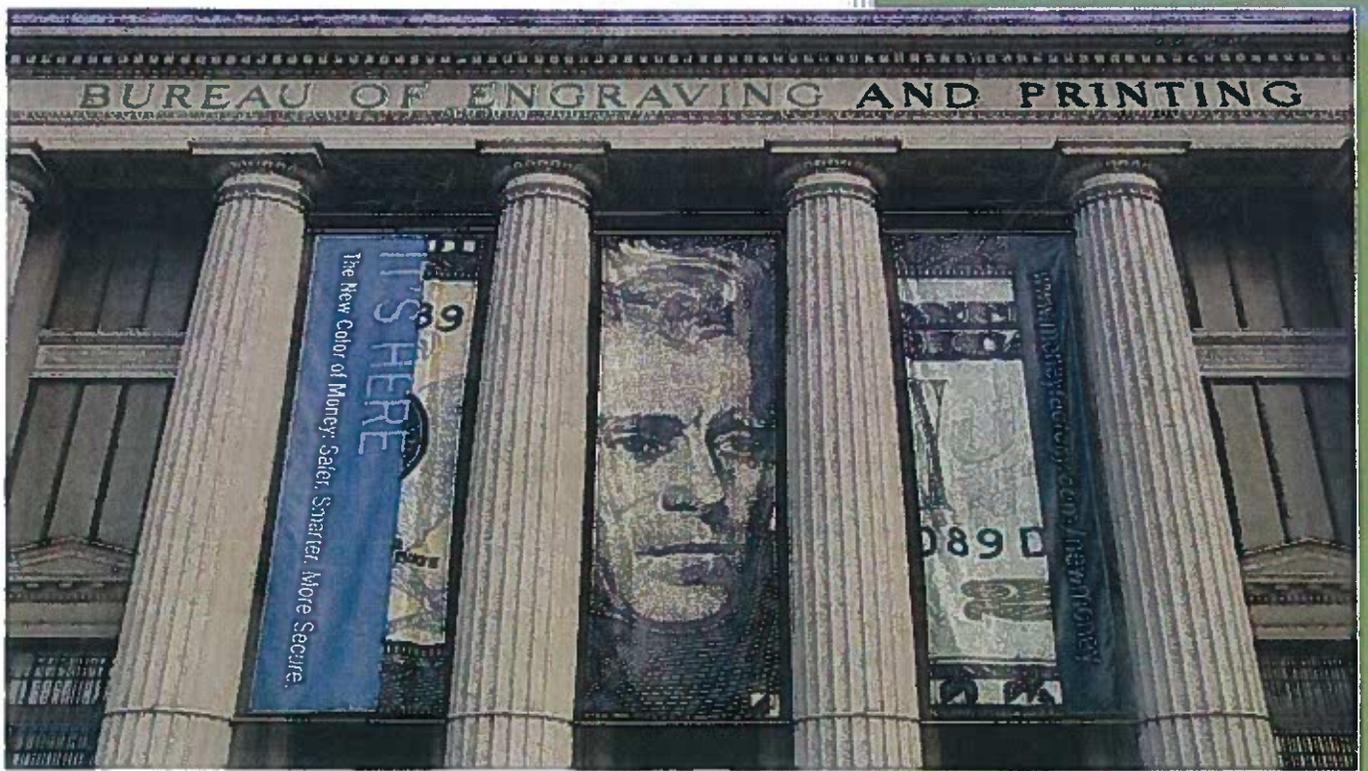


FY 2014

Bureau of Engraving and Printing MD-715 Report



Office of Equal Opportunity
and Diversity Management





**BUREAU OF ENGRAVING AND PRINTING
MANAGEMENT DIRECTIVE 715-01 FY 2014**

TABLE OF CONTENTS

Section I -

PART A: BEP Identifying Information

PART B: Total Employment

PART C: Agency Officials Responsible for Oversight of EEO Program

PART D: List of Subordinate Components Covered in This Report

PART E: Executive Summary

PART F: MD-715 Program Certification

PART G: * Agency Self-Assessment

PART H: Attaining the Essential Elements of a Model EEO Program

PART I: EEO Plan to Eliminate Identified Barriers

PART J: Program Status Report – Individuals with Targeted Disabilities

Section II – Trend Analysis and Charts

Appendix A: BEP's Five-Year Attrition Trends

Appendix B: Organizational Chart

Appendix C: Copies of BEP's EEO Policy Letters

Appendix D: Copy of BEP's FY 2014 462 Report

Appendix E: Chart of BEP's Five-Year Trend of Informal EEO Complaints

Appendix F: Chart of BEP's Five-Year Trend of Formal Complaints

Appendix G: BEP's Permanent Workforce Demographics/CLF Comparison Chart

Appendix H: A Copy of BEP's Trend Analysis of GS13–SES Charts

Appendix I: Federal Equal Opportunity Recruitment Program (FEORP)

Appendix J: Glossary

** Submission of PART G is not mandatory. Therefore, it is not included in this report.*

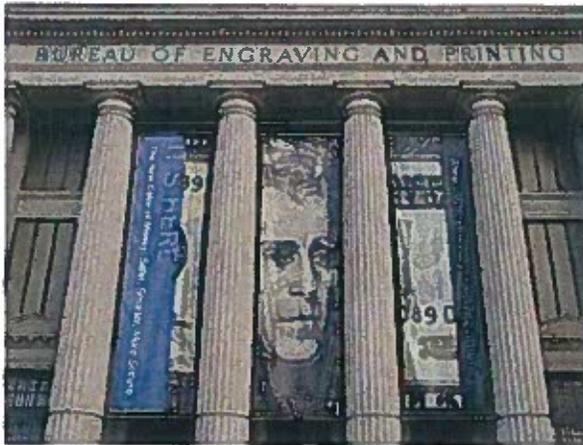
For period covering October 1, 2013 to September 30, 2014

PART A Department or Agency Identifying Information	1. Agency		1. Bureau of Engraving and Printing	
	1.a. 2 nd level reporting component			
	1.b. 3 rd level reporting component			
	1.c. 4 th level reporting component			
	2. Address		2. 14th and C Streets, S.W.	
	3. City, State, Zip Code		3. Washington, DC 20226	
	4. CPDF Code	5. FIPS code(s)	4. TR-A1	5. Not reported. All FIPS codes were withdrawn per OPM on 2/8/05.
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			
	2. Enter total number of temporary employees			
	3. Enter total number employees paid from non-appropriated funds		1812	
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]		1812*	
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Leonard Olijar Deputy Director, Bureau of Engraving and Printing	
	2. Agency Head Designee		2. 	
	3. Principal EEO Director/Official Title/series/grade		3. Frederick A. Whittington Jr., Chief Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	4. Title VII Affirmative EEO Program Official		4. Frederick A. Whittington Jr., Chief Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	5. Section 501 Affirmative Action Program Official		5. Frederick A. Whittington Jr., Chief Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	6. Complaint Processing Program Manager		6. Frederick A. Whittington Jr., Chief Office of Equal Opportunity and Diversity Management, GS-0260, 15	
	7. Other Responsible EEO Staff		Carol Wafford, EEO/ADR Supervisory Brittany Woolfolk, Diversity and Outreach Coordinator 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.

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 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	FY2014 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, 2013, through September 30, 2014, 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 (FY) 2014 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 investments 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

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.

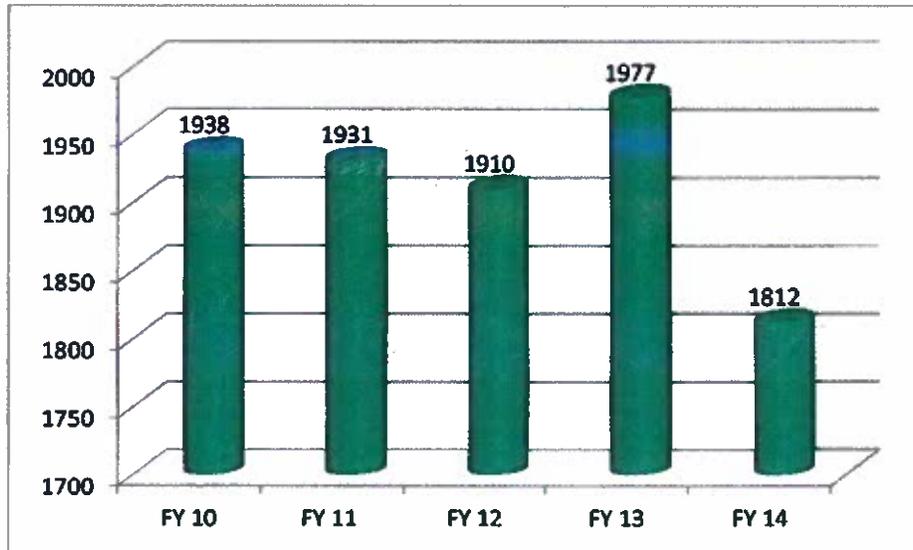
In addition to housing production facilities, free tours of currency operations are offered to the general public in both Washington, DC and Fort Worth, Texas. The tours include Visitor Centers with currency manufacturing displays, interactive kiosks, and other information about the history of our Nation's 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: www.moneyfactory.gov.

Workforce Representation Rates

At the close of fiscal year (FY) 2014, BEP employed 1,812 employees; including 1,753 permanent and 59 temporary. The total number of employees has decreased from FY 2013 by 117.

BEP FY 2010 - FY 2014

Attrition Trends



A copy of the Bureau's Five-year Attrition Trends is located in **Appendix A**.

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**

A copy of the Bureau's organizational chart is located in **Appendix B**.¹

¹ The Organizational Chart has not been changed to reflect a recently approved reorganization. This reorganization does not impact the EEO program.

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 2014, 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 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 Larry Felix 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/eoادرpolicystatements.html> and on the intranet at <http://shareprod/bep/Insite/ADM/Pages/OEODMHome.aspx>.

Copies of relevant BEP EEO policies are located in **Appendix C**. 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 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 the Office of Human Resources (OHR) also collaborate on personnel programs, policies, and procedures to ensure management/personnel actions conform to instructions contained in EEOC management directives.

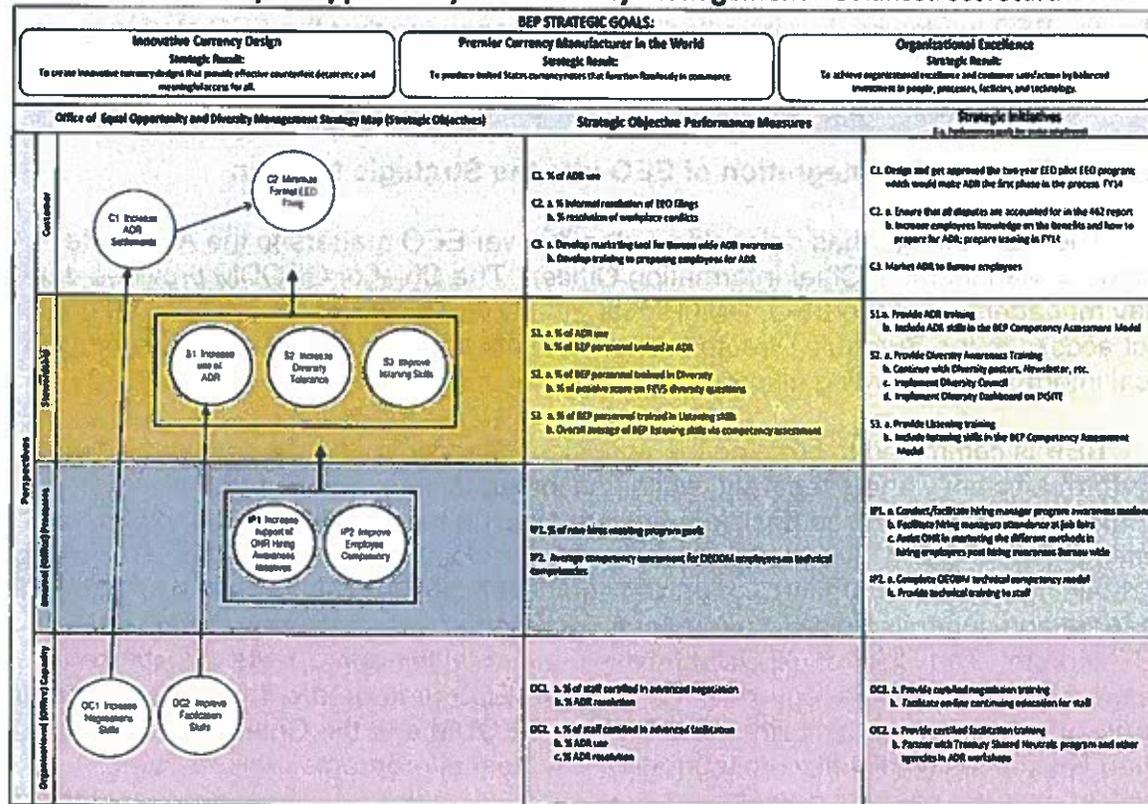
BEP Strategic Plan

In FY 2014, BEP developed a strategic alignment program for the agency. The OEODM will focus on: Organizational (office) Capacity, Internal (office) Processes, Stewardship, and Customer. Additionally, OEODM will focus on many areas including: 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.

Balanced Scorecard

Each BEP Directorate has a responsibility to help the Bureau meet goals outlined in the agency's strategic plan. All Management Directorate offices have a balanced scorecard to help achieve various goals supporting the strategic plan.

Office of Equal Opportunity and Diversity Management – Balanced Scorecard



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 highlighted activities in FY 2014 include:

- Completed an analysis of the underrepresented groups in the BEP workforce;
- Continued to utilize flexible workplace policies that encourage employee engagement;
- Supported affinity groups through the BEP Diversity Council; and
- Continued to ensure accountability for EEO, Diversity and Inclusion by providing 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 with both craft and non-craft employees represented. The sessions are announced electronically and through hard copy communications. The programs are provided for workers in both facilities and Video Teleconferencing (VTC) is used when needed.

In FY 2014 BEP hosted two (2) events for the both facilities.

- May 7, 2014; "What Makes an Organization a Great Place to Work" had 94 attendees and received an "excellent" rating.
- September 25, 2014; "Informal Leadership" had 56 attendees and received an "excellent" rating.

In FY 2015, the mentoring program plans 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 2014, BEP hired five (5) 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 2014, OEODM supported a variety of activities related to training and work-life initiatives. In FY 2014 100% of BEP employees completed the "NO FEAR" and Diversity and Inclusion online training via the Treasury Learning Management System (TLMS).

Exit Survey Analysis

All BEP employees that separate from the Bureau are asked to complete an Exit Survey.² The results of this survey assist the Bureau in identifying any possible barriers that may impact an employee's decision to leave. In FY 2014, there were 148 separations, of those 141 were voluntary.

² The survey responses are anonymous and are subject to employee user error.

The Exit Survey was completed by 24% (36) of the employees. Due to the average age of the workforce the majority of the separations were due to retirement 16% (24). All of the survey participants were permanent employees at 100% (36) with 66% (24) having a length of service of more than 25 years and age 60 years or older at 44% (16). Blacks and males were the largest group to separate with 50% (18) black and 55% (20) males. The BEP workforce is GS and WG. During FY 2014 the majority of the separated employees were mostly of the GS pay scale 55% (20), 52% (19) Grades 9-12 and majority non-supervisory 70% (25).

The majority of the departing employees were satisfied with their work experience 86% (31) and most would return to work for Treasury 61% (22). Additionally, those who were dissatisfied listed office morale 25% (9), job stress 22% (8), demonstrating skills and ability 22 % (8) and job description in relation to actual duties 22% (8) as strongly impacting their decision to leave.



BEP's MD-715 Working Group

In FY 2014, BEP continued to hold monthly MD-715 Workgroup meetings. The OEODM Chief conducts a monthly MD-715 working group meeting with the Deputy Director, Associate Director of Management/Chief Information Officer, and the Chief of the 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 2014 Employee Viewpoint Survey

The BPTW is a committee comprised of BEP employees. The committee works together to analyze the Federal Viewpoint Survey and develop initiatives to address any issues that are brought forward. The Federal Viewpoint Survey was administered within Treasury from May 6, 2014 to June 14, 2014. In FY 2014, the response rate was 60%, down from 64% in FY 2013. BEP rated their overall satisfaction at 70% compared to the Government-wide response of 60%. 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 Open-Minded, Supportive, and Empowered and lower in the areas of Fairness and Cooperative. In FY 2015, BEP will continue to utilize the Best Place to Work committee to further analyze the results of the FY 2014 survey. The committee will work with senior leaders to implement any changes or initiatives that may be needed to address the issues.

Deputy Director's Circle

The Deputy Director's Circle (DDC) is a new program at BEP. The DDC is a cross-Directorate team of leaders committed to BEP's Credo, engaging employees, and making the BEP a world class organization. The DDC's goal is to engage employees, at all levels, to collaboratively identify opportunities and implement solutions for improvement throughout the organization that will positively transform the atmosphere and culture.

Diversity Council

In FY 2014, the OEODM established an agency Diversity Council. The council consists of employees representing all directorates within the Bureau. The council will assist in the development of additional tools to evaluate Diversity and Inclusion in the workplace.

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. Additionally, 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 2014, OEODM hosted fourteen (14) "*Lunch and Learns*", seven (7) at the Western Currency Facility (WCF) and seven (7) at the Washington, DC Facility (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 2014 programs and “Lunch and Leams” are contained in the following chart:

Month	Observance	Date	Speaker/Activity
October	Disability Employment Awareness Month	10/1/13-10/31/13	Lunch and Learn, Educational Display and Booth from Goodwill Industries
November	American Indian/Alaska Native	11/1/13-11/30/13	Lunch and Learn and Educational Display
December	Diversity Day (Ft. Worth)	*no event due to budget constraints	
January	Martin Luther King Birthday	1/15/14	Lunch and Learn and Educational Display
February	Black History Month	2/1/14-2/28/14	Lunch and Learn and Educational Display
March	Women's History Month	3/1/14-3/31/14	Lunch and Learn and Educational Display
April	Holocaust Days of Remembrance	4/15-22/14	Lunch and Learn and Educational Display *BEP employee speaker
May	Asian American/Pacific Islander Heritage Month	5/1/14-5/31/14	Lunch and Learn and Educational Display
June	Lesbian, Gay, Bisexual and Transgender (LGBT) Pride Month	6/1/14-6/30/14	Lunch and Learn and Educational Display
September	Hispanic Heritage Month	9/15/14-10/15/14	Panamanian Folk Dancers, Latin dancers and Lecture on Latin American Currency and the BEP (BEP Historian)

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 Resolution. BEP is an active participant in Treasury's Dispute Prevention Working Group (DPWG), which created the Department's Dispute Prevention Week (DPW). In FY 2014, BEP celebrated Dispute Resolution Week with a "Lunch and Learn" open to all employees.

**ADR Offered to Complainants
(Informal) FY 2014**

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 increased the resolution of issues before going into the EEO process.

Total Counseling	28
Total ADR Offered	28
Total Accepted	4
Rejected By Counselee	24
Acceptance Rate	14%
Offer Rate	100%

Shared Neutrals Program

BEP continues to use Treasury Shared Neutrals (TSN) program within the EEO process.

Workplace Conflict Resolution

OEODM also 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 80 workplace conflict issues that did not go into the EEO process. BEP had a total of 20 complaints that went into the Formal EEO process for FY 2014. By resolving the issues before they went into the Formal EEO process, OEODM saved the Bureau a total of \$80,000.00 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-Trak, 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 2014, OEODM had a transactional Customer Service Rating of 4.5 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.

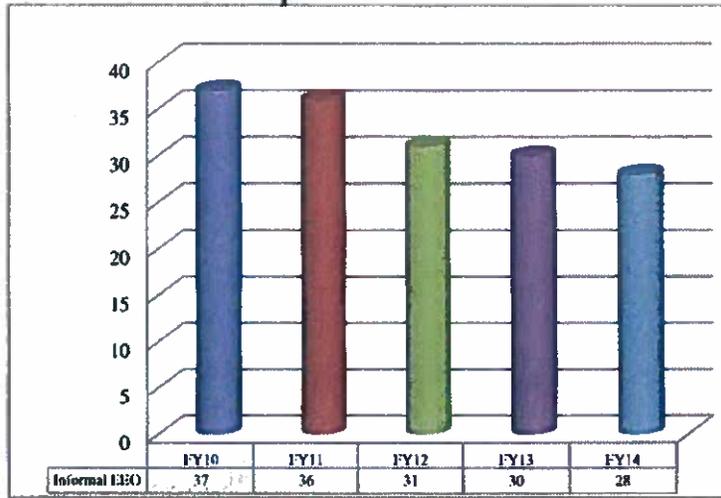
Complaint Activity

BEP submitted the Equal Employment Opportunity Commission Annual Federal Equal Employment Opportunity Statistical Report (462 Report) on time in October 2014. 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 Treasury Complaint Center, is responsible for processing all Formal complaints. The Chief of OEODM monitors the status of all BEP EEO cases.

In FY 2014, BEP completed 100% of Informal EEO Counseling on time. BEP noted that during FY 2014, the number of Informal EEO complaints filed by BEP's employees and applicants decreased from 30 in FY 2013 to 28 in FY 2014.

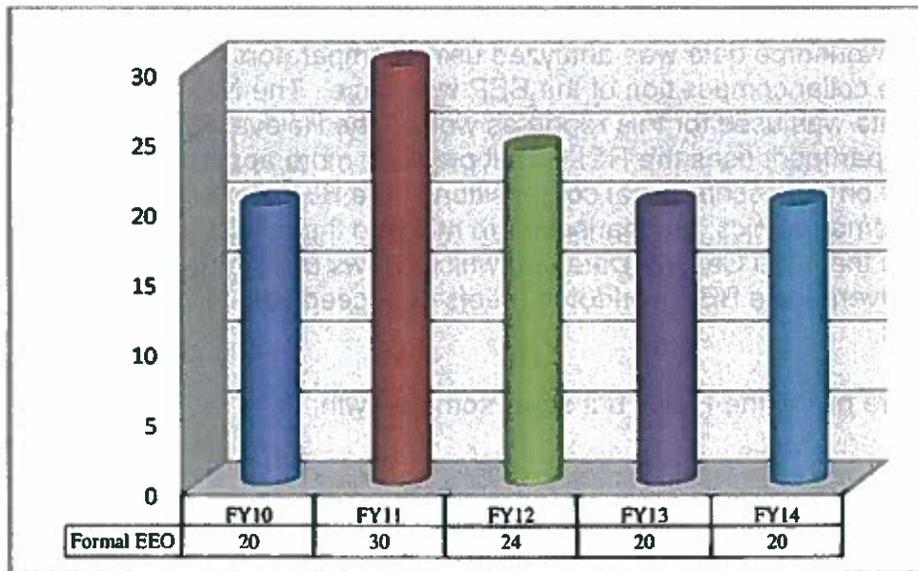
Informal EEO Complaints



A copy of the Bureau’s Informal EEO Complaint chart is located in **Appendix E**.

During FY 2014, the number of Formal EEO complaints filed by BEP’s employees and applicants stayed the same as in FY 2013, at 20.

Formal EEO Complaints



A copy of the Bureau’s Formal EEO Complaint chart is located **Appendix F**.

**The Top Three Bases and Issues of Informal Complaints Filed During
FY 2014**

Bases	Issues
Sex	Harassment (non-sexual)
Race	Reprisal
Disability	Non-Selection

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

This portion of BEP's report focuses on the changes in BEP's workforce demographics over the five-year period from FY 2010 to FY 2014. It should be noted that like many federal agencies, it is impractical to expect any demographic data to change significantly in a single fiscal year. Indeed, such data typically varies only by tenths of a percent from one year to the next.

In FY 2014, the workforce data was analyzed using comparators that are more consistent with the blue collar composition of the BEP workforce. The National Civilian Labor Force (NCLF) data was used for this report as well as the Relevant Civilian Labor Force (RCLF). The Department uses the RCLF as it provides more appropriate comparator data based on the occupational composition of the BEP workforce. When examining workforce demographics, comparisons are made to the 2010 CLF³ availability rates versus the 2010 Census Data tool which allows BEP to provide a more realistic comparator. Overall, the BEP workforce meets or exceeds the RCLF in most ERI and gender groups.

The following groups are below the RCLF but show some growth:

- Native Hawaiian females 0.06% vs. RCLF 0.10%
- American Indian females 0.28% vs. RCLF 0.72%
- 2 or more race females 0.17% vs. RCLF 0.37%

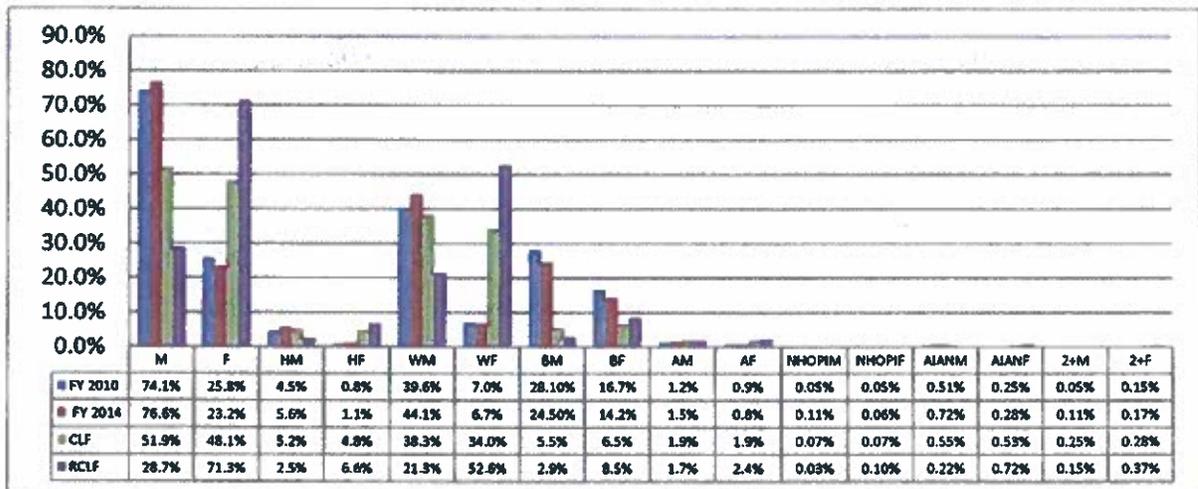
³ CLF data are derived from the 2010 census reflecting persons 16 years of age or older who are employed or seeking employment. The 2010 EEO Data tool utilizes data extracted from the 2006-2010 American Community Survey.

The following shows areas BEP should focus on based on the Bureau ERI and gender demographics compared to the RCLF:

- Females overall 23.2% vs. RCLF 71.3%
- Hispanic females 1.1% vs. RCLF 6.5%
- White females 6.7% vs. RCLF 52.6%
- Asian females 0.08% vs. RCLF 2.4%

Participation Rates in the Permanent Workforce

**BEP's Total Permanent Workforce Demographics/CLF Comparison
FY 2010 and FY 2014**



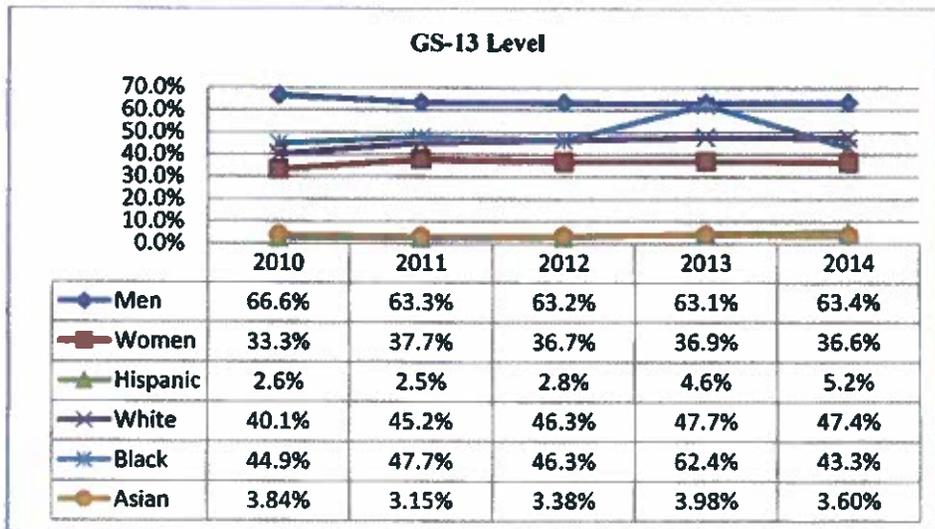
M – Male, F – Female, H – Hispanic, W – White, B – Black, A – Asian, NHOP-Native Hawaiian or Other Pacific Islanders, AIAN-American Indian/Alaska Native, or 2+ Race - Two or More Race.

FY 2010 - FY 2014 GS-13 to SES Trends

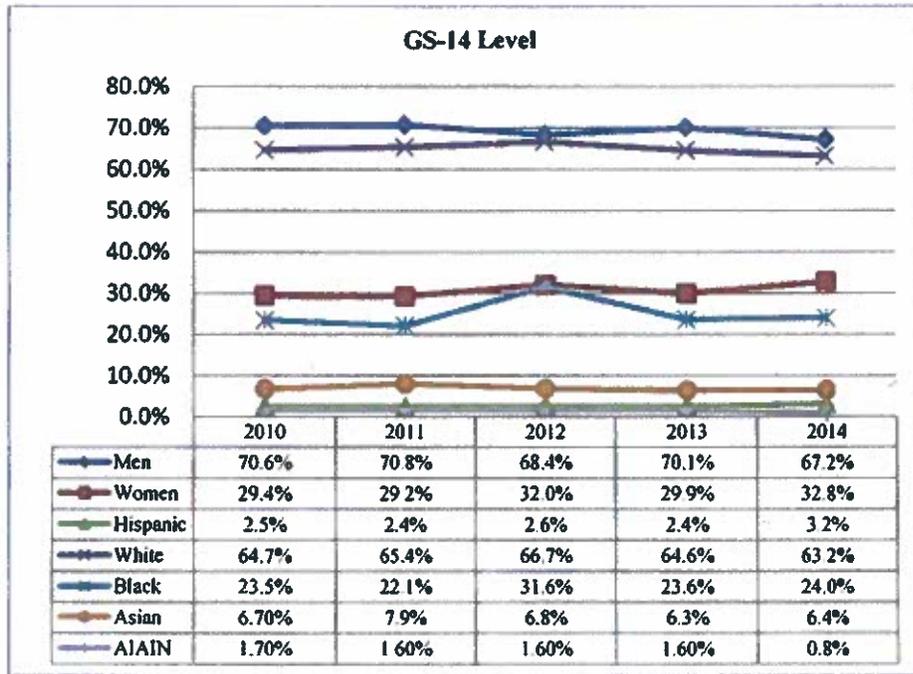
Overall, the ERI and gender groups within the GS-13 to GS-15 groups have remained the same over the past (5) five years. However, a few areas of note from the FY 2013 to FY 2014 timeframe include:

- At the GS-13 level, there was an overall decrease among Black employees. From 62.4% in FY 2013 compared to 43.3% in FY 2014, a 19% decrease.
- At the GS-14 level, there was an overall increase in females from 29.9% in FY 2013 compared to 32.8% in FY 2014, a 3% increase.
- At the GS-15 level, there was an overall increase among White employees, from 64% in FY 2013 compared to 72% in FY 2014, an 8% increase. Males also increased from 70.1% in FY 2013 to 77.0% in FY 2014, a 7% increase.
- Lastly, at the GS-15 level, females overall dropped from FY 2013 at 29.9% compared to 22.2% in FY 2014, a 7% decrease. Likewise, Asians decreased overall from 6.3% in FY 2013 to 2.8% in FY 2014, a 4% decrease.

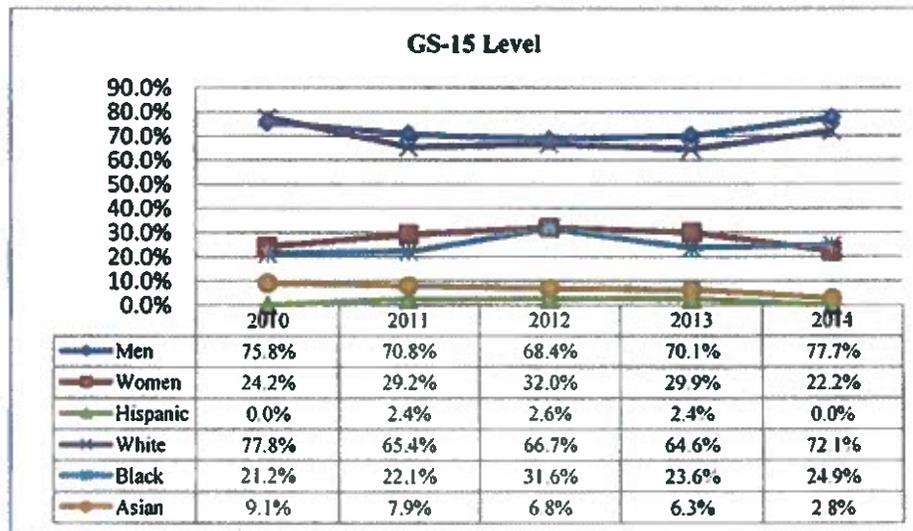
FY 2010 - FY 2014 Trends at the GS-13 Level



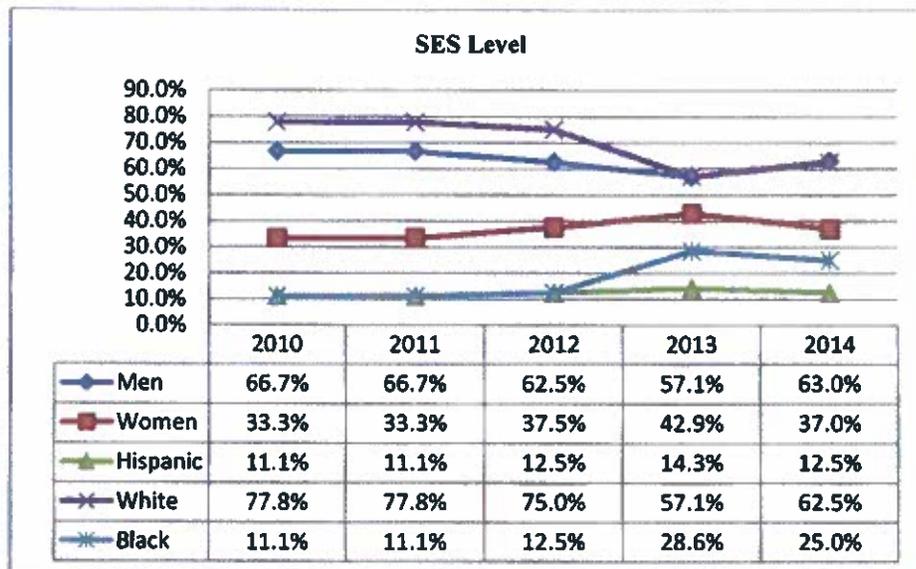
FY 2010 - FY 2014 Trends at the GS-14 Level



FY 2010 - FY 2014 Trends at the GS-15 Level



FY 2010 - FY 2014 Trends at the SES Level



Barrier Analysis

Barrier Analysis

In FY 2014, BEP conducted an analysis of the BEP workforce policies, procedures, practices and data to discover any possible anomalies. A trigger that was discovered when analyzing the workforce data indicated females overall are underrepresented across the agency. Females in the BEP represent 23.24% of the workforce compared to the CLF of 48.14% and RCLF of 71.27%. In FY 2014, BEP hired 57 employees. A barrier analysis was conducted to review the recruitment and selection process. The largest number of new hires was within the 1102 Contracting occupational series⁴, ten (10) new employees were hired. All BEP announcements use standard language including an EEO statement. Overall there were 744 applicants for the advertised 1102 positions and 670 provided ERI and gender information. Among the applicants, 46.7% were female and 43% were qualified. There were ten (10) applicants hired and 80% of those hires were female. It was determined that there were no barriers for female hiring in the 1102 Contracting series. Additionally, overall in FY 2014 61.1% of the new hires were females. Historically BEP's workforce is majority male due to the high number of blue collar positions. However, operational changes within the BEP are slowly lending more opportunities for females in the workplace.

⁴ Due to severe budgetary restrictions there was only limited hiring in FY 2014. While occupational series 1102 is not one of BEP's major occupations, we selected it because that was the most significant group of hires.

Employee with Targeted Disabilities

In FY 2014, OEODM worked closely with OHR and managers to attain the 2% hiring goal of new employees with targeted disabilities over the next five years.⁵ The Bureau's overall population includes 0.61% people with targeted disabilities. BEP continues to actively recruit employees with targeted disabilities. 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 2015, 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 2014, OEODM processed 20 requests for accommodations, with all 20 approved. All accommodations were provided in a timely manner. BEP also provides motorized scooters for individuals with short and long term disabilities. BEP provided motorized scooters to six employees in FY 2014.

FY 2014 Accomplishments

In an effort to become a model EEO program, OEODM had the following accomplishments in FY 2014.

- Convened the agency's first Diversity Council.
- Convened the agency's first Deputy Director's Circle (DDC).
- Issued the Secretary's Diversity policy.
- Conducted No-Fear and Diversity training for all employees.
- Hosted a Hispanic Heritage Month event, Veteran's Day Event, Disability awareness event and fourteen (14) lunch and learns.
- Conducted activity for ADR week.

⁵ 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.

- Issued a diversity newsletter monthly.
- Maintained activities within the Diversity Strategic Plan.
- Developed a strategic balanced scorecard that supports the BEP strategic plan.
- The Office of Human Resources provided access to the Exit Survey via computer to outgoing employees before they left the facility.

CONCLUSION/FY 2015 Goals

The OEODM FY 2014 MD-715 report provides a comprehensive outline of the activities that support BEP's model EEO program. FY 2014 saw a decline in the number of EEO complaints for the fifth year in a row. BEP recognizes that even with the accomplishments there are areas we will continue to enhance. Some of the goals include:

- Monitor the progress of the Diversity Council.
- Update OEODM website.
- Establish partnerships with agencies that provide diverse interns.
- Partner on activities with the U.S. Mint.
- Continue to align the OEODM with the agency strategic plans.
- Develop OEODM Standard Operating Procedure Manual.
- Update Reasonable Accommodation policy and circular.
- Conduct MD-715 meetings quarterly including the agency Director bi-quarterly.
- Develop Diversity Annual Report.
- Assist OHR in veteran and targeted disability hiring.
- Implement balanced scorecard strategic initiatives.

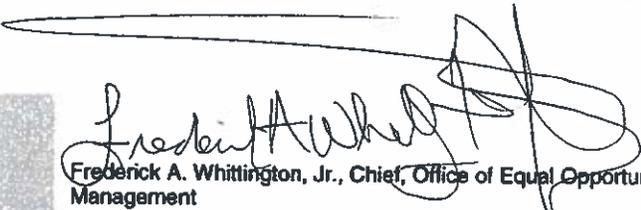
**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, **Frederick A. Whittington Jr., 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.


Frederick A. Whittington, Jr., Chief, Office of Equal Opportunity and Diversity Management

Date
1/20/2015

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


Leonard Olijar, Deputy Director, Bureau of Engraving and Printing

Date
1/20/15

EEOC FORM
715-01 PART G FY 2014
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

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.

 Compliance Indicator		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	EEO policy statements are up-to-date.	X		
	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.	X		
	During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.	X		
	Are new employees provided a copy of the EEO policy statement during orientation?	X		
	When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?	X		
 Compliance Indicator		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
 Measures	EEO policy statements have been communicated to all employees.	Yes	No	
		X		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		
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? [see 29 CFR §1614.102(b)(5)]		X		
➔ Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	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
↓ Measures		Yes	No	
		X		
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		X		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

accommodations do not cause an undue hardship?			
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?	X		
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.	X		
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?	X		
Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?	X		

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 Measures	<p>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.</p>	Measure has been met		<p>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</p>
		Yes	No	
<p>Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)]</p> <hr/> <p>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?)</p>		X		<p>The EEO Director is under the Associate Director Management for efficiency purposes.</p> <hr/> <p>Subordinate level reporting components are under the Chief of the Office of Equal Opportunity and Diversity Management (OEODM).</p>
Are the duties and responsibilities of EEO officials clearly defined?	X			
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?	X			

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

<p>If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?</p>	<p>X</p>		
<p>If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?</p>	<p>X</p>		
<p>If not, please describe how EEO program authority is delegated to subordinate reporting components.</p>	<p>n/a</p>		
<p>→ Compliance Indicator</p> <p>↓ Measures</p>	<p>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.</p>	<p>Measure has been met</p>	<p>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</p>
		<p>Yes</p>	
<p>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?</p>	<p>X</p>		
<p>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?</p>	<p>X</p>		
<p>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?</p>	<p>X</p>		
<p>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?</p>	<p>X</p>		
<p>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)]</p>	<p>X</p>		
<p>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?</p>	<p>X</p>		

 Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	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		
	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	The agency has committed sufficient budget to support the success of its EEO Programs.	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
 Measures		Yes	No	
		X		
	Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of	X		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

adequate data collection and tracking systems			
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? (Including subordinate level reporting components?)	X		
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	EEO program officials advise and provide appropriate assistance to managers/supervisors about the	Measure has been met	For all unmet measures, provide a brief
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Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

<p>↓ Measures</p>	<p>status of EEO programs within each manager's or supervisor's area or responsibility.</p>	<p>Yes X</p>	<p>No</p>	<p>explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</p>
<p>Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?</p>		<p>X</p>		
<p>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?</p>		<p>X</p>		
<p>→ Compliance Indicator</p>	<p>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)]</p>	<p>Measure has been met</p>		<p>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</p>
<p>↓ Measures</p>		<p>Yes X</p>	<p>No</p>	
<p>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?</p>		<p>X</p>		
<p>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?</p>		<p>X</p>		
<p>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?</p>		<p>X</p>		
<p>→ Compliance Indicator</p>	<p>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</p>	<p>Measure has been met</p>		<p>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</p>
<p>↓ Measures</p>		<p>Yes X</p>	<p>No</p>	
<p>Does the agency have a disciplinary policy and/or a table of</p>		<p>X</p>		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

penalties that covers employees found to have committed discrimination?			
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?	X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		x	No findings
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.			
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?	X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?	X		

Essential Element D: PROACTIVE PREVENTION
Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

 Compliance Indicator	 Measures	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	
	<p style="text-align: center;">Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.</p>	X		
	Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	X		
	When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	X		
	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	X		
	Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?	X		

Office of Equal Opportunity and Diversity Management **FY 2014 MD-715 Report**

Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
➔ Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	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
⬇ Measures		Yes	No	
		X		
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?		X		

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	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	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
⬇ Measures		Yes	No	
		X		
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		All Human Resource actions have been contracted out to the Bureau of Public Debt for the Ft Worth

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

			Western Currency Facility. All applicants' information is submitted to Career Connect and applicant data is now collected.
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?	X		
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?	X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?	X		There were 40 requests for accommodations, 37 approved and 3 denied. The accommodation provision was 100% timely.
Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.		Measure has been met
Measures			
			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
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	X		For counselors only, BEP has no investigators.

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

Management Directive MD-110?				
Compliance Indicator	<p>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.</p>	Measure has been met		<p>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</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		Of the 33 informal complaints; 97% were completed in 60 days.
	Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	X		
	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	<p>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.</p>	Measure has been met		<p>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</p>
Measures		Yes	No	
		X		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

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	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	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
 Measures		Yes	No	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		X		
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		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

 Compliance Indicator	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.	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 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		

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE
This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

 Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	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		
	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?	X		

<p> Compliance Indicator</p>		<p>Measure has been met</p>		<p>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</p>
<p> Measures</p>	<p>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.</p>	<p>Yes</p> <p>X</p>	<p>No</p>	
<p>Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.</p>		<p>X</p>		
<p>Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?</p>		<p>X</p>		
<p>Are procedures in place to promptly process other forms of ordered relief?</p>		<p>X</p>		
<p> Compliance Indicator</p>		<p>Measure has been met</p>		<p>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</p>
<p> Measures</p>	<p>Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.</p>	<p>Yes</p> <p>X</p>	<p>No</p>	
<p>Is compliance with EEOC orders encompassed in the performance standards of any agency employees?</p>		<p>X</p>		
<p>If so, please identify the employees by title in the comments section, and state how performance is measured.</p>		<p>SES officials Agency Director, Deputy Director ,Associate Director/Chief Financial Officer Associate Director/Eastern Currency Facility Associate Director/Product &Technology Development Associate Director/Management /Chief Information Officer Associate Director/ Western Currency Facility Chief Counsel Associate Director/Corporate Planning & Strategic Planning An EEO element was added</p>		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

			to all managers and supervisors in FY07.
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?	X		The Office of the General Counsel and the OEODM Chief monitors and tracks the completion of all obligations from agreements.
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?	X		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:	X		
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?	X		
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X		
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?	X		
Compensatory Damages: The final agency decision and evidence of payment, if made?	X		
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?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
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.	X		
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).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's	X		

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

request for a hearing.			
Restoration of Leave: Printout or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as a compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

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.

EEOC 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 2014**

Bureau of Engraving and Printing		new	FY 2006
Essential Element E – E5 – Efficiency			
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Of the employees filing informal complaints and offered ADR, did BEP meet the Treasury program standard of a 45% participation rate?		
OBJECTIVE:	To meet or exceed the Treasury 45% participation rate goal		
RESPONSIBLE OFFICIAL:	Associate Director of Management Chief, Office of Equal Opportunity and Diversity Management (OEODM) Chief, Human Resources (OHR)		
DATE OBJECTIVE INITIATED:	October 1, 2011		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	October 1, 2012		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)		
<p>The Office of Equal Opportunity and Diversity Management (OEODM) will work with the Working Group to determine how to implement action steps in educating the workforce on the advantages of using ADR when they encounter an issue.</p> <p>An example of an action step is having posters printed on the EEO process and posted throughout the Bureau. Posters were developed in January 2007 and posted February 2007. Another action step is to inform employees on the different types of ADR (mediation, facilitation, fact-finding, coaching, shuttle diplomacy, etc.) and their benefits through the OEODM Trainer, one-on-one meetings with managers, managerial/supervisory training and the OEODM intranet site.</p>	September 30, 2007		
	September 20, 2012		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE			
In FY 2007, BEP had a participation rate of 51% with 68 complaints and 35 entering ADR in the Informal EEO process. BEP had a 100% offer rate of ADR to complainants.			
In FY 2009, BEP had a participation rate of 47% with 66 complaints and 31 entering ADR in the Informal EEO			

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

process. BEP had a 100% offer rate of ADR to complainants.

In FY 2010, BEP had a participation rate of **34%** with 38 complaints and 13 entering ADR in the Informal EEO process. BEP had a 100% offer rate of ADR to complainants.

In FY2011, BEP had a participation rate of **40%** With 35 complaints and 14 entering ADR in the Informal EEO process. BEP had a 100% offer rate of ADR to complainants.

OEODM implemented a robust Alternative Dispute Resolution (ADR) program that has provided successful resolution to workplace issues that would have otherwise been filed in the informal EEO process. OEODM has 5 certified mediators that work on internal and external workplace conflict.

In FY 2012, BEP had a participation rate of **27%** with 33 complaints and 9 entering ADR in the Informal EEO process. BEP had a 97% offer rate of ADR to complainants, with 1 complainant not eligible for ADR.

In FY 2014, BEP had a participation rate of **27%** with 30 complaints and 8 entering ADR in the Informal EEO process. BEP had a 100% offer rate of ADR to complainants, with 2 complainants not eligible for ADR.

BEP will continue to market and educate employees on the benefits of ADR to increase the participation to 45%.

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

EEOC FORM 715-01 PART I		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Bureau of Engraving and Printing		FY 2014	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Females are underrepresented agency wide. How was the condition recognized as a potential barrier?		OEODM reviewed the data tables and found the female representation was below the CLF an RCLF. The potential barrier was whether or not there was a barrier in recruiting or hiring.	
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		In FY 2014, BEP hired 57 employees. A barrier analysis was conducted to review the recruitment and selection process. The largest number of new hires was within the 1102 Contracting occupational series ⁶ , ten (10) new employees were hired. All BEP announcements use standard language including an EEO statement. Overall there were 744 applicants for the advertised 1102 positions and 670 provided ERI and gender information. Among the applicants, 46.7% were female and 43% were qualified. There were ten (10) applicants hired and 80% of those hires were female.	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency's policy, procedure or practice that has been determined to be the barrier of the undesired condition.		It was determined that there were no barriers for female hiring in the 1102 Contracting series. Additionally, overall in FY 2014 61.1% of the new hires were females.	
OBJECTIVE: State the alternative or revised agency's policy, procedure or practice to be implemented to correct the undesired condition.			
RESPONSIBLE OFFICIAL:		Chief, OEODM	
DATE OBJECTIVE INITIATED:		N/A	
TARGET DATE FOR COMPLETION OF OBJECTIVE:		NA	
EEOC FORM 715-01 PART I		EEO Plan To Eliminate Identified Barrier	

⁶ Due to severe budgetary restrictions there was only limited hiring in FY 2014. While occupational series 1102 is not one of BEP's major occupations, we selected it because that was the most significant group of hires.

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	NA

Office of Equal Opportunity and Diversity Management FY 2014 MD-715 Report

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities
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PART I Department or Agency Information	1. Agency	1. Bureau of Engraving and Printing
	1.a. 2 nd Level Component	1.a.
	1.b. 3 rd Level or lower	1.b.

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY 2014		... end of FY 2014		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	1929	100.00%	1812	100.00%	-117	-6.07%
	Reportable Disability	125	6.48%	122	6.73%	-3	-2.4%
	Targeted Disability*	14	0.75%	11	0.61%	-3	-21.43%
	*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.						0	
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						0	

PART III Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
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*	70	6	8.57%	0	0.0%	1	1.43%	63	90.03%
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)	124	8	7.14%	0	0.00%	8	7.14%	108	92.8%
6.b. Cash Awards (total # awarded)	2042	123	14.0%	15	7.6%	10	2.6%	1672	85.8%
6.c. Cash Awards (total \$\$\$ awarded)	1,211,965	79,274	9.30%	7,758	.76%	4,671	.46%	1,128,021	92.05%
6.d. Quality-Step Increase (total \$\$\$ awarded)	11	2	18.18%	0	0%	0	0%	9	81.82%

<p>EEOC FORM 715-01 Part J</p>	<p align="center">Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities</p>
<p>Part IV Identification and Elimination of Barriers</p>	<p>BEP continues to focus on increasing the applicant pool to include more applicants with disabilities.</p> <ol style="list-style-type: none"> 1) Utilize our flexible work policies as a form of reasonable accommodation. 2) Work with HR in getting assistance from agencies in finding qualified candidates with disabilities. 3) Work with Bender to locate qualified applicants with disabilities. 4) Develop a process to provide schedule A resumes to hiring managers looking for candidates for approved positions for hiring. 5) Work with Disabled Veteran Groups to find more applicants with disabilities. 6) Utilize the Diversity council to explore options for increasing applicants.
<p>Part V Goals for Targeted Disabilities</p>	<p>Goal: Increase the participation rate of persons with targeted disabilities in FY 2015 by:</p> <ol style="list-style-type: none"> 1) Research online options for recruiting employees with disabilities using a virtual job fair. 2) Work with the Office of Human Resources to review all open position to target groups for recruitment. 3) Identifying established outreach programs available to assist BEP in recruiting persons with targeted disabilities. 4) Continue to educate managers, supervisors and hiring officials on the use of available hiring authorities. 5) Partner with Department of Rehabilitation Services. 6) Utilize the Diversity Council to explore options for increasing applicants.

Strategy 1:

Increase new hires of Persons with Targeted Disabilities.

FY 2015 Objectives:

- Partner with HR to identify open positions prior to advertising. Utilize internal resume database to provide hiring managers with resumes of Schedule A applicants.
- Continue to conduct targeted recruiting using professional groups and diversity databases.
- Increase the hiring of Veterans with Disabilities.
- Utilize the Diversity Council to explore options for increasing applicants.

FY 2014 Accomplishments:

- Conducted special emphasis program (October 2013) to highlight programs that help people with disabilities connect with employment.

Strategy 2:

Promote Schedule A Appointing Authority

FY 2015 Objectives:

- Research online options for conducting a webinar for potential applicants on Schedule A.
- Utilize Bender and other disabled applicant resources to gather resumes for Schedule A applicants.
- Participate in the Federal Disability Workforce Consortium (FDWC) to share and gather recruitment and program best practices.
- Continue to partner with Maryland and District of Columbia Department of Rehabilitation Services.

FY 2014 Accomplishments:

- Provided educational information on Schedule A and assistive technology using the monthly diversity newsletter.

