

# FY 2015

## BEP In\$ite FY 15 MD-715 Report - revised



Office of Equal Opportunity  
and Diversity Management





**BUREAU OF ENGRAVING AND PRINTING  
MANAGEMENT DIRECTIVE 715-01 FY 2015**

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<b>EEOC FORM 715-01 PART A - D</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
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For period covering **October 1, 2014 to September 30, 2015**

<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>		<b>1. Bureau of Engraving and Printing</b>	
	1.a. 2 <sup>nd</sup> level reporting component			
	1.b. 3 <sup>rd</sup> level reporting component			
	1.c. 4 <sup>th</sup> level reporting component			
	<b>2. Address</b>		<b>2. 14<sup>th</sup> and C Streets, S.W.</b>	
	<b>3. City, State, Zip Code</b>		<b>3. Washington, DC 20228</b>	
	<b>4. CPDF Code</b>	<b>5. FIPS code(s)</b>	<b>4. TR-AI</b>	<b>5. Not reported. All FIPS codes were withdrawn per OPM on 2/8/05.</b>
<b>PART B</b> Total Employment				
	<b>2. Enter total number of temporary employees</b>		bla	
	<b>3. Enter total number employees paid from non-appropriated funds</b>		1815	
	<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>		1815*	
<b>PART C</b> Agency Official(s) Responsible For Oversight of EEO Program(s)	<b>1. Head of Agency Official Title</b>		<b>1. Leonard Oljar Director, Bureau of Engraving and Printing</b>	
	<b>2. Agency Head Designee</b>		<b>2.</b>	
	<b>3. Principal EEO Director/Official Official Title/series/grade</b>		<b>3. Carol Wafford, Acting Chief</b> Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	<b>4. Title VII Affirmative EEO Program Official</b>		<b>4. Carol Wafford, Acting Chief</b> Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	<b>5. Section 501 Affirmative Action Program Official</b>		<b>5. Carol Wafford, Acting Chief</b> Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	<b>6. Complaint Processing Program Manager</b>		<b>6. Carol Wafford, Acting Chief</b> Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	<b>7. Other Responsible EEO Staff</b>		Willie D. Tucker, EEO/ADR Specialist	
			Brittany Woolfolk, Diversity and Outreach Coordinator/SEPM	
Reyes Frank Martinez, EEO/ADR Specialist				

\*Even though all BEP employees are non-appropriated fund employees, they are carried as permanent or temporary on the A-1 for analysis purposes.

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EEOC FORM 715-01 PART A - D		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
PART D List of Subordinate Components Covered in This Report		Subordinate Component and Location (City/State)		CPDF and FIPS codes
EEOC FORMS and Documents Included With This Report				
X	Executive Summary [FORM 715-01 PART E], that includes:	X	Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	
X	Brief paragraph describing the agency's mission and mission-related functions	X	EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H]	
X	Summary of results of agency's annual self-assessment	X	EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each Identified Barrier	
X	Summary of Analysis of Work force Profiles	X	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities [FORM 715-01 PART J]	
X	Summary of EEO Plan objectives	X	Copy of Workforce Data Tables	
X	Summary of EEO Plan action items implemented or accomplished	X	Copy of Form 462 Report	
X	Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	Organizational Chart	
X	Copies of relevant EEO Policy Statement(s)	X	FY2015 FEORP	
X	Summary of EEO Plan action items implemented or accomplished			
X	Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]			



## **INTRODUCTION**

This report covers the period of October 1, 2014, through September 30, 2015, and outlines the Bureau of Engraving and Printing's (BEP/Bureau) Equal Employment Opportunity (EEO) program activities. The report highlights BEP's accomplishments during Fiscal Year 2015 (FY2015) in obtaining and maintaining a model EEO Program by promoting the concepts of equal opportunity for all of our employees and customers, and identifying areas for improvement.

### **The Bureau of Engraving and Printing**

BEP's mission is to develop and produce United States currency notes, trusted worldwide. Additionally, BEP designs and manufactures high quality security documents that deter counterfeiting and meet customer requirements for quality, quantity, and performance.

BEP began printing currency in 1862. The Bureau operates based on authority conferred upon the Secretary of the Treasury by 31 U.S.C. 321(a) (4) to engrave and print currency and other security documents. Operations are financed by means of a revolving fund established in 1950 in accordance with Public Law 81-656. This fund is reimbursed through product sales for direct and indirect costs of operations, including administrative expenses.

In 1977, Public Law 95-81 authorized the Bureau to include an amount sufficient to fund capital investment and to meet working capital requirements in the prices charged for products, eliminating the need for appropriations from Congress.

The Bureau produces U.S. currency and other security documents issued and used by the Federal Government. Other activities at the Bureau include engraving plates and dies; manufacturing certain inks used to print security products; and purchasing materials, supplies, and equipment in accordance with requirements of customers. The Bureau also provides technical assistance and advice to other Federal agencies in the design and production of documents, which, because of their innate value or other characteristics, require counterfeit deterrence. The Bureau reviews cash

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destruction and unfit currency operations at Federal Reserve Banks and is responsible for the accountability and destruction of internally generated security waste products. As a free service to the public, the Bureau also processes claims for the redemption of mutilated paper currency.

The Bureau occupies three (3) government-owned facilities. The Main and Annex buildings which are located in Washington, DC, produce Federal Reserve notes and other security products. The Western Currency Facility, which is located in Fort Worth, Texas, produces Federal Reserve notes.

The Main Building became operational in 1914, the Annex Building in 1938. The Western Currency Facility began production in 1991 to provide increased capacity, reduce transportation costs, and enhance the Nation's emergency preparedness.

In addition to housing production facilities, free tours of currency operations are offered to the general public in both Washington, DC and Fort Worth, Texas. The tours include Visitor Centers with currency manufacturing displays, interactive kiosks, and other information about the history of our Nation's currency. The Visitor Centers both sell uncut sheets of currency, engravings, and other collectibles. In addition to the on-site sales centers, these items are available through mail order and the Bureau's Internet site: [Moneyfactory](#).

## **Workforce Representation Rates**

A five year trend analysis was conducted on the BEP workforce which included FY 2011 - FY 2015. Results of the analysis identified FY 2013 as the year BEP had the highest number of employees in the workforce (1977). The analysis revealed a decrease of employees (21) from FY 2011 to FY 2012. However, from FY 2013 to FY 2014 there was a significant decrease of employees (165) attributed to retirements and separations. At the close of FY 2015, BEP employed 1,815 employees; including 1,763 permanent and 52 temporary. The total number of employees had increased by three (3) from FY 2014.

## **Organizational Reporting Structure**

For MD-715 reporting purposes, the following outlines BEP's leadership:

- **Director**
- **Deputy Director**
- **Associate Director, Chief Financial Officer**
- **Associate Director, Manufacturing**
- **Associate Director, Chief Technology Officer**
- **Associate Director, Management and Chief Information Officer**
- **Associate Director, Quality**

## **Office of Equal Opportunity and Diversity Management (OEODM)**

OEODM provides leadership, direction and guidance in carrying out the Bureau's EEO, Diversity and Civil Rights responsibilities. OEODM administers the Bureau's EEO and Diversity program by developing policy, oversight, and technical guidance, including EEO complaint processing, diversity awareness, coordinating reasonable accommodations and special emphasis programs.

## **EEO Program**

BEP's core values include Integrity, Performance, Fairness and Respect. In support of those values, the MD-715 Working Group met monthly during FY 2015, and was able to make progress toward establishing and maintaining a model EEO program in accordance with the six (6) essential elements established by Management Directive MD-715. The Bureau is committed to creating the conditions that allow its programs and activities to perform efficiently and effectively in the coming years.

BEP's success in utilizing the full potential of available talent depends on fostering diversity in our workforce, managing it effectively, and valuing what each of our employees has to offer. Therefore, managing diversity at BEP involves creating and

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maintaining a work environment that: (1) provides opportunities for all employees to maximize their potential and contribute to the agency's mission; (2) attracts the widest pool of talent; and (3) ensures all employees are treated with fairness, dignity, and respect.

BEP incorporates diversity management into its daily operations and helps the Department align with the MD-715, the policy guidance issued by the U.S. Equal Employment Opportunity Commission (EEOC) that federal agencies follow in establishing and maintaining effective programs of equal employment opportunity.

The following is an evaluation of BEP's EEO programs against the (6) six essential elements of an agency EEO program established by MD-715 and reflect BEP's commitment to establishing and maintaining a model EEO Program.

### **Essential Element A: Demonstrated Commitment from Bureau's Leadership**

The Bureau's leadership is committed to ongoing collaborative communication. Director Olijar reaffirmed his commitment to EEO and Diversity by issuing policy statements annually in support of equal employment opportunity, diversity and anti-discrimination. Secretary Lew's inaugural EEO policy statement was also provided to BEP employees. The Bureau and Treasury EEO policy statements are prominently posted throughout the Bureau, disseminated to all new employees at new employee orientation sessions, and are available on the intranet and public internet site. Treasury's and BEP's EEO policies are located on the internet at

<http://www.moneyfactory.gov/eoadrpolicystatements.html> and on the intranet at [OEODM Home](#) .

The BEP Senior Leadership is held accountable for its commitment to EEO and Diversity with a standard EEO and Diversity element required on all SES performance evaluations.

Additionally, BEP's Director ensures transparent communication regarding EEO and Diversity through his town hall meetings and by posting the minutes of his senior staff meetings on the agency intranet.

Lastly, BEP leadership is committed to EEO by ensuring that the EEO staff is given the proper resources to fulfill its mission. Resources include proper staffing for the EEO Office and annual training for the staff in spite of severe budget cuts.

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

The BEP Director has delegated authority over EEO matters to the Associate Director of Management/Chief Information Officer. The Chief of OEODM provides day-to-day management of the EEO, Civil Rights, and Diversity programs in BEP and has direct access to the Bureau's Director. The Chief also provides Senior Leadership with critical information regarding all program areas.

BEP is committed to creating the conditions that allow its programs and activities to perform efficiently and effectively, while continuing to drive results through

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performance and cost-based decision-making; aligning resources to deliver outcomes; investing, securing and leveraging information technology; closing skills gaps; recruiting and retaining a high performing workforce; and developing effective leadership. All BEP managers and supervisors are stakeholders in the effective implementation of BEP's EEO Program. The Chief of OEODM advises and provides appropriate assistance to managers and supervisors regarding the status of EEO programs within a manager's or supervisor's area of responsibility. The Chief of OEODM and the Chief of OHR also collaborate on personnel programs, policies, and procedures to ensure management/personnel actions conform to instructions contained in EEOC management directives.

### **BEP Strategic Plan**

In FY 2015, BEP continued to build on a strategic alignment program for the agency. The OEODM continues to focus on: Organizational (office) Capacity, Internal (Office) Processes, Stewardship, and Customer. Additionally, OEODM will maintain a focus on increased ADR use, minimizing formal complaints, increasing diversity awareness, providing support to the Office of Human Resources hiring initiatives, and facilitation skill building. These areas will be prioritized to ensure the integration of EEO in the BEP strategic mission.

### **BEP Diversity and Inclusion Plan**

The BEP Diversity and Inclusion Strategic Plan and the corresponding Implementation Plan were both developed in FY 2012. OEODM continues to work on the implementation plan by focusing on: Workforce Diversity, Workplace Inclusion, and Sustainability. Some of the highlighted activities from FY 2015 include:

- Provided mandatory diversity training to 100% of the workforce;
- Diversity council monthly meetings and briefed Senior Executive Staff, including the Director, on established goals for the council;
- Lunch and Learns designed to promote diversity and inclusion;
- Utilization of flexible workplace policies that encourage employee engagement; and
- Continued accountability from OEODM on EEO, Diversity and Inclusion by providing training to all employees and demonstrating examples of best practices for leadership.

### **BEP Coaching and Mentoring Program**

The Coaching and Mentoring program was established to help BEP build layers of leadership and knowledge at all levels of the organization. All employees are encouraged to attend the programs. Generally the panels and mentoring sessions are facilitated by supervisory and non-supervisory employees within both craft and non-craft employee representation. The sessions are announced electronically and through hard copy memos. The programs are provided for workers in both facilities and Video Teleconferencing (VTC) is used when needed.

In FY 2015 BEP hosted two (2) events for both facilities.

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- May 6, 2015; “The Power of Conversation” had 43 attendees and received an “excellent” rating.
- July 9, 2015; “Emotional Intelligence” had 75 attendees and received an “excellent” rating.

In FY 2016, the mentoring program plans to continue to host events related to small group coaching and flash mentoring.

### **Internship Programs**

BEP consistently utilizes interns to provide training opportunities while establishing a diverse pool of employees. In FY 2015, BEP hired four (4) interns from the Pathways program.

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

BEP promotes management accountability by conducting mandatory EEO and Diversity training, analyzing exit survey data, conducting employee engagement surveys and developing employee working groups.

### **Training**

In FY 2015, OEODM supported a variety of activities related to training and work-Life initiatives. In FY 2015 100% of BEP employees completed the mandatory “Sexual Harassment Prevention” and “Diversity on the Job” online training via the Treasury Learning Management System (TLMS). All new employees were required to complete “NO FEAR”, “Sexual Harassment Prevention” and “EEO Training” during their orientation process. The OEODM counseling staff completed a minimal of eight (8) hour EEO Refresher training and attended two Reasonable Accommodation webinars. The OEODM staff at the Western Currency Facility, Fort Worth, TX provided additional “EEO Training” to its entire WCF Police force with special emphasis on sexual harassment and provided similar training to the WCF manufacturing supervisors and managers.

### **Exit Survey Analysis**

All BEP employees that separate from the Bureau are asked to complete an Exit Survey.<sup>1</sup> The results of this survey are used to identify, and if possible, address factors impacting an employee’s decision to leave. In FY 2015, there were 115 separations, of those 109 were voluntary. There was an increase in Exit Survey completion in FY 2015. OEODM worked very closely with OHR to ensure that more employees had the opportunity to complete the survey. The survey was completed by 37% (43) of the employees separating, up 13% from FY 2014.

Due to the average age of the workforce, the majority of the separations were

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<sup>1</sup> The survey responses are anonymous and are subject to employee user error.

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due to retirement 26% (30). The majority of the participants 44% (19) had a length of service of more than 25 years and were age 60 years or older at 51% (22). Whites and males were the largest group to separate with 48% (21) White and 62% (27) males. The BEP workforce is GS and WG. During FY 2015 the majority of the separated employees were from the GS pay scale at 58% (25), 44% (19) Grades 13-15 and majority non-supervisory 72% (31).

The majority of the departing employees were satisfied with their work experiences 81% (35) and most would return to work for Treasury 69% (30). Additionally, those who were dissatisfied listed office morale 14% (17), career growth 13% (16), and relationship with supervisor 12% (14) as strongly impacting their decision to leave.

### **BEP's MD-715 Working Group**

In FY 2015, BEP held monthly MD-715 Workgroup meetings. The OEODM Chief conducted a quarterly MD-715 working group meeting with the Deputy Director, Associate Director of Management/Chief Information Officer, and the Office of Human Resources (OHR) on the status of the EEO and Diversity program. This

reporting structure continues to allow BEP's OEODM and OHR to work jointly to develop corporate strategies in the hiring, recruitment and retention of diverse employees. Additionally, the Director received quarterly updates on the working group's progress.

### **Best Place to Work (BPTW) Committee/FY 2015 Employee Viewpoint Survey**

The BPTW is a committee comprised of BEP employees including the OEODM Diversity Coordinator and Supervisory EEO Specialist. The committee works together to analyze the Federal Viewpoint Survey and develop initiatives to address any employee issues that are brought forward.

The Federal Viewpoint Survey was administered within Treasury. In FY 2015, the overall response rate remained the same as in FY 2014 at 60%, 10% higher than the government-wide rate of 49.7%.

Diversity and Inclusion is measured on the survey using the Fairness, Open-Minded, Cooperative, Supportive and Empowered (FOCSE) metric. Overall, BEP employees responded more favorably than other government agencies in the areas of Cooperative, supportive, and empowered. In FY 2016, BEP will continue to utilize the Best Place to Work committee to further analyze the results of the FY 2015 survey. The committee will work with Senior Leaders to implement any changes or initiatives that may be needed to address the issues.

## **Office of Equal Opportunity and Diversity Management FY 2015 MD-715 Report** **Diversity Council**

The Diversity Council was established in FY 2014. In FY2015, the council met with BEP senior leadership to introduce the council and outline some of the council's priorities for FY 2015. The council completed an agency-wide survey, hosted an information booth on diversity, supported monthly diversity observances, traveled to the Fort Worth facility to garner support of the Diversity Council and will be sponsoring a listening session to review the findings of the survey in FY 2016.

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

#### **SPECIAL EMPHASIS PROGRAMS**

Special Emphasis Programs (SEPs) continue to provide a framework for incorporating EEO principles of fairness and equal opportunity into the fabric of the Bureau, across the employment spectrum. Our programs provide an opportunity to inform and train all employees through a variety of exhibits, events, and speakers designed to educate the workforce about diversity and understanding differences.

In FY 2015, OEODM hosted fourteen (14) "*Lunch and Learns*", seven (7) in WCF and seven (7) in DCF. During "*Lunch and Learns*" an educational video is shown followed by a short discussion. The video topic coincides with the various observances throughout the year. In addition to the "*Lunch and Learns*", OEODM develops educational displays for the various special emphasis observances and distributes a monthly newsletter, the *Diversity Digest*. The newsletter reinforces educational information pertaining to the observances and keeps employees updated on various EEO and Diversity topics.

The FY 2015 programs and "*Lunch and Learns*" are contained in the Data:

- October – Disability Employment Awareness Month
- November – American Indian/Alaska Native
- January - Martin Luther King Birthday
- February - Black History Month
- March - Women's History Month
- April - Holocaust Days of Remembrance
- May - Asian American/Pacific Islander Heritage Month
- June - Lesbian, Gay, Bisexual and Transgender (LGBT) Pride Month
- September - Hispanic Heritage Month

#### **Alternative Dispute Resolution (ADR)**

Conflict causes employees to focus on the conflict rather than the mission, and can be a prime motivator for talented employees to leave the Bureau. Productivity often suffers because of workplace conflict and unresolved issues.

While conflict is normal in any organization, unabated conflict becomes harmful and may create a dysfunctional organization. OEODM offers Alternative Dispute

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Resolution as a means to resolve conflict swiftly. BEP is an active participant in Treasury's Dispute Prevention Working Group (DPWG), which created the Department's Dispute Prevention Week (DPW).

### **ADR Offered to Complainants (Informal) FY 2015**

BEP employees historically have come to OEODM for all types of issues, knowing that OEODM would provide counseling. In fact, OEODM has increased the use of ADR throughout BEP and has maintained great results in the resolution of issues before going into the EEO process. During FY 2015 BEP received 32 EEO complaints of discrimination. ADR was offered to all 32 employees with a 100% offer rate. While BEP had a 100% offered rate, a total of 31% (10) accepted mediation. There were 69% (22) employees that rejected mediation. BEP will continue to promote and facilitate the use of alternative dispute resolution (ADR) and other informal, collaborative conflict management methods to resolve disputes at the earliest stage and lowest possible organizational level. BEP will continue to identify and eliminate barriers to using or attempting ADR through outreach and awareness education.

<b>Total Counseling</b>	<b>32</b>
<b>Total ADR Offered</b>	<b>32</b>
<b>Total Accepted</b>	<b>10</b>
<b>Rejected By Counselee</b>	<b>22</b>
<b>Acceptance Rate</b>	<b>31%</b>
<b>Offer Rate</b>	<b>100%</b>

### **Shared Neutrals Program**

BEP continues to use Treasury Shared Neutrals (TSN) program within the EEO process. The Fort Worth facilities also utilize the skills of mediators from the Shared Neutral Program offered through the Federal Executive Board.

### **Workplace Conflict Resolution**

OEODM provides an aggressive workplace resolution program for employees to manage conflict. For the seventh year, OEODM has offered workplace conflict resolution utilizing facilitation. OEODM has also used its Coaching Circle; Fact Finding, and Shuttle Diplomacy, in which a certified OEODM staff member works one-on-one with an employee. Additionally, the staff members also worked with sections or groups of employees on how to deal with and effectively manage conflict.

All OEODM staff members are certified mediators. OEODM has been successful in resolving workplace conflict before the issue enters into the EEO process. OEODM successfully resolved 77 workplace conflict issues that did not go into the EEO process. BEP had a total of 24 complaints that went into the Formal EEO process for

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FY 2015. By resolving the issues before they went into the Formal EEO process, OEODM saved the Bureau a total of \$77,000.00 dollars.

### **Essential Element E: Efficiency**

BEP has sufficient staffing, funding, and authority to comply with the periods established in EEOC regulations (29 CFR §1614) for processing EEO complaints of employment discrimination. BEP promotes and utilizes an efficient and fair dispute resolution process and has a system in place for evaluating the impact and effectiveness of the Bureau's EEO complaint processing program. BEP uses the Department's complaint management system, I-Traks, which provides tracking and case management capabilities for both the informal and formal complaint process.

### **Customer Service Rating**

The OEODM continues to strive to provide excellent service to its customers. All customers are sent an electronic survey asking them to rate the customer service they received from the OEODM staff. In FY 2015, OEODM had a transactional Customer Service Rating of 4.6 out of 5.

### **Discrimination Complaints**

In the area of discrimination complaints, the Chief of OEODM is responsible for providing authoritative advice to Bureau Officials and EEO staff.

### **Complaint Activity**

BEP submitted the Equal Employment Opportunity Commission Annual Federal Equal Employment Opportunity Statistical Report (462 Report) on time in October 2015. The Report is an annual assessment of BEP's formal and informal complaints and review of avenues used to resolve issues prior to and during the complaint process. A copy of the Bureau's 462 Report is located in **Appendix D**.

While OEODM is responsible for the Informal EEO complaint process, Treasury, through the Office of Civil Rights and Diversity, is responsible for processing all Formal complaints. The Chief of OEODM monitors the status of all BEP EEO cases.

In FY 2015, BEP completed 95% of Informal EEO Counseling on time, with one (1) untimely. BEP noted that during FY 2015, the number of Informal EEO complaints filed by BEP's employees and applicants increased from 28 in FY 2014 to 32 in FY 2015. A trend analysis revealed that the number of informal complaints had decreased each year from FY 2011 at 36 to FY 2015 at 32, with a slight rise in complaints in FY 2015. The OEODM processed five (5) complaints this year regarding failure to hire. Complaints within the category of failure to hire are not consistent with the types of claims of discrimination BEP generally receives so we have assessed that the root cause of the increase in complaints this year are related to the failure to hire claims that

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BEP processed this year. The OEODM will work with OHR to assess whether there are any unknown barriers as it relates to the hiring process.

During FY 2015, the number of Formal EEO complaints filed by BEP's employees and applicants increased from 20 in FY 2014 to 24 in FY 2015. A trend analysis revealed that while formal complaints remained steady at 20 for the past two fiscal years, there was an increase in cases in FY 2015. Again, we attribute that increase to the complaints that were filed regarding failure to hire.

### **The Top Three Bases and Issues of Informal Complaints Filed During FY 2015**

Data analysis revealed the top three bases for filing a complaint at the BEP in FY 2015 were Disability, Race and Sex. It further revealed the top three issues were Appointment/Hire, Harassment (non-sexual) and Discipline.

Bases	Issues
Disability	Appointment/Hire
Race	Harassment (non-sexual)
Sex	Discipline

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

BEP complies with EEO laws, including EEOC regulations, directives, and other instructions. The Bureau has posted all required No Fear Act information, provided the required training, and consistently filed a timely MD-715 and EEOC 462 Report.

### **Demographics**

Like many federal agencies, it is impractical to expect any demographic data to change significantly in a single fiscal year. Therefore, OEODM conducted a trend analysis focusing on the past 15 years of data, analyzing FY 2005, FY 2010 and FY 2015.

Historically, BEP has been a male dominated workforce due to its manufacturing mission. The trend analysis conducted revealed that there has been minimal fluctuation between the male and female workforce representation over the past ten (10) years. FY 2010 revealed the most growth in the overall workforce. Each of the Race and National Origin (RNO) groups has increased over the ten (10) year period with the exception of Black Females with a decrease of 14 employees. However, BEP remains above the Civilian Labor Force (CLF) for Black Females for each year evaluated.

### **FY 2005, FY 2010 and FY 2015 GS-13 to SES Trends**

A trend analysis on the RNO and Gender participation rates for the GS-13 to GS-15 for the FY 2005, FY 2010 and FY 2015 years. The analysis showed the following:

- The GS-13 participation rates remained steady, with the Asian employees showing a 5% decline as of FY 2005 to FY 2015.
- The GS-14 Hispanic participation rates showed a 2% increase between FY 2010 and FY 2015; while the total White participation decreased by 13% as of FY 2005 to FY 2010.
- The GS-15 level employees changed the most over the 15 year span, with Male participation increasing by 10% between FY 2005 and FY 2015, Women decreasing by 11% between FY 2005 and FY 2015 and Asians decreasing by 10% between FY 2005 and FY 2015.
- The SES participation rates showed the most overall change with a starting point of 100% white males, adding women and a distribution of some of the RNO groups with the exception of Hispanics.

### **Barrier Analysis**

Per the Department of Treasury MD 715 feedback from FY 2014, BEP reanalyzed the gender diversity within the Police Officers (0083) from FY 2012 and FY 2015.

***Trigger: The data revealed that in FY 2015 participation rates for female officers has decreased when compared to FY 2012, despite specific objectives to increase the female representation.***

At the end of FY 2012 there were 168 males (87%) and 26 females (13%). The males and females met the CLF rates. At the end of FY 2015 there were 180 males (88%) and 23 females (11%). The males were 3% above the CLF while the females were 3% below the CLF.

The data review of the applicants and hires revealed that the selection rate remained the same both years, no females were selected. The candidates in FY 2015 were more qualified (6%) than in FY 2012 (3%). Female applicants were applying at the same rate (5%). There was a net loss of -3 female employees, with one separation. A review of the recruitment, certification and interview process was conducted.

It was determined that the hiring officials need additional training on the advantages of diversity in the workforce. Additionally, OHR should work with OEODM to ensure that recruiting efforts continue within law enforcement organizations. Training should be conducted for Management Officials within the police section. Despite the decrease in female representation within the Police Force at BEP, efforts are being

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made to recruit female applicants by visiting college and university job fairs and targeting schools that have Criminal Justice programs. Job Vacancy announcements are being posted in the schools, military bases, and other federal agencies.

### **Employee with Targeted Disabilities**

In FY 2015, OEODM worked closely with OHR and managers to attain the 2% hiring goal of new employees with targeted disabilities over the next five years.<sup>2</sup> The Bureau's overall population includes 0.66% people with targeted disabilities. BEP continues to actively recruit employees with targeted disabilities. In FY 2015, BEP hired ten (10) employees with disabilities, and one (1) with a targeted disability. Additionally, BEP hired five (5) disabled veterans.

BEP monitors progress toward this goal by providing management with a quarterly data dashboard showing the representation of employees with disabilities. BEP continues to partner with several organizations to help recruit employees with disabilities. Partnerships are in place with the Veterans Benefit Administration, Office of Vocational Rehabilitation & Employment Service, Maryland and the District of Columbia Vocational Rehabilitation Services, online recruiting sites, and disability program offices at local colleges to assist us with finding qualified individuals with disabilities.

In FY 2016, OEODM will continue to partner with OHR to review staffing needs prior to developing vacancy announcements. The objective of this process is to use various resume databases to provide qualified Schedule A candidates for interviews before announcing the position.

### **Reasonable Accommodation**

In FY 2015, OEODM processed 27 requests for accommodations, with all 27 approved. All accommodations were provided within ten (10) days or less.

### **FY 2015 Accomplishments**

In an effort to become a model EEO program, OEODM had the following accomplishments in FY 2015.

- Hired one employee with a targeted disability.
- Revised the Reasonable accommodation policy and sent it to EEOC for approval.
- Revised the Anti-Harassment Policy that is currently under review.

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<sup>2</sup> EO 13548 requires agencies to develop an agency specific plan to increase the employment of people with disabilities, including with targeted disabilities, over the next five (5) years beginning in FY 2011. BEP will strive to increase its participation of people with disabilities to 10% with the sub-goal of 2% for people with targeted disabilities.

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- Decreased the amount of time, by one week, for processing a request for reasonable accommodation.
- Updated and posted the Prohibited Personnel Practices and Whistleblower policies.
- Updated the OEODM website.
- Conducted mandatory online sexual harassment training for all employees.
- Provided instructor led training on EEO, specifically harassment and sexual harassment prevention for WCF Police Officers.
- Drafted the OEODM Standard Operating Procedure Manual.
- Partnered with the U.S. Mint to conduct a joint special emphasis program for FY 2016.
- Hosted Veteran's Day Events, Disability awareness event and fourteen (14) lunch and learns.
- Increased Exit Survey participation by 13%.
- Maintained activities within the Diversity Strategic Plan.
- Participated in the agency Best Place to Work Committee.
- Participated in the Coaching and Mentoring Committee.

### **CONCLUSION/FY 2016 Goals**

The OEODM FY 2015 MD-715 report provides a comprehensive outline of the activities that support BEP's model EEO program. FY 2015 saw an increase in the amount of disability hires. BEP recognizes that even with the accomplishments there are areas we will continue to enhance. Some of the goals include:

- Work with the Training Office to conduct small group instructor led training for supervisors and managers on reasonable accommodation, harassment, and hostile work environment.
- Establish partnerships with agencies that provide diverse interns.
- Continue to align the OEODM with the Bureau's strategic plans.
- Revise the MD-715/Diversity council meeting format to enhance information sharing during the meeting.

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- Develop Diversity Annual Report.
- Assist OHR in veteran and targeted disability hiring.
- Continue monthly and quarterly workgroup meetings to discuss the EEO Program effectiveness and sharing with BEP Leadership.
- Develop marketing techniques for ADR program and focus on increased participation of ADR.
- Develop the monthly Diversity Newsletter to include EEO updates.
- Continue to partner with the U.S. Mint on EEO and Diversity activities.

**CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Carol Wafford, Chief (Acting), Office of equal Opportunity and Diversity Management, GS-0260-15 am the Principal EEO Director/Official for the Bureau of Engraving and Printing.

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, Sex 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.

Carol Wafford, Chief (Acting), Office of Equal Opportunity and Diversity Management

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

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Len Olijar, Director, Bureau of Engraving and Printing

EEOC FORM  
715-01 PART G FY 2015  
*U.S. Equal Employment Opportunity Commission*  
**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**  
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

<p><b>Bureau of Engraving and Printing: Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.</b></p>				
 Compliance Indicator	<b>EEO policy statements are up-to-date.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		<b>Yes</b> <b>X</b>	<b>No</b>	
	<p>The Agency Head was installed on 01/11/06. An updated EEO policy statement was issued on 01/31/06. Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.</p>	<b>X</b>		
	<p>During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.</p>	<b>X</b>		
	<p>Are new employees provided a copy of the EEO policy statement during orientation?</p>	<b>X</b>		
	<p>When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?</p>	<b>X</b>		
 Compliance Indicator	<b>EEO policy statements have been communicated to all employees.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		<b>Yes</b> <b>X</b>	<b>No</b>	
	<p>Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?</p>	<b>X</b>		

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Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? <b>[see 29 CFR §1614.102(b)(5)]</b>		X		
 Compliance Indicator	<b>Agency EEO policy is vigorously enforced by agency management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		<b>Yes</b>	<b>No</b>	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		
- resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X		
- address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		X		
- support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		X		
- ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		X		
- ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		X		
- ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?		X		
- ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		X		
- ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?		X		

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Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.	<b>X</b>		
Have the procedures for reasonable accommodation (RA) for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	<b>X</b>		
Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?	<b>X</b>		

**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION**  
**Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.**

 Compliance Indicator	<b>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.</b>	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures		<b>X</b>		
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)]			<b>X</b>	<b>The EEO Director is under the Associate Director Management for efficiency purposes.</b>  <b>Subordinate level reporting components are under the Chief of the Office of Equal Opportunity and Diversity Management (OEODM).</b>
For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)			<b>X</b>	
Are the duties and responsibilities of EEO officials clearly defined?		<b>X</b>		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		<b>X</b>		
If the agency has 2 <sup>nd</sup> level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		<b>X</b>		
If the agency has 2 <sup>nd</sup> level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		<b>X</b>		

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If not, please describe how EEO program authority is delegated to subordinate reporting components.		n/a		
 Compliance Indicator	<b>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency, and legal compliance of the agency's EEO program?		<b>X</b>		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		<b>X</b>		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		<b>X</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 re-alignments?		<b>X</b>		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		<b>X</b>		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		<b>X</b>		
 Compliance Indicator	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief</b>

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 Measures		Yes	No	explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		X		
	Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?	X		
	Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?	X		
	Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?	X		
	Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204	X		
	Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204	X		
	People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709	X		
	Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?	X		
 Compliance Indicator	<b>The agency has committed sufficient budget to support the success of its EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		Yes	No	
	Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems?	X		
	Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR. and to make a request for reasonable accommodation?	X		

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(Including subordinate level reporting components?)			
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	X		
Is there sufficient funding to ensure that all employees have access to this training and information?	X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X		
- for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X		
- to provide religious accommodations?	X		
- to provide disability accommodations in accordance with the agency's written procedures?	X		
- in the EEO discrimination complaint process?	X		
- to participate in ADR?	X		

**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.**

 Compliance Indicator	<b>EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.</b>	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures		X		
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		

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Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		<b>X</b>		
 <b>Compliance Indicator</b>	<b>The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		<b>X</b>		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		<b>X</b>		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		<b>X</b>		
 <b>Compliance Indicator</b>	<b>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		<b>X</b>		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		<b>X</b>		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?			<b>x</b>	<b>No findings</b>
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.				



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 Measures		<b>Yes</b>	<b>No</b>	<b>explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
		<b>X</b>		
	Are all employees encouraged to use ADR?	<b>X</b>		
	Is the participation of supervisors and managers in the ADR process required?	<b>X</b>		

**Essential Element E: EFFICIENCY**

**Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.**

 Compliance Indicator	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		<b>Yes</b>	<b>No</b>	
	Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?	<b>X</b>		
	Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?	<b>X</b>		<b>All Human Resource actions have been contracted out to the Bureau of Public Debt for the Ft Worth Western Currency Facility. All applicants' information is submitted to Career Connect and applicant data is now collected.</b>
	Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?	<b>X</b>		
	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?	<b>X</b>		
	Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?	<b>X</b>		<b>There were 27 requests for accommodations, 27 were approved. The accommodation</b>

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				provision was 100% timely.
 Compliance Indicator	<p><b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b></p>	<b>Measure has been met</b>		<p><b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b></p>
 Measures		Yes	No	
	Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?	X		
	Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials, and other information to analyze complaint activity and trends?	X		
	Does the agency hold contractors accountable for delay in counseling and investigation processing times?	N/A		
If yes, briefly describe how:				
	Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?	X		For counselors only, BEP has no investigators.
 Compliance Indicator	<p><b>The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.</b></p>	<b>Measure has been met</b>		<p><b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b></p>
 Measures		Yes	No	
	Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?	X		
	Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?	X		<b>Of the 32 informal complaints; 97% were completed in 60 days.</b>
	Does the agency provide an aggrieved person with written	X		

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notification of his/her rights and responsibilities in the EEO process in a timely fashion?				
Does the agency complete the investigations within the applicable prescribed time frame?		N/A		
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		N/A		
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		N/A		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X		
Does the agency ensure timely compliance with EEOC AJ decisions, which are not the subject of an appeal by the agency?		X		
 Compliance Indicator	<b>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		Yes X	No	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X		
Does the responsible management official directly involved in the dispute have settlement authority?		X		
 Compliance Indicator	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		Yes X	No	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO		X		

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complaint data to the EEOC?				
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a) (1)?		X		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X		
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		
 Compliance Indicator	<b>The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		Yes X	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		
<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> <b>This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</b>				
 Compliance Indicator	<b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>	<b>Measure has been met</b>	<b>For all unmet measures, provide a brief</b>	

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 Measures		<b>Yes</b>  <b>X</b>	<b>No</b>	<b>explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	<b>X</b>		b
 Compliance Indicator	<b>The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		<b>Yes</b>  <b>X</b>	<b>No</b>	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		<b>X</b>		
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		<b>X</b>		
Are procedures in place to promptly process other forms of ordered relief?		<b>X</b>		
 Compliance Indicator	<b>Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 Measures		<b>Yes</b>  <b>X</b>	<b>No</b>	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		<b>X</b>		
If so, please identify the employees by title in the comments section, and state how performance is measured.		SES officials Agency Director, Deputy		

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	Director, Associate Director/Chief Financial Officer Associate Director Manufacturing Associate Director/Quality Associate Director/Management /Chief Information Officer Chief Counsel Associate Director/Chief Technology Officer An EEO element was added to all managers and supervisors.		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?	<b>X</b>		<b>The Office of the General Counsel and the OEODM Chief monitors and tracks the completion of all obligations from agreements.</b>
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.			
Have the involved employees received any formal training in EEO compliance?	<b>X</b>		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:	<b>X</b>		
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	<b>X</b>		
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	<b>X</b>		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	<b>X</b>		
Compensatory Damages: The final agency decision and evidence of payment, if made?	<b>X</b>		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	<b>X</b>		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	<b>X</b>		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	<b>X</b>		

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Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	<b>X</b>		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	<b>X</b>		
Restoration of Leave: Printout or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	<b>X</b>		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as a compliance matter.	<b>X</b>		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	<b>X</b>		

Footnotes:

1. See 29 C.F.R. § 1614.102.
2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See *EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation* (10/20/00), Question 28.

OC FORM 715-1

**PART H**

*U.S. Equal Employment Opportunity Commission*

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT  
EEO Plan To Attain the Essential Elements of a Model EEO Program FY 2016**

**Bureau of Engraving and Printing FY 2015**

**Essential Element G-Agency Self-Assessment Checklist Measuring Essential Elements**

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Is the EEO Director under the direct supervision of the Agency Head? [See 29 CFR 1614.102(b)(4)]
OBJECTIVE:	To Ensure compliance with MD-715 requirement that the EEO Director is under direct supervision of the Agency Head.
RESPONSIBLE OFFICIAL:	BEP Director Associate Director of Management Chief, Office of Equal Opportunity and Diversity Management (OEODM)

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DATE OBJECTIVE INITIATED:	September 28, 2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	July 15, 2016	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p> <ol style="list-style-type: none"> <li>1. OEODM will work with BEP leadership to review current reporting structure and discuss the requirement outlined in MD-715, which requires the EEO Director to be under the direct supervision of the Agency Head.</li> <li>2. Make any necessary reporting structure changes based on the BEP leaderships decision related to the EEO Director's current reporting structure.</li> </ol>	<p>TARGET DATE (Must be specific)</p> <p>March 24, 2016</p> <p>July 1, 2016</p>	

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**PART H**

*U.S. Equal Employment Opportunity Commission*

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT  
EEO Plan To Attain the Essential Elements of a Model EEO Program FY 2016**

**Bureau of Engraving and Printing FY 2015**

**Essential Element G-Agency Self-Assessment Checklist Measuring Essential Elements**

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	BEP Anti-Harassment Policy did not provide minimum elements as required by EEOC guidance.  [See 29 CFR 1614.102(b)(4)]
OBJECTIVE:	To Ensure compliance with MD-715 requirement that the Anti-Harassment Policy be revised to include all the minimum elements as required by EEOC guidance.
RESPONSIBLE OFFICIAL:	BEP Director Associate Director of Management Chief, Office of Equal Opportunity and Diversity Management (OEODM)
DATE OBJECTIVE INITIATED:	September 28, 2015
TARGET DATE FOR COMPLETION OF OBJECTIVE:	November 20, 2015

<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p> <ol style="list-style-type: none"> <li>3. OEODM will work with BEP leadership to review current Anti-Harassment policy and discuss the requirement outlined in the EEOC guidance, which requires the Anti-Harassment Policy to clearly explain the prohibited conduct and cover all forms of harassment.</li> <li>4. Make any necessary changes to the Anti-Harassment policy and include updated policy in MD-715 FY 2015 reporting.</li> </ol>	<p>TARGET DATE (Must be specific)</p> <p>Update and revisions to the original BEP Anti-Harassment policy were completed and the revised policy is included in MD-715 report with other EEO policies.</p>
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**Office of Equal Opportunity and Diversity Management FY 2015 MD-715 Report**

<b>EEOC FORM 715-01 PART I</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
Bureau of Engraving and Printing	FY 2015	
<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Trigger: The data revealed that in FY 2015 participation rates for female officers has decreased when compared to FY 2012, despite specific objectives to increase the female representation.</p>	<p>Per the Department of Treasury MD 715 feedback from FY 2014, BEP went back and compared the gender diversity within the Police Officers (0083) from FY 2012 and FY 2015.</p> <p>At the end of FY 2012 there were 168 males (87%) and 26 females (13%). The males and females met the CLF rates.</p> <p>At the end of FY 2015 there were 180 males (88%) and 23 females (11%). The males were 3% above the CLF while the females were 3% below the CLF.</p>	
<p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>The data review of the applicants and hires revealed that the selection rate remained the same both years, no females were selected. The candidates in FY 2015 were more qualified (6%) than in FY 2012 (3%). Female applicants were applying at the same rate (5%). There was a net loss of -3 female employees, with one separation. A review of the recruitment, certification and interview process was conducted.</p>	
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b></p> <p>Provide a succinct statement of the agency's policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>It was determined that the hiring officials need to be trained on the advantages of diversity in the workforce. Additionally, OHR should work with OEODM to ensure that aggressive recruiting efforts continue within law enforcement organizations for qualified female officers.</p>	
<p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency's policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Individualized Diversity training should be conducted for Management Officials within the police section. Increased recruitment efforts at our Colleges and Universities. Provide job vacancy announcements at locations that include Colleges, Universities, Military bases, community police departments and other federal agencies.</p>	
<p><b>RESPONSIBLE OFFICIAL:</b></p>	Chief, OEODM	
<p><b>DATE OBJECTIVE INITIATED:</b></p>	10/01/2015	
<p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>	09/11/2016	
<p><b>EEOC FORM 715-01 PART I</b></p>	EEO Plan To Eliminate Identified Barrier	

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<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	Complete instructor led diversity training for Management Officials within the police section.
	OEODM work with the department to outline recruitment schedules that will focus on visiting locations with a high saturation of females within the criminal justice system or are currently working in military bases as military police.

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<b>PART I Department or Agency Information</b>	1. Agency		1. Bureau of Engraving and Printing							
	1.a. 2 <sup>nd</sup> Level Component		1.a.							
	1.b. 3 <sup>rd</sup> Level or lower		1.b.							
<b>PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities</b>	Enter Actual Number at the ...	... beginning of FY 2015		... end of FY 2015		Net Change				
		Number	%	Number	%	Number	Rate of Change			
	Total Work Force	1825	100	1815	100	-10	-0.55			
	Reportable Disability	126	6.90	139	7.66	13	0.75			
	Targeted Disability*	11	0.60	12	0.66	1	9.09			
	*If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total work force, a barrier analysis should be conducted (see below).									
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						1			
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						1				
<b>PART III Participation Rates In Agency Employment Programs</b>										
<b>Other Employment/Personnel Programs</b>	<b>TOTAL</b>	<b>Reportable Disability</b>		<b>Targeted Disability</b>		<b>Not Identified</b>		<b>No Disability</b>		
		<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	
3. Competitive Promotions (GS-13 through SES)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
4. Non-Competitive Promotions*	211	20	9.48	1	0.47	3	1.42	188	89.10	
5. Employee Career Development Programs**										
5.a. Grades 5 - 12	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
5.b. Grades 13 - 14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
5.c. Grade 15/SES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
6. Employee Recognition and Awards										
6.a. Time-Off Awards (Total hrs awarded)	39	3	5.71	0	0	0	0	36	94.29	
6.b. Cash Awards (total # awarded)	1909	127	10.7	10	.65	10	.72	1772	90.78	
6.c. Cash Awards (total \$\$\$ awarded)	1,472,640	112072	.008	8547	0	5577	0	1,354,991	90.77	
6.d. Quality-Step Increase (total \$\$\$ awarded)	22,591	1	.004	0	0	0	0	8	.035	

**Office of Equal Opportunity and Diversity Management FY 2015 MD-715 Report**

<p><b>EEOC FORM 715-01 Part J</b></p>	<p align="center"><b>Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities</b></p>
<p><b>Part IV</b> Identification and Elimination of Barriers</p>	<p>Barrier: Recruitment under Schedule A- Although BEP hired one (1) person with a targeted disability in FY2015. BEP did not receive any Schedule A applications. There were 16 applicants who self-identified as Targeted; none of those applicants were hired. In FY 2015 BEP had 12 (0.66%) employees, an increase one (1) employee.</p>
<p><b>Part V</b> Goals for Targeted Disabilities</p>	<p>Goal: Increase new hires of Persons with Targeted Disabilities:</p> <ol style="list-style-type: none"> <li>1) Research online options for recruiting employees with disabilities using a virtual job fair.</li> <li>2) Work with the Office of Human Resources to review all open positions to target groups for recruitment.</li> <li>3) Identify established outreach programs available to assist BEP in recruiting persons with targeted disabilities.</li> <li>4) Continue to educate managers, supervisors and hiring officials on the use of available hiring authorities.</li> <li>5) Partner with Department of Rehabilitation Services to receive more Schedule A applicants.</li> <li>6) Utilize the Diversity Council to explore options for increasing applicants.</li> <li>7) Work with Disabled Veteran Groups to find more applicants with disabilities.</li> <li>8) Utilize the Diversity council to explore options for increasing applicants.</li> </ol>