020	8. Share with all employees semiannually helpful hints, best practices, and technology-based information that can support all employees, particularly those with accessibility needs. Share through internal publications.	Yes	09/30/24	N/A

### Accomplishments, FY 2023

Historically, the participation rates of PWD in career development programs were generally absent or below their relevant workforce participation rates for more than five years. However, between FY 2017 and FY 2022, in each career development program the participation rate of PWD improved, and PWD were generally participating above their relevant workforce participation rates. In FY 2023, PWD were below all career development programs, except the EXCEL I and Executive Coaching Programs.

1. Please explain the factor(s) that prevented the agency from completing any of the planned activities in a timely manner.

Due to resource constraints, the OCC was unable to publish technology-based information about section 508 accessibility needs but plans to do so in FY 2024.

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

Participation rates for PWD have gradually increased over the last five years, from 9.1 percent in FY 2019 to 10.5 percent in FY 2023. In FY 2023 (as of August 7, 2023), the applicant flow rate for PWD was 6.1 percent and the selection rate was 3.3 percent. The applicant flow rate and the selection rate fell below the EEOC goal of 12.0 percent.<sup>21</sup>

The OCC retained 100 percent of its non-competitive Schedule A hires from FY 2021 and converted 100 percent of its eligible Schedule A hires.

3. 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 OCC expanded the focus of its barrier plan to concentrate on the retention and development of its PWD. Planned activities are being executed, monitored, and evaluated.

<sup>21</sup> These data represent the audited applicants as of August 7, 2023, and analyzed by OCC internal resources.

## Data Tables and Supporting Documents

- Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex
- Table A3 (Permanent): Occupational Categories - Distribution by Race, Ethnicity, and Sex (Across)
- Table A4-1: Senior Pay and General Schedule (GS) Grades - Distribution by Race, Ethnicity, and Sex (Permanent and Across)
- Table A6 (Permanent): Mission-Critical Occupations - Distribution by Race, Ethnicity, and Sex (Across)
- Table A8S (Permanent): New Hires by Occupational Series Distribution by Race/Ethnicity/and Gender
- Table B1: Total Workforce - Distribution by Disability Status
- Table B3 (Permanent): Occupational Categories - Distribution by Disability Status
- Table B4: General Schedule (GS) Grades - Distribution by Disability Status (Permanent and Across)
- Table B6 (Permanent): Mission-Critical Occupations Distribution by Disability Status (Across)
- EEO Disability Categories and Codes
- OCC Organization Chart

## Table A1: Total Workforce - Distribution by Race, Ethnicity, and Sex

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

Employment tenure	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
CLF	%	100.0	51.8	48.2	6.8	6.2	35.7	31.8	5.7	6.6	2.2	2.2	0.1	0.1	0.3	0.3	1.1	1.1
Alternative benchmark (RCLF)	%	100.0	43.4	56.6	2.6	4.5	35.1	42.9	2.9	5.8	2.3	2.5	0.03	0.6	0.3	0.5	0.2	0.3

### Total Workforce

Employment tenure	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
FY 2022	#	3494	1959	1535	159	125	1343	862	228	375	211	148	4	3	10	13	4	9
FY 2022	%	100.0	56.1	43.9	4.6	3.6	38.4	24.7	6.5	10.7	6.0	4.2	0.1	0.1	0.3	0.4	0.1	0.3
FY 2023	#	3627	2033	1594	172	143	1384	884	231	386	222	154	5	3	13	13	6	11
FY 2023	%	100.0	56.1	44.0	4.7	3.9	38.2	24.4	6.4	10.6	6.1	4.3	0.1	0.1	0.4	0.4	0.2	0.3
Difference	#	133	74	59	13	18	41	22	3	11	11	6	1	0	3	0	2	2
Ratio change	%	0.0	-0.02	0.02	0.2	0.4	-0.3	-0.3	-0.2	-0.1	0.1	0.01	0.02	0.0	0.1	-0.01	0.1	0.1
Net change	%	3.8	3.8	3.8	8.2	14.4	3.1	2.6	1.3	2.9	5.2	4.1	25.0	0.0	30.0	0.0	50.0	22.2

### Employee Gains

New hires	#	380	227	153	28	24	150	79	20	34	25	13	0	0	3	1	1	2
New hires	%	100.0	59.7	40.3	7.4	6.3	39.5	20.8	5.3	9.0	6.6	3.4	0.0	0.0	0.8	0.3	0.3	0.5

### Employee Losses

Removal	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Removal	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Resignation	#	91	62	29	8	1	43	19	5	7	6	2	0	0	0	0	0	0
Resignation	%	100.0	68.1	31.9	8.8	1.1	47.3	20.9	5.5	7.7	6.6	2.2	0.0	0.0	0.0	0.0	0.0	0.0
Retirement	#	92	59	33	3	2	48	23	6	5	2	3	0	0	0	0	0	0
Retirement	%	100.0	64.1	35.9	3.3	2.2	52.2	25.0	6.5	5.4	2.2	3.3	0.0	0.0	0.0	0.0	0.0	0.0
Other separations	#	50	25	25	4	3	11	9	6	11	4	2	0	0	0	0	0	0
Other separations	%	100.0	50.0	50.0	8.0	6.0	22.0	18.0	12.0	22.0	8.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL separations</b>	<b>#</b>	<b>234</b>	<b>147</b>	<b>87</b>	<b>15</b>	<b>6</b>	<b>103</b>	<b>51</b>	<b>17</b>	<b>23</b>	<b>12</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL separations</b>	<b>%</b>	<b>100.0</b>	<b>62.8</b>	<b>37.2</b>	<b>6.4</b>	<b>2.6</b>	<b>44.0</b>	<b>21.8</b>	<b>7.3</b>	<b>9.8</b>	<b>5.1</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Table A1: Total Workforce Distribution by Race, Ethnicity, and Sex

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

### Permanent Workforce

Employment tenure	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
FY 2022	#	3472	1950	1522	158	125	1338	855	226	371	210	146	4	3	10	13	4	9
FY 2022	%	100.0	56.2	43.8	4.6	3.6	38.5	24.6	6.5	10.7	6.1	4.2	0.1	0.1	0.3	0.4	0.1	0.3
FY 2023	#	3617	2028	1589	171	142	1381	881	230	385	222	154	5	3	13	13	6	11
FY 2023	%	100.0	56.1	43.9	4.7	3.9	38.2	24.4	6.4	10.6	6.1	4.3	0.1	0.1	0.4	0.4	0.2	0.3
Difference	#	145	78	67	13	17	43	26	4	14	12	8	1	0	3	0	2	2
Ratio change	%	0.0	-0.1	0.1	0.2	0.3	-0.4	-0.3	-0.2	-0.04	0.1	0.1	0.02	0.0	0.1	-0.02	0.1	0.04
Net change	%	4.2	4.0	4.4	8.2	13.6	3.2	3.0	1.8	3.8	5.7	5.5	25.0	0.0	30.0	0.0	50.0	22.2

### Employee Gains

New hires	#	372	221	151	28	23	145	79	20	34	24	13	0	0	3	1	1	1
New hires	%	100.0	59.4	40.6	7.5	6.2	39.0	21.2	5.4	9.1	6.5	3.5	0.0	0.0	0.8	0.3	0.3	0.3

### Employee Losses

Removal	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Removal	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Resignation	#	89	60	29	8	1	41	19	5	7	6	2	0	0	0	0	0	0
Resignation	%	100.0	67.4	32.6	9.0	1.1	45.1	21.4	5.6	7.9	6.7	2.3	0.0	0.0	0.0	0.0	0.0	0.0
Retirement	#	92	59	33	3	2	48	23	6	5	2	3	0	0	0	0	0	0
Retirement	%	100.0	64.1	35.9	3.3	2.2	52.2	25.0	6.5	5.4	2.2	3.3	0.0	0.0	0.0	0.0	0.0	0.0
Other Separations	#	50	25	25	4	3	11	9	6	11	4	2	0	0	0	0	0	0
Other separations	%	100.0	50.0	50.0	8.0	6.0	22.0	18.0	12.0	22.0	8.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL separations</b>	<b>#</b>	<b>232</b>	<b>145</b>	<b>87</b>	<b>15</b>	<b>6</b>	<b>101</b>	<b>51</b>	<b>17</b>	<b>23</b>	<b>12</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL separations</b>	<b>%</b>	<b>100.0</b>	<b>62.5</b>	<b>37.5</b>	<b>6.5</b>	<b>2.6</b>	<b>43.5</b>	<b>22.0</b>	<b>7.3</b>	<b>9.9</b>	<b>5.2</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Table A1: Total Workforce Distribution by Race, Ethnicity, and Sex

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

### Temporary Workforce

Employment tenure	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
FY 2022	#	22	9	13	1	0	5	7	2	4	1	2	0	0	0	0	0	0
FY 2022	%	100.0	40.9	59.1	4.6	0.0	22.7	31.8	9.1	18.2	4.6	9.1	0.0	0.0	0.0	0.0	0.0	0.0
FY 2023	#	10	5	5	1	1	3	3	1	1	0	0	0	0	0	0	0	0
FY 2023	%	100.0	50.0	50.0	10.0	10.0	30.0	30.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Difference	#	-12	-4	-8	0	1	-2	-4	-1	-3	-1	-2	0	0	0	0	0	0
Ratio change	%	0.0	9.1	-9.1	5.5	10.0	7.3	-1.8	0.9	-8.2	-4.6	-9.1	0.0	0.0	0.0	0.0	0.0	0.0
Net change	%	-54.6	-44.4	-61.5	0.0	100.0	-40.0	-57.1	-50.0	-75.0	-100.	0.0	0.0	0.0	0.0	0.0	0.0	0.0

### Employee Gains

New hires	#	8	6	2	0	1	5	0	0	0	1	0	0	0	0	0	0	1
New hires	%	100.0	75.0	25.0	0.0	12.5	62.5	0.0	0.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	12.5

### Employee Losses

Resignation	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Resignation	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL separations</b>	<b>#</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL separations</b>	<b>%</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Table A3 (Permanent): Occupational Categories - Distribution by Race, Ethnicity, and Sex (Across)**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Occupational categories	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
1a. Officials and managers executive/senior level (grade 15 and above)	#	337	204	133	13	11	158	82	17	26	13	12	0	1	3	1	0	0
1a. Officials and managers executive/senior level (grade 15 and above)	%	100.0	60.5	39.5	3.9	3.3	46.9	24.3	5.0	7.7	3.9	3.6	0.0	0.3	0.9	0.3	0.0	0.0
1b. Mid-level (grades 13-14)	#	313	165	148	12	10	118	98	21	20	13	16	1	0	0	2	0	2
1b. Mid-level (grades 13-14)	%	100.0	52.7	47.3	3.8	3.2	37.7	31.3	6.7	6.4	4.2	5.1	0.3	0.0	0.0	0.6	0.0	0.6
1. Officials and managers Total	#	650	369	281	25	21	276	180	38	46	26	28	1	1	3	3	0	2
1. Officials and managers Total	%	100.0	56.8	43.2	3.9	3.2	42.5	27.7	5.9	7.1	4.0	4.3	0.2	0.2	0.5	0.5	0.0	0.3
2. Professionals	#	2766	1634	1132	143	100	1098	640	178	254	195	120	4	1	10	9	6	8
2. Professionals	%	100.0	59.1	40.9	5.2	3.6	39.7	23.1	6.4	9.2	7.1	4.3	0.1	0.04	0.4	0.3	0.2	0.3
3. Technicians	#	6	3	3	0	1	0	0	3	2	0	0	0	0	0	0	0	0
3. Technicians	%	100.0	50.0	50.0	0.0	16.7	0.0	0.0	50.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4. Sales workers	#	4	1	3	0	0	0	2	1	1	0	0	0	0	0	0	0	0
4. Sales workers	%	100.0	25.0	75.0	0.0	0.0	0.0	50.0	25.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5. Administrative support workers	#	191	21	170	3	20	7	59	10	82	1	6	0	1	0	1	0	1
5. Administrative support workers	%	100.0	11.0	89.0	1.6	10.5	3.7	30.9	5.2	42.9	0.5	3.1	0.0	0.5	0.0	0.5	0.0	0.5
<b>Grand Total</b>	<b>#</b>	<b>3617</b>	<b>2028</b>	<b>1589</b>	<b>171</b>	<b>142</b>	<b>1381</b>	<b>881</b>	<b>230</b>	<b>385</b>	<b>222</b>	<b>154</b>	<b>5</b>	<b>3</b>	<b>13</b>	<b>13</b>	<b>6</b>	<b>11</b>
<b>Grand Total</b>	<b>%</b>	<b>100.0</b>	<b>56.1</b>	<b>43.9</b>	<b>4.7</b>	<b>3.9</b>	<b>38.2</b>	<b>24.4</b>	<b>6.4</b>	<b>10.6</b>	<b>6.1</b>	<b>4.3</b>	<b>0.1</b>	<b>0.1</b>	<b>0.4</b>	<b>0.4</b>	<b>0.2</b>	<b>0.3</b>
<b>Permanent workforce</b>	<b>#</b>	<b>3,617</b>	<b>2,028</b>	<b>1,589</b>	<b>171</b>	<b>142</b>	<b>1,381</b>	<b>881</b>	<b>230</b>	<b>385</b>	<b>222</b>	<b>154</b>	<b>5</b>	<b>3</b>	<b>13</b>	<b>13</b>	<b>6</b>	<b>11</b>
<b>Permanent workforce</b>	<b>%</b>	<b>100.0</b>	<b>56.1</b>	<b>43.9</b>	<b>4.7</b>	<b>3.9</b>	<b>38.2</b>	<b>24.4</b>	<b>6.4</b>	<b>10.6</b>	<b>6.1</b>	<b>4.3</b>	<b>0.1</b>	<b>0.1</b>	<b>0.4</b>	<b>0.4</b>	<b>0.2</b>	<b>0.3</b>



## Table A4-1: Senior Pay and General Schedule (GS) Grades - Distribution by Race, Ethnicity, and Sex (Permanent and Across)

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

GS/GM, SES and related grade	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
GS-03	#	34	20	14	2	2	13	9	1	2	3	1	0	0	1	0	0	0
GS-03	%	100.0	58.8	41.2	5.9	5.9	38.2	26.5	2.9	5.9	8.8	2.9	0.0	0.0	2.9	0.0	0.0	0.0
GS-04	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
GS-04	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-05	#	8	2	6	0	1	1	0	1	4	0	1	0	0	0	0	0	0
GS-05	%	100.0	25.0	75.0	0.0	12.5	12.5	0.0	12.5	50.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0
GS-06	#	5	2	3	0	0	1	1	1	1	0	1	0	0	0	0	0	0
GS-06	%	100.0	40.0	60.0	0.0	0.0	20.0	20.0	20.0	20.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-07	#	4	1	3	1	0	0	1	0	2	0	0	0	0	0	0	0	0
GS-07	%	100.0	25.0	75.0	25.0	0.0	0.0	25.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-08	#	183	120	63	13	14	84	31	8	12	12	5	0	0	2	0	1	1
GS-08	%	100.0	65.6	34.4	7.1	7.7	45.9	16.9	4.4	6.6	6.6	2.7	0.0	0.0	1.1	0.0	0.6	0.6
GS-09	#	66	42	24	5	4	33	13	0	4	3	2	0	0	1	0	0	1
GS-09	%	100.0	63.6	36.4	7.6	6.1	50.0	19.7	0.0	6.1	4.6	3.0	0.0	0.0	1.5	0.0	0.0	1.5
GS-10	#	224	145	79	20	12	103	46	11	13	8	8	1	0	1	0	1	0
GS-10	%	100.0	64.7	35.3	8.9	5.4	46.0	20.5	4.9	5.8	3.6	3.6	0.5	0.0	0.5	0.0	0.5	0.0
GS-11	#	131	63	68	10	7	42	35	6	20	5	3	0	1	0	1	0	1
GS-11	%	100.0	48.1	51.9	7.6	5.3	32.1	26.7	4.6	15.3	3.8	2.3	0.0	0.8	0.0	0.8	0.0	0.8
GS-12	#	158	35	123	2	13	20	44	12	61	1	3	0	1	0	0	0	1
GS-12	%	100.0	22.2	77.9	1.3	8.2	12.7	27.9	7.6	38.6	0.6	1.9	0.0	0.6	0.0	0.0	0.0	0.6
GS-13	#	1094	613	481	51	39	369	244	107	141	79	45	3	0	3	8	1	4
GS-13	%	100.0	56.0	44.0	4.7	3.6	33.7	22.3	9.8	12.9	7.2	4.1	0.3	0.0	0.3	0.7	0.1	0.4
GS-14	#	1334	763	571	53	38	546	359	65	97	95	71	1	0	0	3	3	3
GS-14	%	100.0	57.2	42.8	4.0	2.9	40.9	26.9	4.9	7.3	7.1	5.3	0.1	0.0	0.0	0.2	0.2	0.2
GS-15	#	327	193	134	12	11	149	84	14	25	13	12	0	1	5	1	0	0
GS-15	%	100.0	59.0	41.0	3.7	3.4	45.6	25.7	4.3	7.7	4.0	3.7	0.0	0.3	1.5	0.3	0.0	0.0
<b>Total GS permanent workforce</b>	<b>#</b>	<b>3569</b>	<b>2000</b>	<b>1569</b>	<b>169</b>	<b>141</b>	<b>1362</b>	<b>867</b>	<b>226</b>	<b>382</b>	<b>219</b>	<b>152</b>	<b>5</b>	<b>3</b>	<b>13</b>	<b>13</b>	<b>6</b>	<b>11</b>
<b>Total GS permanent workforce</b>	<b>%</b>	<b>100.0</b>	<b>56.0</b>	<b>44.0</b>	<b>4.7</b>	<b>4.0</b>	<b>38.2</b>	<b>24.3</b>	<b>6.3</b>	<b>10.7</b>	<b>6.1</b>	<b>4.3</b>	<b>0.1</b>	<b>0.1</b>	<b>0.4</b>	<b>0.4</b>	<b>0.2</b>	<b>0.3</b>

## Table A4-1: Senior Pay and General Schedule (GS) Grades - Distribution by Race, Ethnicity, and Sex (Permanent and Across)

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

GS/GM, SES and related grade	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
SES	#	48	28	20	2	1	19	14	4	3	3	2	0	0	0	0	0	0
SES	%	100.0	58.3	41.7	4.2	2.1	39.6	29.2	8.3	6.3	6.3	4.2	0.0	0.0	0.0	0.0	0.0	0.0
Total permanent workforce	#	3617	2028	1589	171	142	1381	881	230	385	222	154	5	3	13	13	6	11
Total permanent workforce	%	100.0	56.1	43.9	4.7	3.9	38.2	24.4	6.4	10.6	6.1	4.3	0.1	0.1	0.4	0.4	0.2	0.3

**Table A6 (Permanent): Mission-Critical Occupations - Distribution by Race, Ethnicity, and Sex (Across)**

Participation rates of EEO groups are in percentages and rounded up to the decimal. Source: MD-715 workforce data table as of October 7, 2023.

Job title/series agency rate Occupational CLF	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
0110 Economist	#	105	73	32	5	1	42	16	3	0	23	15	0	0	0	0	0	0
0110 Economist	%	100.0	69.5	30.5	4.8	1.0	40.0	15.2	2.9	0.0	21.9	14.3	0.0	0.0	0.0	0.0	0.0	0.0
Occupational CLF/SOC code	%	100.0	68.0	32.0	5.3	2.0	52.3	24.1	3.9	1.7	5.1	3.0	0.1	0.0	0.1	0.3	1.2	0.9
GS-10	#	3	3	0	1	0	1	0	0	0	1	0	0	0	0	0	0	0
GS-10	%	100.0	100.0	0.0	33.3	0.0	33.3	0.0	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-11	#	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
GS-11	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-12	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
GS-12	%	100.0	0.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	18	14	4	2	0	7	4	2	0	3	0	0	0	0	0	0	0
GS-13	%	100.0	77.8	22.2	11.1	0.0	38.9	22.2	11.1	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	64	44	20	2	1	28	9	1	0	13	10	0	0	0	0	0	0
GS-14	%	100.0	68.8	31.3	3.1	1.6	43.8	14.1	1.6	0.0	20.3	15.6	0.0	0.0	0.0	0.0	0.0	0.0
GS-15	#	16	10	6	0	0	5	2	0	0	5	4	0	0	0	0	0	0
GS-15	%	100.0	62.5	37.5	0.0	0.0	31.3	12.5	0.0	0.0	31.3	25.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-ES	#	2	1	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0
GS-ES	%	100.0	50.0	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
0570 Financial Institution Examining	#	2358	1468	890	127	79	1089	579	123	139	113	78	2	1	9	9	5	5
0570 Financial Institution Examining	%	100.0	62.3	37.7	5.4	3.4	46.2	24.6	5.2	5.9	4.8	3.3	0.1	0.04	0.4	0.4	0.2	0.2
Occupational CLF/SOC code	%	100.0	54.2	45.8	3.9	4.6	44.1	32.8	3.0	4.9	2.3	2.3	0.0	0.1	0.1	0.2	0.8	0.9
GS-08	#	169	120	49	13	12	84	27	8	5	12	4	0	0	2	0	1	1
GS-08	%	100.0	71.0	29.0	7.7	7.1	49.7	16.0	4.7	3.0	7.1	2.4	0.0	0.0	1.2	0.0	0.6	0.6
GS-09	#	50	39	11	5	2	32	5	0	1	1	2	0	0	1	0	0	1
GS-09	%	100.0	78.0	22.0	10.0	4.0	64.0	10.0	0.0	2.0	2.0	4.0	0.0	0.0	2.0	0.0	0.0	2.0
GS-10	#	197	139	58	18	7	100	38	11	6	7	7	1	0	1	0	1	0
GS-10	%	100.0	70.6	29.4	9.1	3.6	50.8	19.3	5.6	3.1	3.6	3.6	0.5	0.0	0.5	0.0	0.5	0.0

**Table A6 (Permanent): Mission-Critical Occupations - Distribution by Race, Ethnicity, and Sex (Across)**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Job title/series agency rate Occupational CLF	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
GS-11	#	96	58	38	9	4	41	23	4	9	4	2	0	0	0	0	0	0
GS-11	%	100.0	60.4	39.6	9.4	4.2	42.7	24.0	4.2	9.4	4.2	2.1	0.0	0.0	0.0	0.0	0.0	0.0
GS-12	#	28	16	12	1	0	14	7	1	3	0	1	0	1	0	0	0	0
GS-12	%	100.0	57.1	42.9	3.6	0.0	50.0	25.0	3.6	10.7	0.0	3.6	0.0	3.6	0.0	0.0	0.0	0.0
GS-13	#	674	411	263	38	22	292	161	47	47	31	25	1	0	2	7	0	1
GS-13	%	100.0	61.0	39.0	5.6	3.3	43.3	23.9	7.0	7.0	4.6	3.7	0.2	0.0	0.3	1.0	0.0	0.2
GS-14	#	895	528	367	33	24	400	254	39	54	53	32	0	0	0	1	3	2
GS-14	%	100.0	59.0	41.0	3.7	2.7	44.7	28.4	4.4	6.0	5.9	3.6	0.0	0.0	0.0	0.1	0.3	0.2
GS-15	#	221	138	83	9	8	114	57	9	12	3	5	0	0	3	1	0	0
GS-15	%	100.0	62.4	37.6	4.1	3.6	51.6	25.8	4.1	5.4	1.4	2.3	0.0	0.0	1.4	0.5	0.0	0.0
GS-ES	#	28	19	9	1	0	12	7	4	2	2	0	0	0	0	0	0	0
GS-ES	%	100.0	67.9	32.1	3.6	0.0	42.9	25.0	14.3	7.1	7.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0905 General Attorney	#	165	84	81	8	9	67	56	3	6	5	9	0	0	1	0	0	1
0905 General Attorney	%	100.0	50.9	49.1	4.9	5.5	40.6	33.9	1.8	3.6	3.0	5.5	0.0	0.0	0.6	0.0	0.0	0.6
Occupational CLF/SOC code	%	100.0	62.9	37.1	3.1	2.5	54.7	28.5	2.2	3.0	1.9	2.1	0.0	0.0	0.1	0.1	0.9	0.8
GS-12	#	5	3	2	0	0	2	1	0	0	1	0	0	0	0	0	0	1
GS-12	%	100.0	60.0	40.0	0.0	0.0	40.0	20.0	0.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0
GS-13	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
GS-13	%	100.0	66.7	33.3	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	115	57	58	6	6	47	38	3	5	1	9	0	0	0	0	0	0
GS-14	%	100.0	49.6	50.4	5.2	5.2	40.9	33.0	2.6	4.4	0.9	7.8	0.0	0.0	0.0	0.0	0.0	0.0
GS-15	#	33	16	17	2	2	11	14	0	1	2	0	0	0	1	0	0	0
GS-15	%	100.0	48.5	51.5	6.1	6.1	33.3	42.4	0.0	3.0	6.1	0.0	0.0	0.0	3.0	0.0	0.0	0.0
GS-ES	#	9	6	3	0	1	5	2	0	0	1	0	0	0	0	0	0	0
GS-ES	%	100.0	66.7	33.3	0.0	11.1	55.6	22.2	0.0	0.0	11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Table A6 (Permanent): Mission-Critical Occupations - Distribution by Race, Ethnicity, and Sex (Across)

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

### Internal Competitive Promotions

N/A

### New Hires (External)

Occupational Series code	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
0110 Economist	#	7	7	0	1	0	3	0	1	0	2	0	0	0	0	0	0	0
0110 Economist	%	100.0	100.0	0.0	14.3	0.0	42.9	0.0	14.3	0.0	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Occupational CLF/SOC code	%	100.0	68.0	32.0	5.3	2.0	52.3	24.1	3.9	1.7	5.1	3.0	0.1	0.0	0.1	0.3	1.2	0.9
0570 Financial Institution Examining	#	264	176	88	23	15	118	54	13	10	19	7	0	0	2	1	1	1
0570 Financial Institution Examining	%	100.0	66.7	33.3	8.7	5.7	44.7	20.5	4.9	3.8	7.2	2.7	0.0	0.0	0.8	0.4	0.4	0.4
Occupational CLF/SOC code	%	100.0	54.2	45.8	3.9	4.6	44.1	32.8	3.0	4.9	2.3	2.3	0.0	0.1	0.1	0.2	0.8	0.9
0905 General Attorney	#	8	4	4	0	0	3	4	1	0	0	0	0	0	0	0	0	0
0905 General Attorney	%	100.0	50.0	50.0	0.0	0.0	37.5	50.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Occupational CLF/SOC code	%	100.0	62.9	37.1	3.1	2.5	54.7	28.5	2.2	3.0	1.9	2.1	0.0	0.0	0.1	0.1	0.9	0.8

**Table A8S: (Permanent): New Hires by Occupational Series Distribution by Race/Ethnicity/and Gender**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Type of appointment	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
0110 Economist	#	7	7	0	1	0	3	0	1	0	2	0	0	0	0	0	0	0
0110 Economist	%	100.0	100.0	0.0	14.3	0.0	42.9	0.0	14.3	0.0	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ – 13	#	6	6	0	1	0	3	0	1	0	1	0	0	0	0	0	0	0
GS/EQ – 14	#	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
0180 Psychology	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
0180 Psychology	%	100.0	0.00	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ – 14	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
0201 Personnel Management	#	7	1	6	0	0	1	1	0	5	0	0	0	0	0	0	0	0
0201 Personnel Management	%	100.0	14.3	85.7	0.0	0.0	14.3	14.3	0.0	71.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ – 13	#	4	0	4	0	0	0	1	0	3	0	0	0	0	0	0	0	0
GS/EQ – 14	#	3	1	2	0	0	1	0	0	2	0	0	0	0	0	0	0	0
0203 Personnel Clerical and Assistance	#	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0
0203 Personnel Clerical and Assistance	%	100.0	33.3	66.7	0.0	0.0	33.3	66.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ – 12	#	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
GS/EQ – 13	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
0299 Personnel Mgmt. Student Trainee	#	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
0299 Personnel Mgmt. Student Trainee	%	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –10	#	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0

Note: The table has new hire data only and excludes internal competitive promotions as the occupation series was not identified.

**Table A8S: (Permanent): New Hires by Occupational Series Distribution by Race/Ethnicity/and Gender**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Type of appointment	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. Male	Nat. Haw. Female	Nat. Amer. Male	Nat. Amer. Female	2+ races male	2+ races female
0301 Miscellaneous Administration and Program	#	17	4	13	1	1	1	4	1	6	0	2	0	0	1	0	0	0
0301 Miscellaneous Administration and Program	%	100.0	23.5	76.5	5.9	5.9	5.9	23.5	5.9	35.3	0.0	11.8	0.0	0.0	5.9	0.0	0.0	0.0
GS/EQ –10	#	3	1	2	0	0	0	0	1	2	0	0	0	0	0	0	0	0
GS/EQ –13	#	7	1	6	1	1	0	2	0	3	0	0	0	0	0	0	0	0
GS/EQ –14	#	3	1	2	0	0	1	1	0	1	0	0	0	0	0	0	0	0
GS/EQ –15	#	3	1	2	0	0	0	1	0	0	0	1	0	0	1	0	0	0
GS/EQ – ES		1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
0303 Miscellaneous Clerk and Assistant	#	9	0	9	0	1	0	2	0	5	0	1	0	0	0	0	0	0
0303 Miscellaneous Clerk and Assistant	%	100.0	0.0	100.0	0.0	11.1	0.0	22.2	0.0	55.6	0.0	11.1	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –09	#	2	0	2	0	0	0	0	0	1	0	1	0	0	0	0	0	0
GS/EQ –11	#	2	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0	0
GS/EQ –12	#	3	0	3	0	0	0	1	0	2	0	0	0	0	0	0	0	0
GS/EQ –13	#	2	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0
0306 Government Information Specialist	#	2	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0
0306 Government Information Specialist	%	100.0	50.0	50.0	0.0	0.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	2	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0

Note: The table has new hire data only and excludes internal competitive promotions as the occupation series was not identified.

**Table A8S: (Permanent): New Hires by Occupational Series Distribution by Race/Ethnicity/and Gender**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

Type of appointment	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
0318 Secretary	#	4	0	4	0	1	0	1	0	2	0	0	0	0	0	0	0	0
0318 Secretary	%	100.0	0.0	100.0	0.0	25.0	0.0	25.0	0.0	50.0	0.0	0	0	0	0	0	0	0
GS/EQ –13	#	4	0	4	0	1	0	1	0	2	0	0	0	0	0	0	0	0
0343 Management and Program Analysis	#	3	0	3	0	1	0	0	0	1	0	1	0	0	0	0	0	0
0343 Management and Program Analysis	%	100.0	0.0	100.0	0.0	33.3	0.0	0.0	0.0	33.3	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	2	0	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0
GS/EQ –14	#	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
0501 Financial Administration and Program	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
0501 Financial Administration and Program	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	100.0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/EQ –13	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
0503 Financial Clerical and Assistance	#	4	2	2	0	1	1	0	1	1	0	0	0	0	0	0	0	0
0503 Financial Clerical and Assistance	%	100.0	50.0	50.0	0.0	25.0	25.0	0.0	25.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	4	2	2	0	1	1	0	1	1	0	0	0	0	0	0	0	0
0570 Financial Institution Examining	#	262	174	88	23	15	117	54	12	10	19	7	0	0	2	1	1	1
0570 Financial Institution Examining	%	100.0	66.4	33.6	8.8	5.7	44.7	20.6	4.6	3.8	7.3	2.7	0.0	0.0	0.8	0.4	0.4	0.4
GS/EQ –11	#	167	119	48	15	10	82	28	7	5	12	4	0	0	2	0	1	1
GS/EQ –12	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0

Note: The table has new hire data only and excludes internal competitive promotions as the occupation series was not identified.



**Table A8S: (Permanent): New Hires by Occupational Series Distribution by Race/Ethnicity/and Gender**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Type of appointment	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
GS/EQ –13	#	66	34	32	8	4	24	21	1	3	1	3	0	0	0	1	0	0
GS/EQ –14	#	25	19	6	0	1	10	3	4	2	5	0	0	0	0	0	0	0
GS/EQ –15	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
GS/EQ – ES	#	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
0599 Financial Mgmt. Student	#	35	21	14	2	3	15	8	1	2	3	1	0	0	0	0	0	0
0599 Financial Mgmt. Student	%	100.0	60.0	40.0	5.7	8.6	42.9	22.9	2.9	5.7	8.6	2.9	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –07	#	34	20	14	2	3	14	8	1	2	3	1	0	0	0	0	0	0
GS/EQ –08	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
0905 General Attorney	#	8	4	4	0	0	3	4	1	0	0	0	0	0	0	0	0	0
0905 General Attorney	%	100.0	50.0	50.0	0.0	0.0	37.5	50.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
GS/EQ –14	#	6	3	3	0	0	2	3	1	0	0	0	0	0	0	0	0	0
GS/EQ – ES	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
0986 Legal Clerk Tech	#	2	0	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0
0986 Legal Clerk Tech	%	100.0	0.0	100.0	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	2	0	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0
1102 Contracting	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
1102 Contracting	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0

Note: The table has new hire data only and excludes internal competitive promotions as the occupation series was not identified.

**Table A8S: (Permanent): New Hires by Occupational Series Distribution by Race/Ethnicity/and Gender**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Type of appointment	Type	All EE	Male	Female	Hispanic male	Hispanic female	White male	White female	Black male	Black female	Asian male	Asian female	Nat. Haw. male	Nat. Haw. female	Nat. Amer. male	Nat. Amer. female	2+ races male	2+ races female
1160 Financial Analysis	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
1160 Financial Analysis	%	100.0	0.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
1199 Business and Ind. Student Trainee	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
1199 Business and Ind. Student	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –09	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
GS/EQ –10	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
1560 Data Science	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
1560 Data Science	%	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS/EQ –13	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
2210 Information Technology Management	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
2210 Information Technology Management	%	100.0	0.0	100.0	0.0	0.0	0.0	100.0	0	0	0	0	0	0	0	0	0	0
GS/EQ – ES	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	#	372	220	152	27	23	146	80	19	34	24	13	0	0	3	1	1	1
<b>Total</b>	%	100.0	59.1	40.9	7.3	6.2	39.3	21.5	5.4	9.1	6.5	3.5	0.0	0.0	0.8	0.3	0.3	0.3

Note: The table has new hire data only and excludes internal competitive promotions as the occupation series was not identified.

## Table B1: Total Workforce - Distribution by Disability Status

Participation rates of EEO groups are in percentages and rounded up to the decimal. Percentages for employee losses are inclusion rates.

Source: MD-715 workforce data table as of October 7, 2023.

Note: A list of targeted disabilities or serious health conditions is provided on page 158.

### Total Workforce

Employment tenure	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significant mobility impair. (40)	Partial or complete paraly. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significant psychiat. disorder (91)	Dwarf. (92)	Significant disfigure. (93)
FY 2022	#	3494	3045	88	361	64	1	3	27	7	2	6	3	6	1	8	0	0
FY 2022	%	100.0	87.2	2.5	10.3	1.8	1.6	4.7	42.2	10.9	3.1	9.4	4.7	9.4	1.6	12.5	0.0	0.0
FY 2023	#	3627	3073	174	380	64	1	3	26	7	2	7	3	4	0	10	0	1
FY 2023	%	100.0	84.7	4.8	10.5	1.8	1.6	4.7	40.6	10.9	3.1	10.9	4.7	6.3	0.0	15.6	0.0	1.6
501 goal	%	100.0	N/A	N/A	12.0	2.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Difference	#	133	28	86	19	0	0	0	-1	0	0	1	0	-2	-1	2	0	1
Ratio change	%	0.0	-2.4	2.3	0.1	-0.1	0.0	0.0	-0.1	-0.01	0.0	0.02	0.0	-0.1	-0.03	0.1	0.0	0.03
Net change	%	3.8	0.9	97.7	5.3	0.0	0.0	0.0	-3.7	0.0	0.0	16.7	0.0	-33.3	-100.0	25.0	0.0	100.0

### Employee Gains

New hires	#	380	240	104	36	3	0	0	0	0	0	0	0	0	0	3	0	0
New hires	%	100.0	63.2	27.4	9.5	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0

### Employee Losses

Other separation	#	50	40	5	5	1	0	0	0	0	0	0	0	0	0	1	0	0
Other separation	%	1.38%	1.30%	2.87%	1.32%	1.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%
Removal	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Removal	%	0.03%	0.00%	0.00%	0.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	#	91	72	10	9	2	0	0	0	0	0	0	0	2	0	0	0	0
Resignation	%	2.51%	2.34%	5.75%	2.37%	3.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%
Retirement	#	92	80	0	12	2	0	0	1	0	0	0	0	0	0	1	0	0
Retirement	%	2.54%	2.60%	0.00%	3.16%	3.13%	0.00%	0.00%	3.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%
<b>Total separations</b>	<b>#</b>	<b>234</b>	<b>192</b>	<b>15</b>	<b>27</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Total separations</b>	<b>%</b>	<b>6.45%</b>	<b>6.25%</b>	<b>8.62%</b>	<b>7.11%</b>	<b>7.81%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>3.85%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>50.00%</b>	<b>0.00%</b>	<b>20.00%</b>	<b>0.00%</b>	<b>0.00%</b>

## Table B1: Total Workforce - Distribution by Disability Status

Participation rates of EEO groups are in percentages and rounded up to the decimal. Percentages for employee losses are inclusion rates.  
Source: MD-715 workforce data table as of October 7, 2023.

### Permanent Workforce

Employment tenure	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significnt. mobility impair. (40)	Partial or complete paralys. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significnt. psychiat. disorder (91)	Dwarf. (92)	Significnt. disfigure. (93)
FY 2022	#	3472	3031	86	355	62	1	3	27	6	2	6	3	6	1	7	0	0
FY 2022	%	100.0	87.3	2.5	10.2	1.8	0.03	0.1	0.8	9.7	3.2	10.0	4.8	9.7	1.6	11.3	0.0	0.0
FY 2023	#	3617	3064	173	380	64	1	3	26	7	2	7	3	4	0	10	0	1
FY 2023	%	100.0	84.7	4.8	10.5	1.8	1.6	4.7	40.6	10.9	3.1	10.9	4.7	6.3	0.0	15.6	0.0	1.6
Difference	#	145	33	87	25	2	0	0	-1	1	0	1	0	-2	-1	3	0	1
Ratio change	%	0.0	-2.6	2.3	0.3	-0.02	0.0	0.0	-0.1	0.02	0.0	0.02	0.0	-0.1	-0.03	0.1	0.0	0.03
Net change	%	4.2	1.1	101.2	7.0	3.2	0.0	0.0	-3.7	16.7	0.0	16.7	0.0	-33.3	-100.0	42.9	0.0	100.0

### Employee Gains

New hires	#	372	233	103	36	3	0	0	0	0	0	0	0	0	0	3	0	0
New hires	%	100.0	62.6	27.7	9.7	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.81	0.0	0.0

### Employee Losses

Other separation	#	50	40	5	5	1	0	0	0	0	0	0	0	0	0	1	0	0
Other separation	%	1.38%	1.31%	2.89%	1.32%	1.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%
Removal	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Removal	%	0.03%	0.00%	0.00%	0.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	#	89	71	10	8	2	0	0	0	0	0	0	0	2	0	0	0	0
Resignation	%	2.46%	2.32%	5.78%	2.11%	3.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%
Retirement	#	92	80	0	12	2	0	0	1	0	0	0	0	0	0	1	0	0
Retirement	%	2.54%	2.61%	0.00%	3.16%	3.13%	0.00%	0.00%	3.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%
<b>Total separations</b>	<b>#</b>	<b>232</b>	<b>191</b>	<b>15</b>	<b>26</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Total separations</b>	<b>%</b>	<b>6.41%</b>	<b>6.23%</b>	<b>8.67%</b>	<b>6.84%</b>	<b>7.81%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>3.85%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>50.00%</b>	<b>0.00%</b>	<b>20.00%</b>	<b>0.00%</b>	<b>0.00%</b>

## Table B1: Total Workforce - Distribution by Disability Status

Participation rates of EEO groups are in percentages and rounded up to the decimal. Percentages for employee losses are inclusion rates.  
Source: MD-715 workforce data table as of October 7, 2023.

### Temporary Workforce

Employment tenure	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significnt. mobility impair. (40)	Partial or complete paralys. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significnt. psychiat. disorder (91)	Dwarf. (92)	Significnt. disfigure. (93)
FY 2022	#	22	14	2	6	2	0	0	0	1	0	0	0	0	0	1	0	0
FY 2022	%	100.0	63.6	9.1	27.3	9.1	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0
FY 2023	#	10	9	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FY 2023	%	100.0	90.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Difference	#	-12	-5	-1	-6	-2	0	0	0	-1	0	0	0	0	0	-1	0	0
Ratio change	%	0.0	26.4	0.9	-27.3	-9.1	0.0	0.0	0.0	-4.6	0.0	0.0	0.0	0.0	0.0	-4.6	0.0	0.0
Net change	%	-54.6	-35.7	-50.0	-100.0	-100.0	0.0	0.0	0.0	-100.0	0.0	0.0	0.0	0.0	0.0	-100.0	0.0	0.0

### Employee Gains

New hires	#	8	7	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New hires	%	100.0	87.5	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

### Employee Losses

Resignation	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Resignation	%	20.00%	11.11%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total separations</b>	<b>#</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total separations</b>	<b>%</b>	<b>20.00%</b>	<b>11.11%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

## Table B1: Total Workforce - Distribution by Disability Status

Participation rates of EEO groups are in percentages and rounded up to the decimal. Percentages for employee losses are inclusion rates.  
Source: MD-715 workforce data table as of October 7, 2023.

### Schedule A Workforce

Employment tenure	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significant mobility impair. (40)	Partial or complete paraly. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significant. psychiat. disorder (91)	Dwarf. (92)	Significant. disfigure. (93)
FY 2022	#	8	1	0	7	2	0	0	0	1	0	0	0	0	0	1	0	0
FY 2022	%	100.0	0.0	0.0	100.0	28.6	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0
FY 2023	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FY 2023	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

### Employee Gains

N/A

### Employee Losses

Other separations	#	1	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0
Other separations	%	100.0	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0
<b>Total separations</b>	<b>#</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Total separations</b>	<b>%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>

**Table B3 (Permanent): Occupational Categories - Distribution by Disability Status**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Occupational categories	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significant mobility impair. (40)	Partial or complete paraly. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significant psychiat. disorder (91)	Dwarf. (92)	Significant disfigure. (93)
1. Officials and managers - total	#	650	588	12	50	7	0	1	3	0	0	1	1	0	0	1	0	0
1. Officials and managers - total	%	100.0	90.5	1.9	7.7	1.1	0.0	14.3	42.9	0.0	0.0	14.3	14.3	0.0	0.0	14.3	0.0	0.0
1a. Officials and managers executive/senior level (grade 15 and above)	#	337	304	8	25	5	0	0	3	0	0	1	1	0	0	0	0	0
1a. Officials and managers executive/senior level (grade 15 and above)	%	100.0	90.2	2.4	7.4	1.5	0.0	0.0	60.0	0.0	0.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0
1b. Mid-level (grades 13-14)	#	313	284	4	25	2	0	1	0	0	0	0	0	0	0	1	0	0
1b. Mid-level (grades 13-14)	%	100.0	90.7	1.3	8.0	0.6	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0
2. Professionals	#	2766	2339	153	274	48	1	2	18	7	2	5	2	2	0	8	0	1
2. Professionals	%	100.0	84.6	5.5	9.9	1.7	2.1	4.2	37.5	14.6	4.2	10.4	4.2	4.2	0.0	16.7	0.0	2.1
3. Technicians	#	6	5	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
3. Technicians	%	100.0	83.3	0.0	16.7	16.7	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4. Sales workers	#	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
4. Sales workers	%	100.0	75.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5. Administrative support workers	#	191	129	8	54	8	0	0	4	0	0	1	0	2	0	1	0	0
5. Administrative support workers	%	100.0	67.5	4.2	28.3	4.2	0.0	0.0	50.0	0.0	0.0	12.5	0.0	25.0	0.0	12.5	0.0	0.0
<b>Total</b>	<b>#</b>	<b>3617</b>	<b>3064</b>	<b>173</b>	<b>380</b>	<b>64</b>	<b>1</b>	<b>2</b>	<b>26</b>	<b>7</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>1</b>
<b>Total</b>	<b>%</b>	<b>100.0</b>	<b>84.7</b>	<b>4.8</b>	<b>10.5</b>	<b>1.8</b>	<b>1.6</b>	<b>4.7</b>	<b>40.6</b>	<b>10.9</b>	<b>3.1</b>	<b>10.9</b>	<b>4.7</b>	<b>6.3</b>	<b>0.0</b>	<b>15.6</b>	<b>0.0</b>	<b>1.6</b>
501 goal	%	100.0	N/A	N/A	12.0	2.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Table B4: General Schedule (GS) Grades - Distribution by Disability Status (Permanent and Across)**

Participation rates of EEO groups are in percentages and rounded up to the decimal. Source: MD-715 workforce data table as of October 7, 2023.

GS/GM, SES and related grade	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significant mobility impair. (40)	Partial or complete paraly. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significant. psychiat. disorder (91)	Dwarf. (92)	Significant. disfigure. (93)
GS-03	#	34	24	9	1	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-03	%	100.0	70.6	26.5	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-04	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-04	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-05	#	8	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-05	%	100.0	50.0	25.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-06	#	5	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-06	%	100.0	60.0	0.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-07	#	4	2	0	2	1	0	0	1	0	0	0	0	0	0	0	0	0
GS-07	%	100.0	50.0	0.0	50.0	25.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-08	#	183	119	43	21	3	0	0	0	0	0	0	0	0	0	3	0	0
GS-08	%	100.0	65.0	23.5	11.5	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0
GS-09	#	66	50	6	10	1	0	0	0	0	0	1	0	0	0	0	0	0
GS-09	%	100.0	75.8	9.1	15.2	1.5	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-10	#	224	196	5	23	3	0	0	0	0	0	0	0	2	0	1	0	0
GS-10	%	100.0	87.5	2.2	10.3	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	66.7	0.0	33.3	0.0	0.0
GS-11	#	131	115	4	12	5	0	0	2	0	1	0	1	0	0	1	0	0
GS-11	%	100.0	87.8	3.1	9.2	3.8	0.0	0.0	40.0	0.0	20.0	0.0	20.0	0.0	0.0	20.0	0.0	0.0
GS-12	#	158	118	7	33	4	0	0	2	0	0	1	0	1	0	0	0	0
GS-12	%	100.0	78.7	4.4	20.9	2.5	0.0	0.0	50.0	0.0	0.0	25.0	0.0	25.0	0.0	0.0	0.0	0.0
GS-13	#	1094	911	49	134	22	1	1	7	5	0	4	1	1	0	1	0	1
GS-13	%	100.0	83.3	4.5	12.3	2.0	4.6	4.6	31.8	22.7	0.0	18.2	4.6	4.6	0.0	4.6	0.0	4.6
GS-14	#	1344	1183	39	112	20	0	2	11	2	1	0	0	0	0	4	0	0
GS-14	%	100.0	88.7	2.9	8.4	1.5	0.0	10.0	55.0	10.0	5.0	0.0	0.0	0.0	0.0	20.0	0.0	0.0
GS-15	#	327	295	7	25	3	0	0	1	0	0	1	1	0	0	0	0	0
GS-15	%	100.0	90.2	2.1	7.7	0.9	0.0	0.0	33.3	0.0	0.0	33.3	33.3	0.0	0.0	0.0	0.0	0.0
Total GS permanent workforce	#	3569	3021	171	377	62	1	3	24	7	2	7	3	4	0	10	0	1
SES	#	48	43	2	3	2	0	0	2	0	0	0	0	0	0	0	0	0
SES	%	100.0	89.6	4.2	6.3	4.2	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-01 to GS 10	#	525	399	65	61	8	0	0	1	0	0	1	0	2	0	4	0	0
GS-01 to GS 10	%	100.0	76.0	12.4	11.6	1.5	0.0	0.0	12.5	0.0	0.0	12.5	0.0	25.0	0.0	50.0	0.0	0.0
GS-11 to GS SES	#	3092	2665	108	319	56	1	3	25	7	2	6	3	2	0	6	0	1
GS-11 to GS SES	%	100.0	86.2	3.5	10.3	1.8	1.8	5.4	44.6	12.5	3.6	10.7	5.4	3.6	0.0	10.7	0.0	1.8
501 goal	%	100.0	N/A	N/A	12.0	2.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



**Table B6 (Permanent): Mission-Critical Occupations Distribution by Disability Status (Across)**

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

Job title/ series/ agency rate	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Signifcant. mobility impair. (40)	Partial or complete paralys. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Signifcant. psychiat. disorder (91)	Dwarf. (92)	Signifcant. disfigure. (93)
0110 Economist	#	105	96	3	6	1	0	0	0	0	0	0	1	0	0	0	0	0
0110 Economist	%	100.0	91.4	2.9	5.7	1.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
GS-10	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-10	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-11	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-11	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-12	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	18	14	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13	%	100.0	77.8	11.1	11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	64	60	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14	%	100.0	93.8	1.6	4.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15	#	16	15	0	1	1	0	0	0	0	0	0	1	0	0	0	0	0
GS-15	%	100.0	93.8	0.0	6.3	6.3	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
GS-ES	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-ES	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0570 Financial Institution Examining	#	2358	2062	107	189	32	1	1	11	4	2	3	2	2	0	6	0	0
0570 Financial Institution Examining	%	100.0	87.5	4.5	8.0	1.4	3.1	3.1	34.4	12.5	6.3	9.4	6.3	6.3	0.0	18.8	0.0	0.0
GS-08	#	169	111	41	17	2	0	0	0	0	0	0	0	0	0	2	0	0
GS-08	%	100.0	65.7	24.3	10.1	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0
GS-09	#	50	42	5	3	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-09	%	100.0	84.0	10.0	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-10	#	197	182	3	12	2	0	0	0	0	0	0	0	1	0	1	0	0
GS-10	%	100.0	92.4	1.5	6.1	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0
GS-11	#	96	85	3	8	4	0	0	1	0	1	0	1	0	0	1	0	0
GS-11	%	100.0	88.5	3.1	8.3	4.2	0.0	0.0	25.0	0.0	25.0	0.0	25.0	0.0	0.0	25.0	0.0	0.0

## Table B6 (Permanent): Mission-Critical Occupations Distribution by Disability Status (Across)

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

Job title/ series/ agency rate	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Signifcant. mobility impair. (40)	Partial or complete paralys. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Signifcant. psychiat. disorder (91)	Dwarf. (92)	Signifcant. disfigure. (93)
GS-12	#	28	23	1	4	1	0	0	0	0	0	1	0	0	0	0	0	0
GS-12	%	100.0	82.1	3.6	14.3	3.6	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	674	588	31	55	8	1	0	2	2	0	1	1	1	0	0	0	0
GS-13	%	100.0	87.2	4.6	8.2	1.2	12.5	0.0	25.0	25.0	0.0	12.5	12.5	12.5	0.0	0.0	0.0	0.0
GS-14	#	895	810	18	67	11	0	1	5	2	1	0	0	0	0	2	0	0
GS-14	%	100.0	90.5	2.0	7.5	1.2	0.0	9.1	45.5	18.2	9.1	0.0	0.0	0.0	0.0	18.2	0.0	0.0
GS-15	#	221	197	4	20	2	0	0	1	0	0	1	0	0	0	0	0	0
GS-15	%	100.0	89.1	1.8	9.1	0.9	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-ES	#	28	24	1	3	2	0	0	2	0	0	0	0	0	0	0	0	0
GS-ES	%	100.0	85.7	3.6	10.7	7.1	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0905 General Attorney	#	165	146	12	7	2	0	0	2	0	0	0	0	0	0	0	0	0
0905 General Attorney	%	100.0	88.5	7.3	4.2	1.2	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-12	#	5	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12	%	100.0	80.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13	%	100.0	66.7	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	115	98	11	6	2	0	0	2	0	0	0	0	0	0	0	0	0
GS-14	%	100.0	85.2	9.6	5.2	1.7	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15	#	33	33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-ES	#	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-ES	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
501 goal	%	100.0	NA	NA	12.0	2.0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

## Table B6 (Permanent): Mission-Critical Occupations Distribution by Disability Status (Across)

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
Source: MD-715 workforce data table as of October 7, 2023.

### Internal Competitive Promotions

N/A

### New Hires (External)

Occupation series code	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significant mobility impair. (40)	Partial or complete paraly. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significant psychiat. disorder (91)	Dwarf. (92)	Significant disfigure. (93)
0110 Economist	#	7	5	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
0110 Economist	%	100.0	71.4	14.3	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	6	4	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13	%	100.0	66.7	16.7	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0570 Financial Institution Examining	#	264	171	73	20	2	0	0	0	0	0	0	0	0	0	2	0	0
0570 Financial Institution Examining	%	100.0	64.8	27.7	7.6	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0
GS-11	#	167	107	44	16	2	0	0	0	0	0	0	0	0	0	2	0	0
GS-11	%	100.0	64.1	26.4	9.6	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0
GS-12	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	66	44	19	3	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13	%	100.0	66.7	28.8	4.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	27	18	8	1	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14	%	100.0	66.7	29.6	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15	#	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15	%	100.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-ES	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-ES	%	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**Table B6 (Permanent): Mission-Critical Occupations Distribution by Disability Status (Across)\***

Participation rates of EEO groups are in percentages and rounded up to the decimal.  
 Source: MD-715 workforce data table as of October 7, 2023.

**New Hires (External)**

Occupation series code	Type	All EE	No disabil. (05)	Not iden. (01)	Disabil. (02,03, 06-99)	Targeted disability	Devel. disabil. (02)	Traum. brain injury (03)	Deaf or ser. diff. (19)	Blind or ser. diff. (20)	Missing extrem. (31)	Significnt. mobility impair. (40)	Partial or complete paralys. (60)	Epilepsy or other seizure disorder (82)	Intellect. disabil. (90)	Significnt. psychiat. disorder (91)	Dwarf. (92)	Significnt. disfigure. (93)
0905 General Attorney	#	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0905 General Attorney	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-13	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14	#	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-ES	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-ES	%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

## EEO Disability Categories and Codes

The following are the EEO categories and codes for disability status referenced in the preceding tables:

- No disability (05)
- Not identified (01)
- Disability (02, 03, and 06-99)
- Targeted disability
  - Developmental disability (02)
  - Traumatic brain injury (03)
  - Deaf or serious difficulty hearing (19)
  - Blind or serious difficulty seeing (20)
  - Missing extremities (31)
  - Significant mobility impairment (40)
  - Partial or complete paralysis (60)
  - Epilepsy or other seizure disorders (82)
  - Intellectual disability (90)
  - Significant psychiatric disability (91)
  - Dwarfism (92)
  - Significant disfigurement (93)

# OCC Organizational Chart



Acting Comptroller of the Currency  
**MICHAEL J. HSU**

