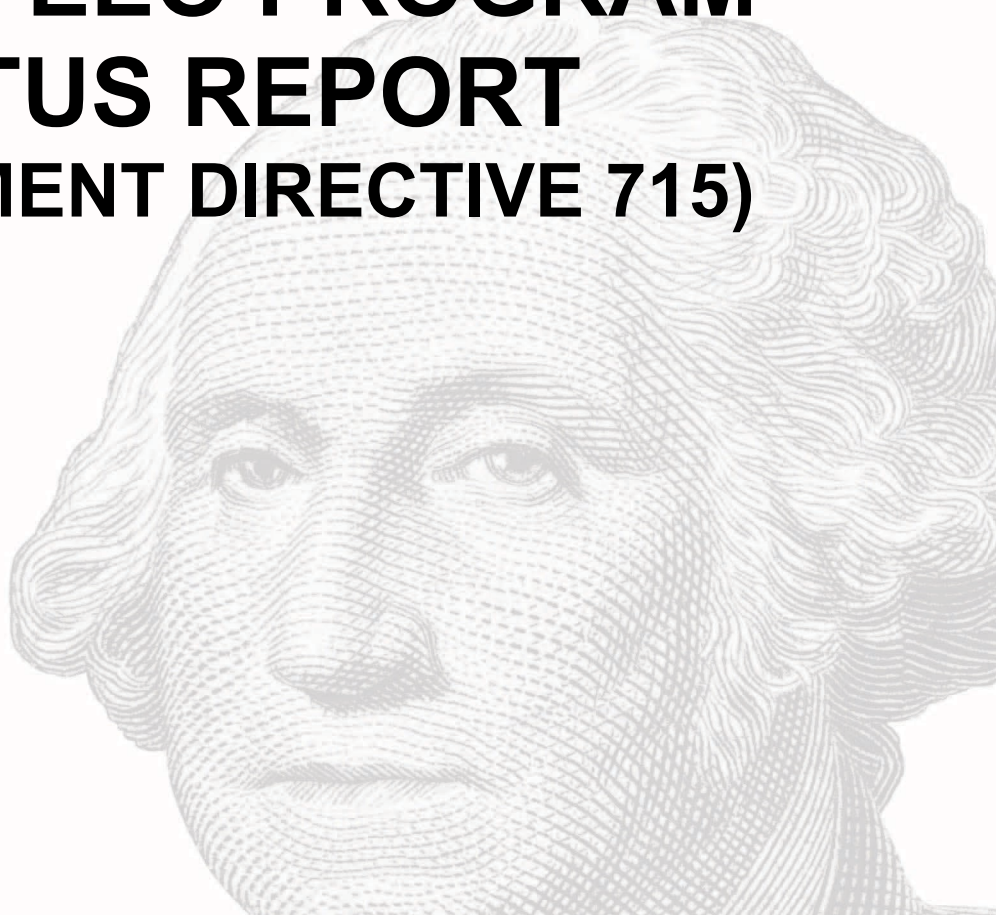# The Bureau of Engraving & Printing

FY 2023
ANNUAL EEO PROGRAM
STATUS REPORT
(MANAGEMENT DIRECTIVE 715)

"The Bureau of Engraving and Printing (BEP) derives strength from a workforce indicative of the Nation's diverse population and recognizes that inclusive diversity is integral to the success of BEP. As the leader of this organization, I am leading the charge of ensuring all BEP employees, managers, and supervisors share the responsibility of leveraging the differing viewpoints, ideas, and backgrounds that each of us brings; providing a safe environment where everyone fully contributes and feels a sense of belonging; treating all fairly and with dignity and respect; and providing the tools and resources needed so all can enjoy equality of opportunity."
Len Olijar, Former BEP Director, October 25, 2022

BUREAU OF ENGRAVING AND PRINTING
ANNUAL EEO PROGRAM STATUS REPORT
FISCAL YEAR 2023

PARTS A THROUGH D

PART A – DEPARTMENTAL OR AGENCY IDENTIFYING INFORMATION

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
United States Department of the Treasury	Bureau of Engraving and Printing	14th & C Streets, SW	Washington	DC	20228	TRAI	11001

PART B – TOTAL EMPLOYMENT

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	1859	49	1908

PART C.1 HEAD OF AGENCY AND HEAD OF AGENCY DESIGNEE

Agency Leadership	Name	Title
Head of Agency	Patricia Collins	Acting Director
Head of Agency Designee	Patricia (Marty) Greiner	Deputy Director (Chief Administrative Officer) and Diversity and Inclusion Officer (DIO)

PART C.2 – AGENCY OFFICIAL(S) RESPONSIBLE FOR OVERSIGHT OF EEO

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Principal EEO Director/Official	Judy Caniban	Chief	0260	GS-15	202-914-8658	Judy.Caniban@bep.gov
Affirmative Employment Program Manager	Rushelle Wilson	EEO Specialist	0260	GS-13	202-874-2437	Rushelle.Wilson@bep.gov
Complaints and Compliance Program Manager	James Young	EEO Specialist	0260	GS-13	202-874-0099	James.Young@bep.gov
Diversity & Inclusion Program Manager	Nancy Danganan	Senior EEO Specialist	0260	GS-14	202-449-2158	Nancy.Danganan@bep.gov

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ANNUAL EEO PROGRAM STATUS REPORT
FISCAL YEAR 2023

Special Emphasis Program Manager	Paula Rathers	EEO Specialist	0260	**GS-12**	**817-847-3950**	Paula.Rathers@bep.gov
Hispanic Program Manager	**Rushelle Wilson**	EEO Specialist	0260	**GS-13**	**202-874-2437**	Rushelle.Wilson@bep.gov
Women's Program Manager	Rushelle Wilson	EEO Specialist	0260	**GS-13**	**202-874-2437**	Rushelle.Wilson@bep.gov
Disability Program Manager	Rushelle Wilson	EEO Specialist	0260	**GS-13**	**202-874-2437**	Rushelle.Wilson@bep.gov
Reasonable Accommodation Program Coordinator	**Lynette Taylor**	EEO Specialist	0260	**GS-12**	**202-874-4571**	Lynette.Taylor@bep.gov
Alternative Dispute Resolution Program Manager	James Young	EEO Specialist	0260	**GS-13**	**202-874-0099**	James.Young@bep.gov
Anti-Harassment Program	Nancy Danganan	Senior EEO Specialist	0260	**GS-14**	**202-449-2158**	Nancy.Danganan@bep.gov
Special Placement Program Coordinator (Individuals with Disabilities	**Judy Caniban**	Chief	0260	**GS-15**	**202-914-8658**	Judy.Caniban@bep.gov
Principal MD-715 Preparer	**Nancy Danganan**	EEO Specialists	0260	**GS-14**	**202-449-2158**	Nancy.Danganan@bep.gov

PART D.1 – LIST OF SUBORDINATE COMPONENTS COVERED IN THIS REPORT

Subordinate Component	City	State	Country	Agency Code	FIPS Code
None					

PART D.2 – MANDATORY AND OPTIONAL DOCUMENTS FOR THIS REPORT

In the table below, BEP must submit these documents with its MD 715 Report

Did BEP submit the following mandatory documents?	Please Respond Yes or No	Comment
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	
Anti-Harassment Policy	Yes	
Reasonable Accommodation Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	

In the table below, BEP may decide whether to submit these documents with its MD 715 Report

Did BEP submit the following optional documents?	Please Respond Yes or No	Comment
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities Under Executive Order 13548	No	Incorporated into BEP's Affirmative Action Plan
Diversity and Inclusion Plan Under Executive Order 13583	No	Incorporated into BEP's Diversity, Equity, Inclusion and Accessibility Plan Under Executive Order 14035
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	Yes	Incorporated into BEP's Diversity, Equity, Inclusion and Accessibility (DEIA) Plan
Results From Most Recent Federal Viewpoint Survey or Annual Employee Survey	Yes	

PART E. EXECUTIVE SUMMARY

Mission

The Bureau of Engraving and Printing (BEP) is a bureau under the Department of the Treasury. 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 has two production facilities, one in Washington, DC and one in Fort Worth, Texas.

The following strategic goals allow BEP to be responsive and effective in accomplishing its mission:

❖ Execution: To deliver quality products to our stakeholders in a timely, cost-effective, and environmentally responsible manner.
❖ Innovation: To create innovative designs, processes, and products that exceed stakeholders' expectations.
❖ Excellence: To achieve overall excellence by balanced investment in people, processes, facilities, and technology.

The ingenuity, industriousness, and commitment of BEP's employees are the driving force towards achieving these goals; strengthen BEP's focus to recruit, develop and retain a 21st century workforce; and reinforce BEP's efforts to establish a roadmap for a more diverse, equitable, inclusive and accessible workforce.

Introduction

This report covers the period from October 1, 2022, through September 30, 2023, and outlines BEP's Equal Employment Opportunity (EEO) program activities for fiscal year (FY) 2023. The report highlights BEP's accomplishments during FY 2023, and details the FY 2024, planned activities and strategies towards continuing to achieve a diverse, equitable, inclusive, and accessible workforce. Below is the key for the workforce analysis.

Key for Workforce Analysis	
HM	Hispanic Male
HF	Hispanic Female
WM	White Male
WF	White Female
BM	Black Male
BF	Black Female
AM	Asian Male
AF	Asian Female
NHOPIM	Native Hawaiian/Other Pacific Islander Male
NHOPIF	Native Hawaiian/Other Pacific Islander Female
AIANM	American Indian/Alaskan Native Male
AIANF	American Indian/Alaskan Native Female
2+RacesM	Two or More Races Male
2+RacesF	Two or More Races Female
PWD	People with Disabilities
PWTD	People with Targeted Disabilities

Workforce Analysis

As of September 30, 2023, the total workforce consisted of 1905 civilian employees: 1,857 (97.48 percent) permanent and 48 (2.52 percent) temporary employees. The total workforce represents a decrease of 25 employees, a net change of -1.30 percent over FY 2022. Permanent employees decreased by 20, a net change of -1.07 percent from FY 2022, while temporary employees decreased by 5, a net change of -9.43 percent over FY 2022.

a. Workforce Participation Rates by Race/Ethnicity, Sex, and Disability Status

In FY 2023, White males (39.95 percent) and Black males (24.09 percent) continued to be the two largest groups within BEP's workforce, followed by Black females (12.18 percent), Hispanic males (8.92 percent), White females (6.56 percent). Other groups (i.e., Hispanic females, Asian males, Asian females, Native Hawaiian Other Pacific Islander [NHOPI] females and males, American Indian/Alaskan Native [AIAN] females and males and Two or More Races), collectively, comprised 8.28 percent of BEP's total workforce. *(See Diagram [D] 1)*

Except for Two or More Races, all male groups and Black females continue to have good participation at BEP as compared to their availability in the civilian labor force (CLF). The challenge BEP has continued to experience is bringing Hispanic females and White females into the BEP workforce at a rate comparable to their availability in the CLF. Overall, BEP experiences low participation rates for females when compared to the CLF, while the presence of male employees within BEP has historically exceeded the CLF. *(See D1)*

Diagram 1: Overall BEP Workforce by Race, National Origin (RNO) and Gender

Workforce	Males	Females	HM	HF	WM	WF	BM	BF	AM	AF	NHOPIM	NHOPIF	AIANM	AIANF	2+RacesM	2+Races F
CLF	51.79	48.21	6.82	6.16	35.65	31.82	5.70	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
FY 2022	77.93	22.07	8.55	1.76	40.88	5.96	24.2	12.54	3.26	1.40	0.26	0.00	0.57	0.16	0.21	0.26
FY 2023	77.27	22.73	8.92	2.20	39.95	6.56	24.09	12.18	3.15	1.36	0.16	0.05	0.58	0.10	0.42	0.26

The participation rates of persons with disabilities (PWD)[1] and persons with targeted disabilities (PWTD) have continued to increase for the past six fiscal years. At the end of FY 2023, 22.62 percent (415 employees) self-identified as PWD, which exceeded the Federal goal of 12.0 percent and was a 3.86 percent (16 employees) positive net change from FY 2022. On the other hand, 2.36 percent (45 employees) self-identified PWTD, which was above the Federal goal of 2.0 percent and a positive net change of 4.65 percent (2 employees) compared to FY 2022. For the last four fiscal years, BEP has continued to meet or exceed these Federal goals, a significant accomplishment considering that five of the six mission-critical occupations at BEP require atypical physical effort, exposure to heavy-duty equipment or machines and/or noise. *(See D2)*

In FY 2023, 72.60 percent (1383 employees) of the BEP workforce identified themselves as having no disabilities. There were 4.78 percent (91 employees) at BEP who chose not to identify if they have a disability. Although this is a small percentage of employees choosing not to identify, this is higher than what BEP reported in FY 2022, which was 2.49 percent (48 employees).

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[1] Inclusive of PWTD per EEOC's requirement.

Diagram 2: Overall BEP Workforce by Disability

Program	FY 2020	FY 2021	FY 2022	FY 2023	Requirements
People with Disability (PWD)	≤ GS-10	≤ GS-10	≤ GS-10	≤ GS-10	• FY 2020: GS-1 to GS-10=22.39%; GS-11 to SES=20.39% • FY 2021: GS-1 to GS-10=23.43%; GS-11 to SES=22.36% • FY 2022: GS-1 to GS-10=28.24%; GS-11 to SES=23.67% • FY 2023: GS-1 to GS-10=27.13%; GS-11 to SES=25.85%
	≥ GS-11	≥ GS-11	≥ GS-11	≥ GS-11	
People with Targeted Disability (PWTD)	≤ GS-10	≤ GS-10	≤ GS-10	≤ GS-10	• FY 2020: GS-1 to GS-10=1.87%; GS-11 to SES=2.73% • FY 2021: GS-1 to GS-10=2.09%; GS-11 to SES=2.76% • FY 2022: GS-1 to GS-10=2.67%; GS-11 to SES=2.60% • FY 2023: GS-1 to GS-10=2.43%; GS-11 to SES=2.70%
	≥ GS-11	≥ GS-11	≥ GS-11	≥ GS-11	
Overall Disabilities	PWTD	PWTD	PWTD	PWTD	• FY 2020: PWTD = 2.28%; PWD = 18.05% • FY 2021: PWTD = 2.44%; PWD = 19.92% • FY 2022: PWTD = 2.31%; PWD = 21.86% • FY 2023: PWTD = 2.36%; PWD = 22.62%
	PWD	PWD	PWD	PWD	

G	Met or Exceeded 12% PWD and 2% PWTD Goals	Y	Less than 100% but more than 80% Compliance with PWD/PWTD Goals	R	Less than 80% Compliance with PWD/PWTD Goals

b. <u>Workforce Participation in Mission Critical Occupations</u>[2]

The diagram below shows the participation rates in each mission critical occupation (MCO). Occupational series 4406 (Letter Press Operator) is the most populous occupation within BEP. BEP has also designated 0083 (Police), 2210 (Information Technology Management), 2606 (Electronic Industrial Controls Mechanic), 4454 (Intaglio Press Operating), and 6941 (Bulk Money Handling) as MCOs. Males outnumbered females across all demographic groups in all MCOs in the respective occupation CLF (OCLF). Black males are the only demographic group participating above the respective OCLF in all six of the MCOs. Hispanic females and White females are the demographic groups who have consistently been participating below OCLF in four (0083, 2606, 4406, and 4454) and five (0083, 2210, 2606, 4406, and 4454) of the six MCOs, respectively. White males have significant low participation in four (0083, 2210, 2606, and 6941); Hispanic male participation is low in three MCOs (2210, 2606, and 6941); Black females have lower participation than the OCLF in one MCO (4406); Asian males are not participating at the rate comparable to their availability in the OCLF in three of the MCOs (2210, 4406 and 4454); Asian females were significantly absent in two MCOs (4406 and 4454) despite their availability in the respective OCLF; NHOPI males are above the OCLF for only one MCO (6941) and NHOPI females are above the OCLF for only one MCO (0083). Although AIAN males and AIAN females have low participation rates in some MCOs, their availability in the OCLF is very low, in some cases at or below 0.60 percent.

Diagram 3: Workforce Participation in MCOs

Occ Code		Male	Female	HM	HF	WM	WF	BM	BF	AM	AF	NHOPIM	NHOPIF	AIANM	AIANF
0083	%	89.53	10.47	15.18	1.05	31.94	2.62	38.74	6.28	2.09	0.00	0.00	0.52	0.52	0.00
OCLF		86.40	13.60	12.10	2.40	60.70	7.60	9.40	3.00	1.80	0.20	0.10	0.00	0.50	0.10
2210	%	69.41	30.59	3.53	1.18	28.24	8.24	30.59	16.47	5.88	4.71	0.00	0.00	1.18	0.00
OCLF		70.90	29.10	4.50	1.60	54.30	21.60	3.60	2.50	7.00	2.60	0.10	0.00	0.10	0.10
2606	%	97.92	2.08	8.33	0.00	68.75	1.04	17.71	1.04	3.13	0.00	0.00	0.00	0.00	0.00
OCLF		95.30	4.70	12.60	0.60	70.10	3.00	7.90	0.80	2.30	0.20	0.10	0.00	0.60	0.00
4406	%	97.35	2.65	11.50	0.44	75.22	0.88	7.96	0.88	2.21	0.00	0.00	0.00	0.00	0.44
OCLF		74.20	25.80	9.40	3.50	54.40	17.90	6.10	2.70	2.90	0.90	0.10	0.00	0.30	0.10
4454	%	93.98	6.02	14.29	1.50	63.91	0.75	12.78	3.76	0.75	0.00	0.00	0.00	1.50	0.00
OCLF		74.20	25.80	9.40	3.50	54.40	17.90	6.10	2.70	2.90	0.90	0.10	0.00	0.30	0.10
6941	%	78.70	21.30	7.87	2.78	22.22	4.63	46.30	13.43	1.39	0.46	0.46	0.00	0.00	0.00
OCLF		92.00	8.00	17.20	1.20	51.10	4.50	20.10	2.00	1.20	0.10	0.20	0.00	0.60	0.10

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[2] Statistically significant cited when participation rate is 0.6 percent or more below the OCLF.

c. <u>New Hires by RNO and Gender</u>

In FY 2023, BEP had 189 new hires. The diagram below shows that nearly 68 percent of all new hires were males. In contrast, BEP onboarded females at a much lower rate (32.38 percent), with White females significantly below their availability in the CLF. Of all groups, White males and Black males were the two groups with the highest percentage of hires for the last three fiscal years. Although new hire rates for most other groups fluctuate between FY, there was a notable increase of Hispanic female new hires in FY 2023, which raised the percentage of Hispanic female new hires above the CLF. The trend for the past five years has been for most new hires to be White closely followed by Black, while the least hired groups were AIAN, NHOPI, Asian and Hispanic. *(See D4).* Not shown on the chart below is that 2+RacesM were hired at a rate of 1.59 percent which is above their CLF of 1.05 percent.

Diagram 4: New Hires by RNO and Gender

New Hires	Males	Females	HM	HF	WM	WF	BM	BF	AM	AF	NHOPIM	NHOPIF	AIANM	AIANF
CLF	51.79	48.21	6.82	6.16	35.65	31.82	5.70	6.61	2.19	2.18	0.08	0.08	0.31	0.31
FY 2020	68.12	31.88	9.42	5.8	25.36	10.87	25.36	13.04	7.25	2.17	0.00	0.00	0.00	0.00
FY 2021	71.72	28.28	8.59	1.52	38.89	11.11	18.69	13.13	4.55	2.53	0.51	0.00	0.00	0.00
FY 2022	76.75	23.25	14.04	1.32	35.96	8.33	22.37	10.09	4.39	3.07	0.00	0.00	0.00	0.00
FY 2023	67.72	32.28	10.58	6.35	32.80	11.11	17.99	12.70	4.76	1.59	0.00	0.53	0.00	0.00

d. <u>New Hires in Mission-Critical Occupations by RNO and Gender</u>

In FY 2023, male new hires in four of the MCOs (2210, 2606, 4454, 6941) were below their respective OCLF. For female new hires, three job series (0083, 4406, 4454) were below their OCLF.

When comparing participation rates in the MCOs and new hires by MCO *(D3 vs D5),* it was evident that BEP experienced the most challenges with hiring females and White males for MCOs, notwithstanding their availability in the OCLF, which potentially points towards the need to continue refining BEP's outreach and recruitment efforts based on analysis of the candidates for MCO positions being reached. Common across the new hires of females and White males was their low participation rate in 0083. There were no new hires in the 4454 series and 100 percent of the hiring in the 4406 series was male. Additionally, there were no new hires of Asian females, NHOPI males, AIAN males and females in the MCOs in FY 2023. Not shown on D-5 (*below*) is that 2+RacesM were hired at 3.03 percent in the 6941 Bulk Money Handling MCO, which is the only MCO the new hires from 2+Races.

Diagram 5: New Hires in MCOs by RNO and Gender

	Males	Females	HM	HF	WM	WF	BM	BF	AM	AF	NHOPIM	NHOPIF	AIANM	AIANF
0083	87.50	12.50	12.50	0.00	12.50	0.00	50.00	0.00	12.50	0.00	0.00	12.50	0.00	0.00
OCLF	86.40	13.60	12.10	2.40	60.70	7.60	9.40	3.00	1.80	0.20	0.10	0.00	0.50	0.10
2210	58.33	41.67	0.00	8.33	33.33	8.33	16.67	25.00	8.33	0.00	0.00	0.00	0.00	0.00
OCLF	70.90	29.10	4.50	1.60	54.30	21.60	3.60	2.50	7.00	2.60	0.10	0.00	0.10	0.10
2606	81.82	18.18	18.18	0.00	36.36	9.09	27.27	9.09	0.00	0.00	0.00	0.00	0.00	0.00
OCLF	95.30	4.70	12.60	0.60	70.10	3.00	7.90	0.80	2.30	0.20	0.10	0.00	0.60	0.00
4406	100.00	0.00	6.67	0.00	80.00	0.00	6.67	0.00	6.67	0.00	0.00	0.00	0.00	0.00
OCLF	74.20	25.80	9.40	3.50	54.40	17.90	6.10	2.70	2.90	0.90	0.10	0.00	0.30	0.10
4454	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OCLF	74.20	25.80	9.40	3.50	54.40	17.90	6.10	2.70	2.90	0.90	0.10	0.00	0.30	0.10
6941	84.85	15.15	21.21	9.09	27.27	0.00	33.33	6.06	0.00	0.00	0.00	0.00	0.00	0.00
OCLF	92.00	8.00	17.20	1.20	51.10	4.50	20.10	2.00	1.20	0.10	0.20	0.00	0.60	0.10

e. New Hires by Disability

Of the 189 new hires in FY 2023, 64 were PWD and eight were PWTD. At 33.86 percent PWD and 4.23 percent PWTD, both new hire rates exceeded the Government-wide goals of 12 percent and 2 percent respectively. *(See D6)*

Diagram 6: New Hires by Disability
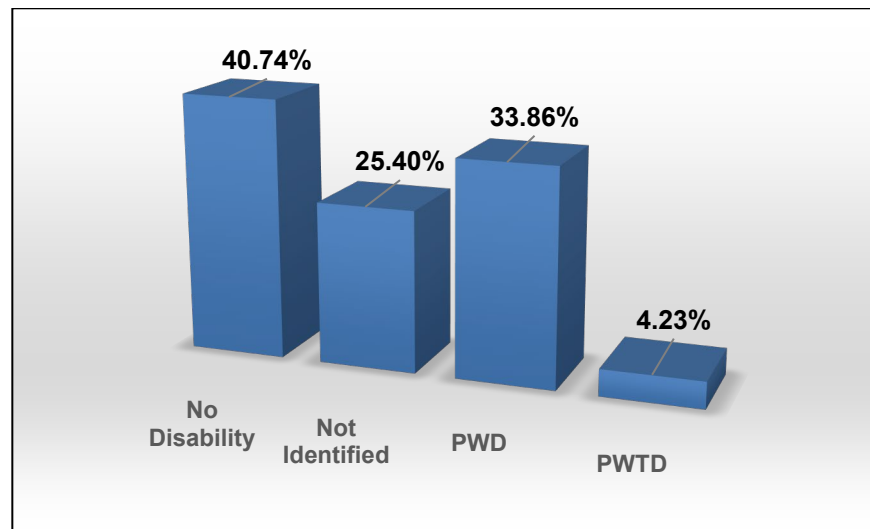
f. New Hires in MCOs by Disability

A review of the new hires in MCOs shows no PWTD hires for 0083, 2606, 4406, 4454 and 6941. However, there was limited success in the 2210 series with one PWTD hired. The number of hires in FY 2023, was comparable to the number of PWTD hires in the past two years with two in FY 2022 and one in FY 2021. With the PWD, there were new hires in all five of the MCOs that completed hiring actions in FY2023, with new hire rates exceeding 12 percent in four out of six MCOs. *(See D7).*

Diagram 7: New Hires in MCOs by Disability

MCO		No Disability	Not Identified	PWD	PWTD
0083	#	0	2	2	0
	%	0.00	50.00	50.00	0.00
2210	#	3	1	8	1
	%	25.00	8.33	66.67	8.33
2606	#	2	3	5	0
	%	20.00	30.00	50.00	0.00
4406	#	9	5	1	0
	%	60.00	33.33	6.67	0.00
4454	#	0	0	0	0
	%	0.00	0.00	0.00	0.00
6941	#	14	7	9	0
	%	46.67	23.33	30.00	0.00

g. Separations by RNO and Gender

In FY 2023, there were 174 separations. A review of those separations indicates that 77.01 percent were males and 22.99 percent were females.   Of the male separations, White males (43.68 percent) and Black males (20.11 percent) had the highest separation rates. White males also had the highest number of the involuntary separations (40 percent). This trend holds true when reviewing the permanent workforce, where 78 percent were male separations with 45.12 percent being White male separations and 19.51 percent Black male separations.

Furthermore, in FY 2023, White males were separating at a higher rate (43.68 percent) than joining the BEP workforce (32.80 percent). The FY 2023 separation rate for White males was slightly below their separation rate in FY 2022, (44.53 percent). Similarly, in FY 2023, Black males joined the BEP workforce at 17.99 percent, a rate below their separation rate (20.11 percent). Ideally, the separation rate would be lower than the new hire rate.

In FY 2023, Hispanic females and White females were hired at higher rates, 6.35 percent, and 11.11 percent respectively, than they separated (2.87 percent and 5.17 percent, respectively), which is a positive change from the prior year when they separated faster than they were hired. Of possible concern is Black females who separated faster than they were hired in FY 2023, as did Asian males. *(See D8)*

Diagram 8: Separations vs New Hires by RNO and Gender

FY 2023	Males	Females	HM	HF	WM	WF	BM	BF	AM	AF	NHOPIM	NHOPIF	AIANM	AIANF
New Hires	67.72	32.28	10.58	6.35	32.80	11.11	17.99	12.70	4.76	1.59	0.00	0.53	0.00	0.00
Separation	77.01	22.99	6.90	2.87	43.68	5.17	20.11	13.22	5.75	1.15	0.57	0.00	0.00	0.00

Not displayed on D8 is the separation of one 2+RacesF in FY 2023.

Of the 174 separations, retirement accounted for 45.40 percent (79) of separations in FY 2023, followed by 32.76 percent other personnel actions (57). The group "other" includes small number of a variety of actions including death (1), discharge (2), termination (2), and transfers (53). Resignation was the reason for the 16.67 percent (29) separations while about 5.17 percent (nine) were removal. *(See D9)* Permanent employees made up 94.25 percent (164) of the separations, while 5.75 percent (10) of the FY 2023, separations were from temporary employees.

Diagram 9: Types of Separations
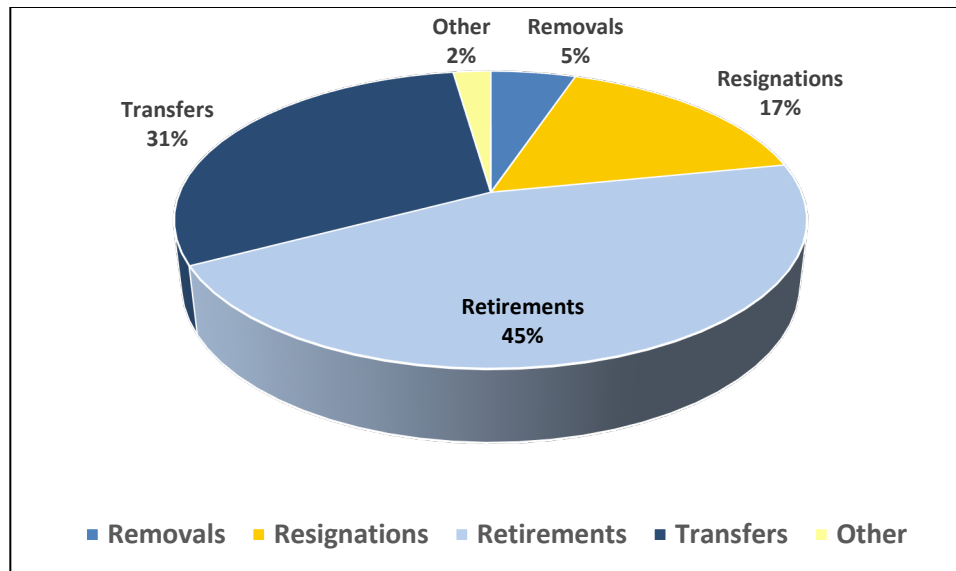
h. Separations by Disability

An analysis of separations shows that 29.89 percent (59 employees) were PWD, while 4.02 percent (seven employees) were PWTD. Comparing the new hire and separation rates shows that BEP hired PWDs and PWTDs at a higher rate than these groups were separating from the BEP workforce. *(See D10)*

Diagram 10: Separations vs New Hires by Disability
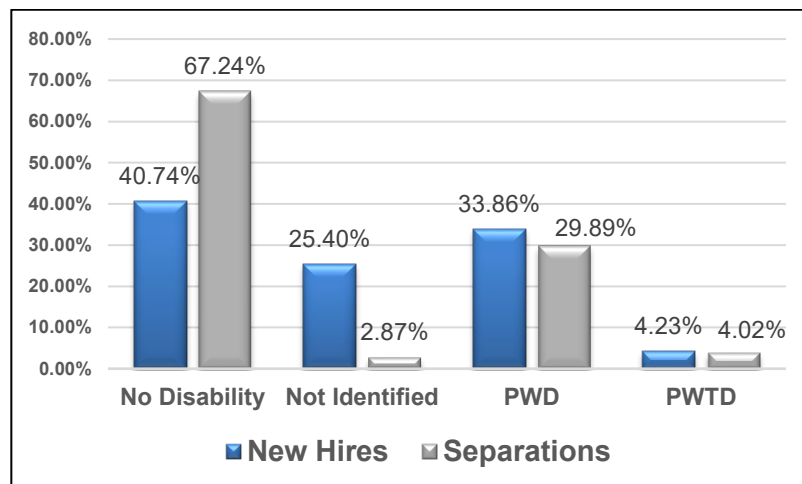
i. Senior leadership and Pipeline

In FY 2023, members of the Senior Executive Service (SES) at BEP totaled 11 with males representing 63.64 percent of the SES and females representing 36.36 percent. White males had the highest representation at 36.36 percent of SES, followed by White females. Black males, Black females, Asian males and Hispanic males also participate at the SES level. No other groups were present. Males have a significantly higher participation rate as compared to females. *(See D12)*

Hispanic males, White males, White females, Black males, Black females, Asian females have good participation rates in the pipeline at the GS-15 level. All groups, except NHOPI females and AIAN females, were present at the feeder grade (GS-14) for senior leadership grade levels.

Late in FY 2023, the Department of the Treasury requested that its bureaus conduct an analysis of Black females in SES positions. At BEP, Black females are represented at 9.09 percent, which is above the CLF of 6.62 percent. While there is no trigger present at the end of FY 2023, the pipeline for Black females in GS-14 and GS-15 positions is at 12.57 percent and 12.82 percent, respectively and Black females comprise 12.18 percent of the entire BEP workforce. BEP will conduct a deeper analysis on this in FY 2024.

Diagram 12: Participation in Senior Leadership and Pipeline Grades by RNO and Gender

FY 2023	HM	HF	WM	WF	BM	BF	AM	AF	NHOPIM	NHOPIF	AIANM	AIANF
SES	9.09	0.00	36.36	27.27	9.09	9.09	9.09	0.00	0.00	0.00	0.00	0.00
GS 15	2.56	0.00	43.59	12.82	23.08	12.82	0.00	5.13	0.00	0.00	0.00	0.00
GS 14	4.92	3.28	34.43	13.66	16.94	12.57	8.74	2.19	0.55	0.00	1.64	0.00

j. <u>Treasury-Requested Analysis of Hispanic Females in Science, Technology, Engineering, and Math (STEM) Positions</u>

Near the end of FY 2023, the Treasury bureaus were asked to conduct an analysis of Hispanic females in STEM positions. Using data representing only the permanent workforce, BEP currently has 252 positions that the Equal Employment Opportunity Commission (EEOC) consider to be STEM positions. Hispanic females hold six of those positions or 2.37 percent of STEM positions and are represented in three job series (0801 General Engineering, 1301 General Physical Sciences and 1320 Chemistry). This is a trigger that will be explored more fully in FY 2024.

FY 2023 Summary of Workforce Analysis:

<u>Summary of Workforce Analysis</u>

a. In FY 2023, Hispanic females and White females continue to have significant low participation in the overall BEP workforce when compared to the CLF.

b. In FY 2023, Hispanic females were below the OCLF in four of the six MCOs, while White females were below the OCLF in five of the six MCOs.

c. In FY 2023, Hispanic males and Asian males were below the OCLF in three of the six MCOs, while White males were below the OCLF in four of the six MCOs.

d. In FY 2023, Hispanic females, White females, Black females and Asian males had higher rates of new hires than in the prior year with Hispanic female hiring above the CLF.

e. In FY 2023, White males, Black males, Black females and Asian males separated at rates that were higher than their new hire rate or accession rate.

f. Since 2021, BEP's percentages of self-identified PWD and PWTD have been above the Federal goals of 12 percent and 2 percent, respectively, even when these group are divided into employee groups of GS-10 and below and GS-11 – SES.

g. In FY 2023, PWD and PWTD were hired at rates above the Federal goals of 12 percent and 2 percent respectively and they separated at rates that were lower than the new hire or accession rate.

h. In FY 2023, the MCOs that hired the most PWD and PWTD were 2210 Information Technology Management and 6941 Bulk Money Handler.

i. In FY 2023, the SES were predominantly male (63.64%) although White female SES (27.27 percent) and Black female SES (9.09 percent) were represented at the highest level of the organization. All groups but Hispanic males and Asian males have GS-15 pipeline positions to the SES.

FY 2023 Accomplishments

The FY 2023 accomplishments are documented here through the six essential elements of a model EEO program as found below.

a. <u>Demonstrated Commitment from Senior Leadership:</u>

BEP demonstrated strength in this element as evidenced by the BEP Director's top-down approach in communicating his commitment to a diverse, equitable, inclusive and accessible (DEIA) workplace and direct engagement from BEP's Senior Executive Team (SET).

- BEP's Director issued all the applicable DEIA (including EEO) policies on October 25, 2022. All the policy statements[3] were made available on BEP's external and internal websites. BEP has made enhancements to both outward and inward facing websites to make DEIA and complaint filing information more accessible. On the external site, <u>Office of Equal Opportunity and Diversity Management | Engraving & Printing (bep.gov)</u>, the information can be easily found by using the search tool or on the landing page under Featured Resources & Services and under Policy.

- BEP's Director designated the Deputy Director (Chief Administrative Officer) as BEP's Diversity and Inclusion Officer (DIO) in FY 2022, and the DIO issued BEP's DEIA policy statement on November 28, 2022, providing strategic direction on how BEP can effectively execute its DEIA initiatives.

- Incorporated DEIA into BEP's Strategic Plan demonstrating that advancing and maintaining DEIA across BEP is critical to BEP's success. DEIA Charter was completed and approved in FY 2023.

- The BEP Director leveraged Special Emphasis Programs (SEP) and issued messages reiterating his commitment to a diverse, respectful and inclusive working environment and emphasizing that having a diverse, respectful and inclusive BEP is an organizational imperative and a shared responsibility of all BEP employees.

- The SET took affirmative steps to demonstrate commitment to DEIA by championing SEP. Effective FY 2023, each special observance has an Executive Champion (EC), and all ECs were highly engaged in BEP's efforts to bring awareness and education in DEIA during BEP and Treasury SEP events.

- BEP continued to support the Diversity and Inclusion (D&I) Council and Barrier Analysis Team. In FY 2023, the DIO continued to serve as the EC for the D&I Council and another member of the SET is the EC for the Barrier Analysis Team.

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[3] Reasonable Accommodations Policy Statement, Inclusive Diversity Policy, Equal Employment Opportunity Policy Statement, Alternative Dispute Resolution Policy Statement, Anti-Harassment Policy Statement, Sexual Harassment Policy Statement, Personal Assistant Services Policy Statement, Sexually Offensive/Unauthorized Material on BEP Property, and Responsibility for Timely Cooperating in the EEO Complaint Process.

- The D&I Council kept diversity and inclusion in the forefront of all members and BEP workforce through regular articles discussing D&I related topics, to include but not limited to Accessibility as the A in DEIA and First-Generation Employees.

- The SET expanded the capacity of BEP's Anti-Harassment Program (AHP) to respond to reports of harassment by increasing the number of internal factfinders and continuing to authorize the Office of Equal Opportunity and Diversity Management (OEODM) to utilize contractor services, when needed, for a more appropriate, thorough and timely fact-finding into the allegation/s of harassment.

b. Integration of EEO Into the Agency's Strategic Mission:

The measures of success for this program element in FY 2023, include:

- New Employee Orientation: BEP conducted bi-weekly new employee orientations for each location (Washington, DC and Forth Worth, TX facilities) in FY 2023, delivering DEIA information and complaint filing procedures to a total of 176 new hires.

- BEP established mandatory DEIA related training for supervisors and non-supervisory employees. Both supervisors and non-supervisors were required to complete:
  - One hour of live, virtual training with four modules: EEO complaints, anti-harassment, accommodations for disabilities and religious practices, and alternative dispute resolution
  - Virtual training on Diversity, Equity, and Inclusion (DEI) in Action; and
  - Department of the Treasury's Sexual Harassment Training.

- BEP also continued to refine its New Supervisors Training and deployed the module quarterly. The agenda included the topics below. A SET member kicked off each session with a review of BEP's expectations of supervisors as leaders and role models. In FY 2023, BEP conducted four New Supervisor Training sessions.
  - Recruitment and Placement
  - Performance Management
  - Developing Employees
  - Dealing with Poor Performance and Misconduct
  - Labor Relations
  - Leave Administration
  - Work-Life Flexibilities
  - Diversity, Equity, Inclusion and Accessibility (DEIA)

- BEP conducted ten diversity and inclusion listening sessions on the results of the New Inclusion Quotient (New IQ) survey. Feedback from the sessions was presented to the SET and Office Chiefs. Themes included a desire for greater transparency, recognition, greater visible commitment to DEIA, and continued training and awareness.

- To increase OEODM's capacity to effectively execute BEP's DEIA program requirements, the SET allocated additional manpower and increases fiscal resources for DEIA initiatives. The Office of Human Resources onboarded a DEIA Recruitment and Outreach specialist and OEODM was also able to backfill a vacant position for a GS-12 Specialist to assist with the Anti-Harassment Program.

- BEP organizations engaged the OEODM Chief in the discussion, review, assessment of BEP's Strategic Plan, Human Capital Strategic Plan, DEIA-related requirements for the replacement Washington, DC Facility, and other requirements that impact BEP employees or human resources issues. OEODM Chief was a regular participant in partnership meetings to include

monthly Joint Labor Management Partnership Council, quarterly Chiefs' forum, Internal Control Policy Committee, quarterly Working Group for Business and IT (Information Technology) Change Requests (CR) and Opportunities Partnership, BEP Strategic Planning sessions and Integrated Program Management Office (IPMO) new facility workgroup.

- OEODM presented the state of BEP's EEO Program to the BEP SET and all seven Directorates' leadership teams in March and April 2023. The presentation also included an overview of the MD-715 report with Directorate-specific information and an overview of the results of Treasury's deployment of the New IQ, an OPM survey with five measures of inclusion (Fair, Open, Cooperative, Supportive and Empowering).

- BEP established its first Barrier Analysis Team. The team met bi-weekly beginning in March 2023. The team analyzed BEP's the workforce demographics, focusing on overall workforce, MCOs and applicant flow data; received training on barrier analysis and strategic recruitment conversations; and completed the EEOC root cause analysis tool for recruitment and outreach, and considered marketing approaches unique to specific MCOs.

- BEP continued partnerships with minority-serving institutions that (a) create pathways to careers for ethnically diverse high school and college students, including AANHPI, across the country and positions graduates to advance in their career; and (b) provide immersive internship and academic seminars to students from hundreds of colleges and universities and young professionals from across the U.S. and more than 25 countries. In FY 2023, BEP onboarded seven of nine selected paid interns. Two interns withdrew after delays with security clearances. In FY 2023, BEP utilized 70 percent of the funded 4800 hours, a significant increase when compared to 38 percent used in FY 2022.

- BEP OHR established an FY 2022-2025 Outreach and Recruitment plan that was aligned to BEP's DEIA Strategic Plan. Actions for the plan that were designated for FY 2023 were completed to respond to ongoing recruitment and retention efforts in Mission/Major Occupations and areas of low participation.

- BEP purchased nine professional memberships in FY 2023 to assist in focusing recruitment and outreach to Women in Law Enforcement, Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) Professionals, Hispanic/Latino Professionals, Women in STEM, and people with disabilities.

- BEP participated in 30 recruitment events, which were selected to enhance diversity recruitment. A sampling of the events include outreach to Historically Black Colleges and Universities, Veterans, People with Disabilities, Women in Law Enforcement, and Federal Asian Pacific American Council (FAPAC) events. BEP in-person participants included managers and supervisors in addition to OHR and OEODM.

- In FY 2023, BEP held its first Career Fair since before COVID. It was successful in highlighting current job openings and inviting both BEP employees and non-BEP employees to explore options. OEODM had a table and shared information on the demographics of the workforce.

- In FY 2023, OEODM continued to deploy virtual office hour sessions to educate the workforce on topics specific to Diversity, Equity, Inclusion, and Accessibility.
    - Inclusion through Employee Resource Groups (Part 1) – November 4, 2022
    - Leveraging Diverse Experiences – November 17, 2022
    - Accessible and Inclusive Workplaces through Reasonable Accommodations and Personal Assistance – December 1, 2022
    - Inclusion and Safer Workplaces through the Anti-Harassment Program – December 15, 2022

- Advancing Diversity through Affirmative Employment and Affirmative Action Programs (Barrier Analysis Part 1) – January 12, 2023
- Inclusion and Safer Workplaces through Conflict Resolution – January 26, 2023
- Building a Culture of Inclusion (Part 1) – February 9, 2023
- Inclusive Workspaces through Disability Etiquette – February 23, 2023
- Inclusion through Employee Resource Groups (Part 2) – March 23, 2023
- Equity in Complaint Program: Preventing Reprisal/Retaliation – April 13, 2023
- Advancing Diversity through Affirmative Employment and Affirmative Action Programs (Barrier Analysis Part 2) – April 27, 2023
- DEIA through Conflict Resolution – Preparing for Mediation/Facilitation – May 11, 2023
- Building a Culture of Inclusion (Part 2) – May 25, 2023
- Ensuring Disability Inclusion through Reasonable Accommodation – June 8, 2023
- Building a Culture of Inclusion through Special Emphasis Programs – June 22, 2023

c. Accountability and Program Management:

BEP's FY 2023, accomplishments in this program area are as follows:

- All BEP employees continued to have a performance element in FY 2023, measuring their commitment to DEIA. Managers and supervisors were also held accountable with timely establishment of performance standards and completion of performance assessments.

- BEP Senior Executive Team and leaders from multiple Directorates collaborated to ensure appropriate response to the Department of the Treasury, Office of Civil Rights and Equal Employment Opportunity (OCRE) audit on the effectiveness and efficiency of BEP's Title VII and Rehabilitation and other DEIA-related programs, including Accessibility reviews on the facilities at both BEP locations. While preliminary information was provided to Treasury in FY 2022, the final response to the audit was sent on February 28, 2023.

- BEP's OHR and OEODM instituted bi-weekly collaboration meetings to ensure alignment in reporting on the DEIA Strategic Plan, the MD-715 and the One Report (DVAAP, White House initiative reports, and FEORP). OEODM and OHR coordinated BEP's response to FY 2022 Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans Affirmative Action Program (DVAAP).

- Bi-weekly partnership meetings between OHR and OEODM included reviewing personnel policies, practices and procedures to determine if there are barriers to equal opportunity for certain groups.

- OEODM conducted a year-end assessment of EEO programs, issued a scorecard on the effectiveness and efficiency of the Title VII and Rehabilitation Act programs, and established a roadmap to address deficiencies and highlight best practices.

- BEP focused on the enhancement of workplace dispute resolution capabilities. BEP continued its use of an agreement with the Federal Mediation and Conciliation Services (FMCS) to provide effective Alternative Dispute Resolution (ADR) services as well as training and coaching in conflict resolution techniques to the workforce. The services are used as the ADR option in EEO complaints, for facilitated discussions when harassment is alleged to the anti-harassment program and as a workplace proactive solution (WPS) to conflict. BEP engaged FMCS to conduct four organizational ADR and seven individual workplace conflicts (non-EEO). Feedback from those who participated was positive and most indicated they will use ADR to proactively resolve conflicts in the workspace. Most managers have started to understand that ADR is one of BEP's WPS to address workplace issues before they escalate.

- BEP continued to improve its newly-established Anti-Harassment Program (AHP). The Anti-Harassment circular has been re-vetted to ensure consistency in application, increase efficiencies, emphasize managers'/supervisors' responsibilities, and leverage as a proactive tool to resolve workplace issues before they become discriminatory harassment or severe and pervasive.

- BEP secured 10 new scooters for reasonable accommodation (RA) purposes replacing the old fleet of scooters and completed RA brochures for additional awareness of the RA process.

- In FY 2023, the Office of Enterprise Solutions, which includes BEP's 508 Team set up a contract for a Section 508 organizational review to begin in FY 2024. Under the contract, BEP will gain a better understanding of the tools being used, the accessibility of training and the accessibility of communication. The results of the assessment are intended to better meet employee accessibility needs and increase inclusion.

d. Proactive Prevention

- BEP OEODM and OHR continued to work on partnership by meeting to discuss and conduct analysis in the areas of outreach and recruitment, workforce development, and performance awards. Meetings were held on a bi-weekly basis throughout the year and were directed by actions detailed in BEP's DEIA Strategic Plan.

- OEODM, OHR and the Office of Chief Counsel (OCC) continued to utilize the ADR team to provide management officials with appropriate tools to ensure full engagement during ADR for a positive outcome.

- OHR, OCC, the Offices of Security (OS) and Environmental Health and Safety (OEHS), Chief Financial Officer (CFO), and Chief Information Officer (CIO) Directorates provide support to OEODM during reasonable accommodation processing and ADR.

- OEODM conducted regular review of BEP's workforce demographics and participation of PWD and PWTD to determine triggers and address accordingly with appropriate partners, to include OHR and managers and supervisors. To assist the SET and supervisors with understanding the demographics, BEP developed a DEIA dashboard as a timely resource for providing a snapshot of the workforce.

- Utilizing a structure established in FY 2022 for managers and supervisors, groups, organizations, or Directorates to conduct diversity dialogues or discussions, in FY 2023, OEODM worked with interested individuals on the application and use of the information with their own teams.

- Posted in blogs and utilized BEP News to communicate on DEIA-related topics to promote and secure buy-in from all employees.

e. Efficiency

- OEODM RA cases in FY 2023, were unusually high and complex. OEODM processed 28 individual requests with multiple accommodations requested per case. Average processing days was 14. Cases that went over 20 days were cases held in abeyance for an extended period due to OEODM needing to consult with BEP doctor, employee and/or supervisor on extended leave, supervisor requesting for additional time to conduct research and/or consults with OHR and/or the employee's chain of command.

- BEP continued to exceed the Government-wide rate of 95% timely counseling. In FY 2023, one out of 22 completed counseling was over by just one day (31 days in process) with a valid reason.

- In FY2023, all BEP ADR for EEO complaints were completed within the 90 days as required with an average 57 processing days.

- BEP's 100 percent ADR Offer rate in FY 2023, was over the Government-wide rate of 87 percent. BEP's ADR Acceptance rate was 59 percent, which is just under Treasury's standard of 60 percent and above the Government-wide rate of 54 percent.

f. Responsiveness

Timely response to Treasury and EEOC requirements.

Deliverables	Required	Due Date	Status
FY 2022 Draft MD 715 PART G and PART H	OCRE	October 7, 2022	Submitted October 4, 2022
FY 2022 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination (462 Report)	EEOC	October 31, 2022	Submitted October 28, 2022
FY 2022 Draft MD 715 PART I	OCRE	November 10, 2022	Submitted November 15, 2022 (extension granted)
FY 2022 Draft MD 715 PART J	OCRE	November 30, 2022	Submitted December 16, 2022 (extension granted)
FY 2022 Draft MD 715 PART E	OCRE	December 9. 2022	Submitted December 15, 2022 (extension granted)
FY 2022 MD 715 Signed Submission	OCRE	Once Signed by BEP Head	Submitted February 28, 2023
FY 2022 MD 715 Final Submission via Federal Sector EEO Program (FEDSEP)	EEOC	March 31, 2023	Submitted March 13, 2023
Comments on Executive Order on Further Advancing Racial Equity and Support for Underserved Communities Through t the Federal Government	OCRE	January 24, 2023	Submitted January 24, 2023
Identify the Senior HR official from each bureau responsible for implementing DEIA 002 on Equal Treatment based on Gender	OMWI	February 24, 2023	Submitted February 24, 2023
Identity and 015 on Gender Inclusive Language Nominate potential representatives to serve on LGBTQ+ Working Group	OMWI	February 24, 2023	Submitted February 24, 2023
BEP Compliance Report in Response to June 2022 DEIA Audit	OCRE	February 28, 2023	Compliance Report submitted March 13, 2023 (extension granted until March 14, 2023)
BEP FY 2022-FY 2026 DEIA Implementation Plan	OCRE	April 2023	Submitted April 2023
BEP FY 2022-FY 2026 DEIA Implementation Plan Execution Officers	OMWI	June 30, 2023	Submitted June 28, 2023

Status of FY 2023 Planned Activities

In FY 2023, there were multiple requirements to meet for DEIA and EEO. BEP's DEIA Strategic Plan and the Human Capital Strategic Plan contribute to the overarching roadmap used to create a more strategic approach to meeting requirements. See Part I.

a. Outreach and Recruitment

- Develop and strengthen strategic partnerships with colleges and universities to create a ready source from which to recruit qualified students and graduates for entry-level and other career opportunities at BEP.
  - FY 2023 Status: Recruitment and Outreach made significant progress initiating contacts

and relationships after three new specialists onboarded with the OHR team mid-year. BEP partnered with Montgomery College in Rockville, MD and participated in the Federal Asian Pacific American Council (FAPAC) Career Fair. Additional institutions identified for outreach in FY 2024 include the American Graphics Institute, Central Texas College, and the Departments of Education for Texas, Washington, DC, and Virginia.

- Establish and maintain partnerships with minority, women and other diverse associations to help develop and maintain a pipeline of diverse candidates for employment in BEP's mission-critical positions.
    - FY 2023 Status: Please see list of partnerships below:
        - Mid-Atlantic Association of Women in Law
        - Women in Federal Law Enforcement
        - Out to Innovate
        - Hispanic/Latino Professionals Association
        - Association of Latino Professionals for America
        - Society of Women Engineers (SWE)
        - The Association for Severely Handicapped (TASH)
        - Association of People Supporting Employment First
        - Printing United Alliance
        - Bender Disability Career Fair (Virtual)
        - Fort Worth Law Enforcement Hiring Expo (TX)
        - Northern Virginia Law Enforcement Hiring Expo (VA)
        - 4-H Youth Career Fair featuring "Cool Job" (DC)

- Partner with vocational and trade schools to highlight the modern, cutting-edge technologies, strong culture at BEP, pride in what is being produced, and supporting BEP's mission.

    - FY 2023 Status: Please see list of recruitment events below:
        - Central Region Virtual Career Fair (Virtual)
        - Dallas Law Enforcement Hiring Expo (TX)
        - National Virtual Career Fair for Veterans (Virtual)
        - Law Enforcement Recruitment Opportunities – Military (separation)(DC)
        - Central Region Career Fair (DC)
        - Fort Worth Law Enforcement Hiring Expo (TX)
        - Government & Non-Profit Diversity (Virtual)
        - North Texas Job Fair (TX)
        - Diversity & Inclusion Career Fair (Virtual)
        - WIFLE Foundation Inc Recruitment/Career Day (FL)
        - 12th Annual Southern MD Hiring Event (MD)
        - Dallas Veterans Job Fair (TX)
        - BEP Job Fair (DC)
        - Reliant Law Enforcement Hiring Expo (TX)
        - Diversity and Career Group (TX)
        - FAPAC Virtual and In-person Student Career Fair (MD)

- Explore and exploit appropriate social media platform as a source to recruit prospective candidates and another way to promote BEP. Enhance online presence and adapt brand to engage and attract digital talent through marketing materials, post testimonials from employees at varying career levels and occupations, and/or create blogs/newsletters.
    - FY 2023 Status: OHR collaborated with the Office of External Relations on using social media to gain a presence and to more effectively brand BEP. Currently BEP has a presence on Facebook, Twitter, Instagram, YouTube, and LinkedIn.

- Institute an online and written survey to distribute during outreach and recruitment events to determine interests, background and experiences of those demonstrated interest in employment at BEP, and how they become aware of opportunities at BEP.
  - <u>FY 2023 Status</u>: OHR has developed a survey for candidates at outreach events to gather demographic data.

b. <u>Retention Strategy</u>

- Improve the collection of voluntarily self-reported demographic data to help BEP in its effort to take an evidence-based approach to reducing potential barriers in hiring, promotion, professional development, and retention practices.
  - <u>FY 2023 Status</u>: Preparation for the Campaign to recertify and update personal information was completed so the Campaign could be kicked off in October of 2023.

- Establish an additional manpower resource to focus on maintaining safer workspaces within BEP through effective training, education and strategic discussions.
  - <u>FY 2023 Status</u>: A back-fill for a GS-12 position has been designated to work with the anti-harassment program.

- Train supervisors and management officials on the requirements and processes for providing inclusive and accessible workspaces.
  - <u>FY 2023 Status</u>: This is part of New Supervisor training as well as the mandatory DEIA training that was live.

- Include Accessibility requirements as one of BEP's strategic action items in the BEP Strategic Plan. Track compliance and report on status.
  - <u>FY 2023 Status</u>: In FY 2023, a contract was put in place for a BEP-wide Section 508 compliance assessment to begin in FY 2024.

FY 2024 Action Plans (the continuation and enhancement of FY 2023 Plans):

a. <u>Outreach and Recruitment</u>

- Develop and strengthen strategic partnerships with colleges and universities to create a ready source from which to recruit qualified students and graduates for entry-level and other career opportunities at BEP. Use partnerships to educate college and university personnel and students about Pathways Internships and BEP training programs.

- Continue to establish and maintain partnerships with minority, women and other diverse associations to help develop and maintain a pipeline of diverse candidates for employment in BEP's mission-critical positions.

- Partner with vocational and trade schools to highlight the modern, cutting-edge technologies, strong culture at BEP, pride in what is being produced, and supporting BEP's mission.

- Explore and exploit appropriate social media platform as a source to recruit prospective candidates and another way to promote BEP. Enhance online presence and adapt brand to engage and attract digital talent through marketing materials, post testimonials from employees at varying career levels and occupations, and/or create blogs/newsletters. Reinforce BEP's brand through consistent messaging.

- Institute an online and written survey to distribute during outreach and recruitment events to determine interests, background and experiences of those demonstrated interest in the employment at BEP, and how they become aware of opportunities at BEP.

- Evaluate post-audit applicant flow data to assess candidate pool and outreach efforts.

- Once chartered, engage Employee Resource Groups in recruitment and outreach activities.

b. Retention Strategy

- Improve the collection of voluntarily self-reported demographic data to help BEP in its effort to take an evidence-based approach to reducing potential barriers in hiring, promotion, professional development, and retention practices.

- Establish additional manpower resource to focus on maintaining safer workspaces within BEP through effective training, education and strategic discussions.

- Train supervisors and management officials on the requirements and processes for providing inclusive and accessible workspaces.

- Include Accessibility requirements as one of BEP's strategic action items in the BEP Strategic Plan. Track compliance and report on status.

- Once chartered, engage Employee Resource Groups in retention activities through reviews of policies, practices and procedure to assess best practices and areas for improvement.

EEOC FORM
715-01
PART F

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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

I,   Judy Caniban, Chief, Office of Equal Opportunity
and Diversity Management, GS-0260-15   am the

(Insert name   (Insert official
above)   title/series/grade above)

Principal EEO   Bureau of Engraving and Printing
Director/Official for

(Insert Agency/Component Name above)

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

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, 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.

Judy Marie
D. Caniban
Digitally signed by Judy
Marie D. Caniban
Date: 2024.02.27
15:23:05 -05'00'

(Insert official
title/series/grade above)

Judy Caniban, Chief, Office of Equal Opportunity and Diversity
Management, GS-0260-15

Signature of Principal EEO Director/Official   Date
Certifies that this Federal Agency Annual EEO Program Status
Report is in compliance with EEO MD-715.

Patricia S.
Collins
(affiliate)
Digitally signed by
Patricia S. Collins
(affiliate)
Date: 2024.03.04
16:10:34 -05'00'

(Insert official
title/series/grade above)

Patricia S. Collins, Acting Director, Bureau of Engraving and Printing

Signature of Agency Head or Agency Head Designee   Date

MD-715 - PART G
Agency Self-Assessment Checklist

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

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

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

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

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

MD-715 - PART G
Agency Self-Assessment Checklist

Compliance Indicator → ↓ Measures	**A.1 – The agency issues an effective, up to date EEO policy statement.**	**Measure Met? (Yes/No/NA)**	**Comments**
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comment's column. [see MD-715, II(A)]	Yes	Applicable policies were renewed annually and dated October 25, 2022 for FY 2023
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	

Compliance Indicator → ↓ Measures	**A.2 – The agency has communicated EEO policies and procedures to all employees.**	**Measure Met? (Yes/No/NA)**	**Comments**
A.2.a	Does the agency disseminate the following policies and procedures to all employees:	■	
A.2. a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	
A.2. a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:	■	

A.2. b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	
A.2. b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	
A.2. b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d) (3) (i)] If so, please provide the internet address in the comment's column.	Yes	Circular 67-13.10 (bep.gov)
A.2.c	Does the agency inform its employees about the following topics:		
A.2. c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	Employees are informed about the EEO Complaint Process through required in-person and virtual annual training, new employee orientation, informational posters displayed in common areas and breakrooms throughout the Bureau. Program policies and procedures are shared on the internal and external websites, and Office of Equal Opportunity and Diversity Management (OEODM) bi-monthly virtual office hours.
A.2. c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	Employees are informed about the ADR process through required annual training, new employee orientation, informational posters displayed in common areas and breakrooms throughout the Bureau. Program policies and procedures are shared on the internal and external websites and OEODM bi-monthly virtual office hours.
A.2. c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)©] If "yes", please provide how often.	Yes	Employees are informed about the RA process through required annual training, new employee orientation, informational posters displayed in common areas and breakrooms throughout the Bureau. Program policies and procedures are shared on the internal and external websites and OEODM bi-monthly virtual office hours.

A.2. c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	Yes	Employees are informed about the AHP process through required annual training, new employee orientation, informational posters displayed in common areas and breakrooms throughout the Bureau. Program policies and procedures are shared on the internal and external websites and through OEODM bi-monthly virtual office hours.
A.2. c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	Yes	Employees are informed about inappropriate behaviors through required annual training, new employee orientation, informational posters displayed in common areas and breakrooms throughout the Bureau. Program policies and procedures are shared on the internal and external websites and through OEODM bi-monthly virtual office hours.
Compliance Indicator **Measures**	**A.3 – The agency assesses and ensures EEO principles are part of its culture.**	**Measure Met? (Yes/No/NA)**	**Comments**
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	Yes	The Bureau established an equal employment opportunity performance standard, "Fairness" to measure employee accomplishments and recognizes superior accomplishments through performance awards. For example, this includes assessment of contributions to Treasury-sponsored and BEP-led special emphasis programs, participation in the Diversity Council and Diversity, Equity, Inclusion and Accessibility (DEIA) initiatives.

The EEO Office also uses the Bureau-wide blog and emails to supervisors that recognize employees who have led EEO and DEIA initiatives on their teams or for the |

			Bureau. For example, an employee who wrote an article for the BEP News on first generation employees. Another employee developed and deployed an initiative where employees researched their ancestry and presented the information. Another employee developed and presented a brief on inclusive workplace practices for LGBTQIA+ employees that they presented to their team.
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION **This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.**			
➡️ **Compliance Indicator** ⬇️ **Measures**	**B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
As B.1.a	Is the **agency head the immediate supervisor** of the person ("EEO Director") who has **day-to-day control over the EEO office**? [see 29 CFR §1614.102(b)(4)]	No	See Attached Part H-1 plan to meet the measure in FY 2024
B.1. a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	No	See Attached Part H-1 plan to meet the measure in FY 2024
B.1. a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency, and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier	Yes	February 15, 2023

	analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comment's column.		
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	

Compliance Indicator ⬇ Measures	**B.2 – The EEO Director controls all aspects of the EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	Treasury's Office of Civil Rights and Equal Employment Opportunity (OCRE) is responsible for all aspects of the formal complaint process. BEP's OEODM collaborates to ensure timeliness through monitoring and tracking cases.
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c) (5)] [This question may not be applicable for certain subordinate level components.]	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates to ensure timeliness through monitoring and tracking cases.
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	N/A	BEP does not have any subordinate level components

Compliance Indicator ↓ Measures	**B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comment's column.	Yes	BEP's Strategic Plan, Core Value of Fairness contains the EEO principles of equitable treatment of all employees, free from bias, dishonesty, or injustice. BEP's Diversity, Equity, Inclusion and Accessibility (DEIA) Implementation Plan, which include mandatory EEO program requirements, has been incorporated into BEP's Strategic Objective 3.4: Build Workforce of Today and Tomorrow.

Compliance Indicator ↓ Measures	**B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:	███████	
B.4. a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	
B.4. a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	
B.4. a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
B.4. a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and	Yes	

	III(C)] If not, please identify the type(s) of training with insufficient funding in the comment's column.		
B.4. a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	Yes	
B.4. a.6	to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
B.4. a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes	
B.4. a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	
B.4. a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
B.4. a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4. a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	

Compliance Indicator → ↓ Measures	**B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:	■	
B.5. a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
B.5. a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5. a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
B.5. a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	
B.5. a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	
Compliance Indicator → ↓ Measures	**B.6 – The agency involves managers in the implementation of its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

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 **Measures**	**C.1 – The agency conducts regular internal audits of its component and field offices.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If" yes", please provide the schedule for conducting audits in the comments section.	N/A	BEP does not have component or field offices.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If" yes", please provide the schedule for conducting audits in the comments section.	N/A	BEP does not have component or field offices.
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	N/A	BEP does not have component or field offices.
 Compliance Indicator **Measures**	**C.2 – The agency has established procedures to prevent all forms of EEO discrimination.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2. a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2. a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006]	Yes	
C.2. a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	

C.2. a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	
C.2. a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comment's column.	Yes	
C.2. a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
C.2. b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	

C.2. b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2. b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2. b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comment's column.	Yes	
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes	
C.2. c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comment's column.	Yes	Circular 67-13.11

Compliance Indicator ⬇ **Measures**	**C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.**	**Measure Met? (Yes/No/NA)**	**Comments**

C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:	■	
C.3. b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	
C.3. b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
C.3. b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	

C.3. b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes	
C.3. b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
C.3. b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3. b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
C.3. b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3. b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	
Compliance Indicator **Measures**	**C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes	

C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:	███████	
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
➡️ **Compliance Indicator** ⬇️ **Measures**	**C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	N/A	There was no finding of discrimination in FY 2023.
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	N/A	There was no finding of discrimination or settlement in which a finding was likely in FY 2023.
➡️ **Compliance Indicator** ⬇️ **Measures**	**C.6 – The EEO office advises managers/supervisors on EEO matters.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and	Yes	At least, annually

	special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.		
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	

Essential Element D: PROACTIVE PREVENTION
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

➡️ **Compliance Indicator** ⬇️ **Measures**	**D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.**	**Measure Met? (Yes/No/NA)**	**Comments**
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	

D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	
➡️ **Compliance Indicator** ⬇️ **Measures**	**D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)**	**Measure Met? (Yes/No/NA)**	**Comments**
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	

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D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comment's column.	Yes	Treasury Entellitrak (ETK) EEO for tracking complaint and alternative dispute resolution data; Treasury RA Tracker for reasonable accommodation; Treasury Data Insight for exit survey results, workforce/applicant flow data, special emphasis reports, internal BEP Anti-Harassment Program (AHP) Tracker for anti-harassment program data; Results from Federal Employee Viewpoint Survey from BEP OHR; and employees' feedback directly to OEODM.

Compliance Indicator ⬇️ **Measures**	**D.3 – The agency establishes appropriate action plans to remove identified barriers.**	**Measure Met? (Yes/No/NA)**	**Comments**
D.3. a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	

Compliance Indicator ⬇️ **Measures**	**D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities**	**Measure Met? (Yes/No/NA)**	**Comments**
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d) (4)] Please provide the internet address in the comments.	Yes	[Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities (bep.gov)](bep.gov)
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	

D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	

Essential Element E: EFFICIENCY			
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.			
→ Compliance Indicator ↓ Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.

E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comment's column.	N/A	BEP does not utilize contractors to process EEO complaints.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint including post complaint administrative processes and upload requirements. BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.

Compliance Indicator ⬇ **Measures**	**E.2 – The agency has a neutral EEO process.**	**Measure Met? (Yes/No/NA)**	**Comments**
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comment's column.	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint including post complaint administrative processes and upload requirements. BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.

E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint including post complaint administrative processes and upload requirements. BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, *Attaining a Model Agency Program: Efficiency* (Dec. 1, 2004)	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint including post complaint administrative processes and upload requirements. BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.

➡ Compliance Indicator ⬇ Measures	**E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.**	**Measure Met? (Yes/No/NA)**	**Comments**
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	

Compliance Indicator ⬇ Measures	**E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:	⬛	
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4. a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4. a.3	Recruitment activities? [see MD-715, II(E)]	Yes	

E.4. a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	No	
E.4. a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4. a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	

Compliance Indicator ⬇ Measures	**E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	Treasury Entellitrak (ETK) for tracking EEO complaint and alternative dispute resolution data; Treasury RA Tracker for reasonable accommodation; Treasury Data Insight for exit survey results, workforce/applicant flow data, special emphasis reports, internal BEP Anti-Harassment Program (AHP) Tracker for anti-harassment program data; Results from Federal Employee Viewpoint Survey

			from BEP OHR; and employees' feedback directly to OEODM.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	Chief, OEODM or designee attends quarterly meetings with other Treasury bureaus and EEOC Directors meeting to share and discuss best practices that BEP can leverage to improve the effectiveness of its EEO Program. Chief, OEODM or designee is an active participant in Interagency ADR working group and Office of Personnel DEIA working group.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE			
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
Compliance Indicator ⬇ Measures	**F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.**	**Measure Met? (Yes/No/NA)**	**Comments**
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	

Compliance Indicator ⬇ Measures	**F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.**	**Measure Met? (Yes/No/NA)**	**Comments** **Indicator moved from E-III Revised**
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2. a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint including post complaint administrative processes and upload requirements. BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
F.2. a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	N/A	No findings in FY 2023.
F.2. a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	N/A	Treasury's OCRE is responsible for all aspects of the formal complaint process, post-complaint administrative processes, and upload requirements, but BEP's OEODM collaborates with OCRE to ensure timeliness through monitoring and tracking cases.
F.2. a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	N/A	No findings in FY 2023.
Compliance Indicator ⬇ Measures	**F.3 - The agency reports to EEOC its program efforts and accomplishments.**	**Measure Met? (Yes/No/NA)**	**Comments**
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	Treasury OCRE is responsible for posting overall Treasury No Fear Act Report. This is posted to the Treasury website at: No Fear Act (as amended)	U.S. Department of the Treasury

FY 2023 EEOC Part G Self Assessment

				[BEP No Fear Act Report 1st Quarter 2023 (treasury.gov)](#) BEP's OEODM monitors and tracks to ensure compliance.
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes		Treasury OCRE is responsible for posting. This is posted to the Treasury website at: [No Fear Act (as amended)	U.S. Department of the Treasury](#) [BEP No Fear Act Report 1st Quarter 2023 (treasury.gov)](#) BEP's OEODM monitors and tracks to ensure compliance.

MD-715 – Part H-1
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Reporting Structure for the EEO Program	The Chief, Office of the Equal Opportunity and Diversity Management (OEODM) does not report directly to the Bureau of Engraving and Printing (BEP) Director. Chief, OEODM, reports to the Deputy Director (CAO) who is the Agency Head designee for the mission-support programmatic offices. In addition, the Deputy (CAO) is the designated Diversity and Inclusion Officer (DIO) for BEP. This EEO Program structure is aligned with Department of the Treasury's Office of Civil Rights and Equal Employment Opportunity (OCRE) and Office of Minority and Women Inclusion (OMWI).

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
1/23/2023	Engage appropriate stakeholders and establish a plan to comply with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020.	09/30/2024		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief, OEODM	Judy Caniban	Yes
Deputy Director, Chief Administrative Officer (CAO) & DIO	Patricia "Marty" Greiner	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
2/29/2024	Chief, OEODM and the Deputy Director (CAO)/DIO will discuss with BEP Agency Head the EEO Program structure.	Yes		
03/15/2024	Chief, OEODM and the Deputy Director (CAO) will engage with the appropriate Department of the Treasury officials for guidance.	Yes		
9/30/2024	Implement guidance received after consultation with appropriate leaders and stakeholders or provide appropriate status of compliance.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2024	

MD-715 – Part H-2
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.4.a.4.	*Does the agency have systems in place to accurately collect, monitor, and analyze the following data:* *External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II (E)]* BEP receives its applicant flow data from Treasury and Treasury will also have a Part H on this. BEP will track and monitor progress on capturing the applicant flow data and receiving it in a useable form from Treasury officials In FY 2022, Treasury migrated from Monster Analytics to USA Staffing for vacancy and hiring actions. Throughout the FY, Treasury worked closely with the Enterprise Business Solutions (EBS) and USA Staffing teams to address identified discrepancies. At the end of FY 2022, data errors continued to be identified in applicant flow data. EBS and Office of Personnel Management identified a major change regarding the availability of applicant flow data in Monster Analytics (which was used prior to FY 2022) and USA Staffing – that change being that Monster Analytics would show applicant flow data regardless of whether or not a certificate was audited, whereas USA Staffing will only show applicant flow data if the certificates are marked as "audited." In FY 2022, Treasury EEO practitioners did not have an efficient and effective way to complete MD-715 Applicant Flow data tables with the format and volume of data in USA Staffing.

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
11/16/2022	Ensure timely audit of hiring certifications in USA Staffing.	09/30/2024		
11/18/2022	Integrate Applicant Flow data from USA Staffing to Treasury's EDM data warehouse.	09/30/2024		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan?
Acting Director, OCRE BEP OEODM Office Chief	Tina Lancaster Judy Caniban	Yes No
Deputy Chief Human Capital Officer	Colleen Heller-Stein	Yes
Program Manager, Information Systems	David Link	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
11/30/2023	Collaborate with EDM to identify options for supporting EEO Officials and BEP MD-715 Preparers with applicant flow data.	Yes		11/30/2023
01/30/2023	Meet with Treasury Deputy Assistant Secretary for Human Resources (DASHR), Chief Human Capital Officer (CHCO) team to discuss identified discrepancies in USA Staffing.	Yes		03/01/2023
01/30/2023	Meet with Treasury-wide and bureau-level Human Resources Offices (HRO) to discuss the process for auditing certificates in USA Staffing.	Yes		03/21/2023
01/30/2023	Identify an action plan to ensure certificates are audited in USA Staffing.	Yes		03/24/2023

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
09/30/2024	Transfer applicant flow data from USA Staffing to Treasury data systems.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2023	Unaudited Certificates: Treasury's OCRE partnered with Treasury's DASHR-CHCO to create an action plan to increase the number of audited certificates in USA Staffing. DASHR-CHCO reiterated the OPM's requirement to audit certificates through reoccurring Human Capital and Bureau HR meetings and collaborated with team members responsible for daily management of hiring certificates to ensure certificates are audited. OCRE and DASHR-CHCO continue to meet to discuss improvements and challenges to data availability in USA Staffing. Some bureaus utilize open certificates to continue hiring from one vacancy announcement over an extended period; therefore, OCRE and DASHR-CHCO acknowledge that immediately auditing certificates is likely not possible in all situations. As of October 25, 2023, BEP had 36.32 percent of certificates that were unaudited. Treasury reported that 78.49 percent of Treasury certificates were audited and that BEP was a bureau with one of the highest rates of unaudited certificates. Data Extraction: In November 2022, OCRE collaborated with Treasury's Enterprise Data Management (EDM) team to identify options for supporting EEO Officials and MD-715 Preparers with obtaining Applicant Flow data in a more usable format. From December 2022 through July 2023, EDM initiated efforts to support EEO Officials and ultimately, EDM and OPM identified a method of transferring Applicant Flow data into Treasury systems. In September 2023, the initial implementation which established the dataflow between USA Staffing and EDM was completed and OCRE provided EDM the requirements for replicating applicant flow data within the MD-715 scope. Treasury is expected to have Applicant Flow data available for use for the FY 2024 MD-715 Report. BEP will be utilizing the Applicant Flow data for its FY 2024 MD-715 Report.

Agency EEO Plan to Eliminate Identified Barrier

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

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

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

Source of Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1 and A6	(a) In FY 2023, Hispanic females and White females continue to have significant low participation in the overall BEP workforce when compared to the Civilian Labor Force (CLF). (b) In FY 2023, White females were significantly below the occupational CLF (OCLF) in five of the six mission-critical occupations (MCO). (c) In FY 2023, Hispanic females and White males were significantly below the OCLF in four of the six mission critical occupations.

EEO Group(s) Affected by Trigger[1]

EEO Group	Yes/No
All Males	No
All Females	Yes
Hispanic or Latino Males	No
Hispanic or Latino Females	Yes
White Males	Yes
White Females	Yes
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No

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[1] Statistically significant cited when participation rate is 0.6 percent or more below the OCLF.

EEO Group	Yes/No
American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

Barrier Analysis Process

Sources of Data	Source Reviewed	Identify Information Collected
Workforce Data Tables	Yes	**Overall Participation of Hispanic Females and White Females in BEP Workforce:** As of September 30, 2023, the participation rates of Hispanic females and White females in the BEP workforce remain below the CLF. A review of BEP's workforce demographics showed that at the end of FY 2023, 2.20 percent Hispanic females and 6.56 percent White females were present at BEP. Notwithstanding increases in their participation rates in FY 2023, when compared to the previous fiscal years, both Hispanic females (2.20) and White females (6.56) continued to show lower rates when compared to their availability in the CLF of 6.16 percent and 31.82 percent, respectively. *(See Table 1).* Table 1: Overall Participation Rates <table><tr><td>Workforce</td><td>Hispanic Female</td><td>White Female</td></tr><tr><td>CLF</td><td>6.16[2]</td><td>31.82[3]</td></tr><tr><td>FY 2019</td><td>1.46</td><td>5.62</td></tr><tr><td>FY 2020</td><td>1.72</td><td>5.89</td></tr><tr><td>FY 2021</td><td>1.85</td><td>6.13</td></tr><tr><td>FY 2022</td><td>1.78</td><td>5.97</td></tr><tr><td>FY 2023</td><td>2.20</td><td>6.56</td></tr></table> While Hispanic Females and White females are the groups at BEP with significant triggers, the Department of the Treasury requested investigation into two additional groups: • Black females in the Senior Executive Service (SES), which is an area where BEP does not have a trigger; and • Hispanic females in Science, Technology, Engineering, and Math (STEM) positions. BEP is aware that there is a trigger for Hispanic females in STEM occupations and will include in our FY 2024, barrier analysis efforts.

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[2] Based on the current CLF (2014-2018), availability of Hispanic females has significantly increased at 6.16 percent from 4.79 percent under CLF 2010.
[3] Availability of White females has declined from 34.03 percent to 31.82 percent based on CLF 2014-2018.

New Hires vs. CLF

Of the new hires in FY 2023, 11.11 percent were White females, which was significantly below the CLF though consistent with their new hire rates for the last three fiscal years. Hispanic females account for 6.35 percent of the new hires this reporting period, and for the first time, this rate was over their availability in the CLF. Of note was the significant increase of the Hispanic female new hire rate when compared to the previous two fiscal years. BEP will continue to analyze available data if this increase was a result of BEP's aggressive outreach and recruitment efforts in FY 2023. *(See Table 2).*

New Hires	Hispanic Females	White Females
CLF	6.16	31.82
FY 2019	1.48	4.44
FY 2020	5.06	12.03
FY 2021	1.52	11.11
FY 2022	1.32	8.33
FY 2023	6.35	11.11

Table 2: Hispanic Females and White Females New Hires

New Hires vs Separation

In FY 2023, BEP onboarded both Hispanic females and White females at a much higher rate than their separation rates. Specifically, Hispanic females separated at 2.87 percent, lower than their hire rate of 6.35 percent. White females left the BEP workforce in FY 2023 at a rate (5.17 percent) lower than their hire rate at 11.11 percent. *(See Table 3).* Notwithstanding this positive trend, both groups continue to experience lower than expected rate at BEP when compared to their availability in the CFL.

Table 3: New Hires vs Separation

Groups	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
RCLF[4]	1.48	5.06	1.52	1.32	6.35
Hispanic Females Separation	0	2.42	0	2.52	2.87
RCLF	4.44	12.03	11.11	8.38	11.11
White Females Separation	10.19	7.26	5.84	10.69	5.17

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[4] The Relevant CLF (RCLF) for analysis purposes is the new hire rate.

Mission-Critical Occupations (MCOs):

Job series 6941 (Bulk Money Handling) and 4406 (Letter Press Operator), were the two most populous in FY 2023, at 216 and 226, respectively, and two of the MCOs at BEP. In addition to these two MCOs, BEP has also designated 0083 (Police Officer), 2210 (Information Technology Management), 2606 (Electronic Industrial Controls Mechanic), and 4454 (Intaglio Press Operating), as mission critical.

As shown below in *Table 4*, in FY 2023, except for MCO 6941, Hispanic females and White females participation rates were below the MCOs when compared to their availability in the OCLF.

Table 4: Participation in Mission Critical Occupations[5]

FY 2023 MCO	Hispanic Female	White Female
OCLF	2.40	7.60
0083 POLICE OFFICER	1.05	2.62
OCLF	1.60	21.60
2210 INFORMATION TECHNOLOGY	1.18	8.24
OCLF	0.60	3.00
2606 ELCTRONIC INDUSTRIAL CONTROLS MECHANIC	0.00	1.04
OCLF	3.50	17.90
4406 LETTER PRESS OPERATOR	0.44	0.88
OCLF	3.50	17.90
4454 INTAGLIO PRESS OPERATING	1.5	0.75
OCLF	2.78	4.50
6941 BULK MONEY HANDLING	1.20	4.63

New Hires by MCO:

Table 5 shows that in FY 2023, there were no Hispanic females and White females hired in four of the six MCOs. However, for Hispanic females in the MCOs where there were some hires (2210 and 6941), and their participation rates appeared to be reflective of their availability in the OCLF. For White females in the MCOs where there were hires, in the 2210 series, White females still showed as not comparable to their availability in the OCLF, while in 2606 series, the rate was comparable to their OCLF.

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[5] Except for 0083 White females and 2210 Hispanic females, White females and Hispanic females saw an increase in their availability rate based on the current OCLF (2014-2018), compared to the previous CLF 2010.

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Table 5: New Hires by MCO

MCO	Hispanic Females	White Females
0083 Police Officer	0	0
OCLF	2.40	7.60
2210 INFORMATION TECHNOLOGY	8.33	8.33
OCLF	1.60	21.60
2606 ELCTRONIC INDUSTRIAL CONTROLS MECHANIC	0	9.09
OCLF	0.60	3.00
4406 LETTER PRESS OPERATOR	0	0
OCLF	3.50	17.90
4454 INTAGLIO PRESS OPERATING	0	0
OCLF	3.50	17.90
6941 BULK MONEY HANDLING	9.09	0
OCLF	1.20	4.50

Status of Barrier Analysis Process

Sources of Data	Source Reviewed	Identify Information Collected
Complaint Data (Trends)	Yes	There were no trends noted specific to Hispanic females and White females.
Grievance Data (Trends)	Yes	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Findings: No findings in FY 2023.
Climate Assessment Survey (e.g., FEVS)	Yes	Reviewed Federal Employee Viewpoint Survey (FEVS) and New Inclusion Quotient (New IQ) Surveys. FEVS is of limited value because the data is provided to BEP by the organizational hierarchy and not with a breakdown by ethnicity, race, gender, and disability. For the New IQ, Treasury provided a breakdown by race without gender and by disability. On all five measures, whites responded more positively than people of color on the New IQ. Whites responded above the 65% set by the Office of Personnel Management (OPM) as the threshold on four of the five measures. The only measure where White responses were not above the threshold was "Fair." Hispanic responses were below the threshold on four of the five measures (Fair, Open, Cooperative, and Empowering) indicating a trigger for inclusion.
Exit Interview Data	Yes	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	FY 2022 EEOC 462 Report – no findings
Other (Please Describe)	No	

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

Statement of Identified Barrier(s)

While we can conclusively identify triggers that suggest potential barriers in outreach and recruitment specific to Hispanic females and White females, BEP cannot pinpoint specific barriers without conducting a more thorough analysis necessary to understand the conditions affecting full participation by both groups in the BEP workforce.
BEP will continue to execute our operational activities to identify barriers and establish action plans to correct any identified barriers in FY 2024.

Based on the request from Treasury to investigate Black Females in the SES and Hispanic Females in STEM, BEP will conduct a deeper dive into these areas in FY 2024, as well.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing	Modified Date	Date Completed
To determine what, if any, barriers within BEP that impact opportunities for Hispanic females and White females throughout the entire employment cycle. BEP recognizes the low participation of WM in some MCOs. We will also include this in our analysis in FY 2024.	01/1/2022	9/30/2023	Yes	09/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan?
Chief, Office of Equal Opportunity and Diversity Management	Judy Caniban	Yes
Chief, Office of Human Resources	Karnelis Godette	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2023	BEP has adjusted the planned activities for FY 2024, to align with BEP's Diversity, Equity, Inclusion, and Accessibility (DEIA) Implementation Plan, Operational Activities for FY 2024.	09/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments

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2023	**BEP's Barrier Analysis Team:**
	
	➕ In FY 2023, BEP established its first Barrier Analysis Team.
	   • Members include hiring managers from both facilities (DC and Texas) in the Offices of Security, Currency Manufacturing, Engraving, Production Engineering, Quality Engineering and Management, and Enterprise Solutions (OES). Supporting this effort are staff from the Offices of Human Resources (OHR) and Equal Opportunity and Diversity Management (OEODM);
	   • The Associate Director (Manufacturing) DCF as the Executive Champion for the team
	➕ Team continues to meet bi-weekly since March 2023.
	➕ Team received training on barrier analysis, Human Resources (HR) Recruitment Process, Strategic Conversations, briefing on BEP OHR's outreach and recruitment efforts and benefits of the outreach and recruitment events, and training on Equal Employment Opportunity Commission (EEOC) Root Cause Analysis Tool (Recruitment/Outreach).
	➕ Team reviewed workforce/applicant flow data – overall BEP, by Directorate and mission critical occupations
	➕ Results to date:
	   • BEP's Barrier Analysis Team utilized EEOC's root cause analysis tool to assess BEP's outreach and recruitment specific to Mission Critical Occupations (MCOs).
	   • Common triggers found by team members who completed the root cause analysis were as follows:
	     ✓ No written strategic outreach and recruitment plan specific to individual MCOs
	     ✓ Need to market BEP's brand and MCO positions
	     ✓ Need to investigate whether there are additional qualification requirements that may be unnecessary, and potentially screening out qualified candidates
	➕ Established short/long term goals:
	   • Short Term (FY 2024)
	     ✓ Brief Senior Executive Team
	     ✓ Continue data and barrier analysis
	     ✓ Transition to Step 2 (of EEOC's Barrier Analysis Flowchart) – Investigate (pinpoint barriers)
	     ✓ Training on interviewing for hiring officials
	     ✓ Assess effectiveness of marketing and outreach efforts
	     ✓ Develop Occupational Strategic Recruitment Plan – MCOs
	   • Long Term (FY 2025 – 2026)
	     ✓ Engage all BEP organizations (beyond MCOs)
	
	Professional Memberships:
	
	➕ BEP purchased nine professional memberships in FY 2023 to assist in focusing recruitment and outreach to Women in Law Enforcement, LGBTQ+ Professionals, Hispanic/Latino Professionals, Women in STEM, and people with disabilities.

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Career Fairs:

- Participated virtually in the Federal Asian Pacific American Career Fair, Montgomery College, MD.
- Participated in the Women in Manufacturing (WiM) Summit and hosted some WiM members at BEP for a tour of the facility.
- Attendance at several career fairs to connect with potential candidates from a variety of organizations and attract a more diverse pool of applicants. Attended the Bender Disability Job Fair, the Women in Federal Law Enforcement (WIFLE) national conference, several smaller law enforcement conferences and veteran job fairs and events.
- Researched and partnered with several professional membership organizations to attract more job candidates from underserved populations.
- Attended several career and college fairs to promote BEP's brand and job opportunities to a variety of populations.
- Finalizing a survey for career fair attendees to assess the effectiveness of career fair attendance and recruitment efforts.

Social Media Presence:

- Explored and exploited appropriate social media platforms (e.g., Twitter, LinkedIn, etc.,) as a source to recruit prospective candidates and another way to promote BEP as the "Employer of Choice."
- Enhanced online presence and adapt brand to engage and attract digital talent through marketing materials, post testimonials from employees at varying career levels and occupations, and/or create blogs/newsletters, etc.
- Partnering with BEP Office of External Relations (OEX) to collaborate on social media platforms and methods to advertise BEP employment opportunities to a large and diverse audience, to include videos and photos on the BEP website and USAJobs.

BEP Job Fair:

- BEP held its first Career Fair since before COVID in September 2023.
- It was successful in highlighting current job openings and inviting both BEP employees and non-BEP employees to explore options.
- OEODM had a table and shared information on the demographics of the workforce.

BEP Intern Scholars Program:

- BEP continued partnerships with minority-serving institutions that (a) create pathways to careers for ethnically diverse high school and college students, including AANHPI, across the country and positions graduates to advance in their career; and (b) provides immersive internship and academic seminars to students from hundreds of colleges and university and young professionals from across the U.S. and more than 25 countries.
- In FY 2023, BEP onboarded seven of nine selected paid interns. Two interns withdrew after delays with security clearances, utilizing 70% of the funded 4800 hours, a significant increase when compared to 38% used in FY 2022.

DEIA Dashboard:

 - Established DEIA dashboard as another tool for barrier analysis purposes.

Partnerships and Collaboration:

 - OEODM and OHR continued to work on partnership by meeting to discuss and conduct analysis in the areas of outreach and recruitment, workforce development, and performance awards. Meetings were held on a bi-weekly basis throughout the year and were directed by actions detailed in BEP's DEIA Strategic Plan.
 - Collaborated with OES to establish the DEIA Dashboard.

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FY2023 MD-715 – Part J
Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), the Equal Employment Opportunity Commission (EEOC) regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals
EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

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

      a. Cluster GS-1 to GS-10 (PWD)   **No**
      b. Cluster GS-11 to SES (PWD)   **No**

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

      a. Cluster GS-1 to GS-10 (PWTD)   **No**
      b. Cluster GS-11 to SES (PWTD)   **No**

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

> In FY 2023, specific data regarding PWTD/PWD goals were included in directorate briefings and recruitment, hiring, and outreach touchpoint sessions. This information is also included in the recruitment and outreach plan for the Bureau of Engraving and Printing (BEP). However, since BEP has been meeting or exceeding PWTD goals, for at least the last five fiscal years, the communication to managers and supervisors is more focused on retaining and advancing PWTD and PWD employees.

Section II: Model Disability Program

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

A. Plan to Provide Sufficient & Competent Staffing for the Disability Program

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

> The Office of Equal Opportunity and Diversity Management (OEODM) is responsible for the implementation and execution of the requirements for the Disability Program. OEODM staff are provided appropriate training and procedures to execute their responsibilities. Furthermore, OEODM works closely with the Office of Human Resources to continually evaluate BEP policies, processes and procedures and assess if there are barriers that prevent PWTD and PWD from fully participating in the BEP workforce and effective implementation of BEP's Disability Program requirements.

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD				Karnelis Godette, Chief Office of Human Resources Karnelis.Godette@bep.gov
Answering questions from the public about hiring authorities that take disability into account				Karnelis Godette, Chief Office of Human Resources Karnelis.Godette@bep.gov
Processing reasonable accommodation			3	Judy Caniban, Chief Office of Equal Employment and Diversity Management

requests from applicants and employees				Judy.Caniban@bep.gov
Section 508 Compliance			2 (Plus 5 full-time contractors completing remediation)	Sharilyn Cook, Manager Office of Enterprise Solutions Sharilyn.Cook@bep.gov
Architectural Barriers Act Compliance			1	Daniel Carver, Chief Office of Facilities Support Daniel.Carver@bep.gov
Special Emphasis Program for PWD and PWTD			2	Judy Caniban, Chief Office of Equal Employment and Diversity Management Judy.Caniban@bep.gov

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

OEODM staff responsible for processing and managing the disability program at BEP received sufficient training, which consisted of the Equal Employment Opportunity Commission's (EEOC) Disability Program Manager and other just-in-time training offered by EEOC and other sources. In addition, OEODM provided staff with access to CyberFeds for research purposes on appropriate processing and managing of the Disability Program. OEODM staff also visited Job Accommodation Network (JAN) website on a regular basis to research regarding medical conditions and/or recommended accommodation.

B. Plan to Ensure Sufficient Funding for the Disability Program

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

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

A. <u>Plan to Identify Job Applicants with Disabilities</u>

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

> The Office of Human Resources (OHR) manages an internal Schedule A repository to track, maintain, and identify qualified Schedule A applications that BEP receives. BEP also partnered with the Department of the Treasury (Treasury) and Monster Government Services to create a customized job search tool that provides veterans services such as, a federal resume tutorial, a military skills translator, and a resume to job match capability.
>
> With hiring of new HR specialists in FY 2023, BEP added to its capacity to accelerate its outreach and recruitment efforts. In FY 2023, BEP conducted 11 outreach events specific to veterans, which were another potential source for PWTD and PWD. The paramount objective with BEP's increased capacity was to plan, identify, and implement changes that will improve opportunities for all groups within the workforce, including PWTD and PWD.

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

> The hiring authorities that BEP uses specific to PWD and PWTD are Schedule A and veteran appointment authorities to include Veterans Readjustment Authority (VRA) and Veterans Employment Opportunity Act (VEOA). Schedule A is available for use along with the VRA and VEOA to appoint PWD and PWTD and veterans or those with a service-connected disability. Hiring officials consult with an HR Specialist before every recruit request is processed for competitive hiring. The various available hiring authorities to include VRA, Schedule A, etc., are communicated to hiring managers.

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

> When individuals apply for a position under the Schedule A hiring authority, the servicing HR Specialist reviews the application to determine if the applicant meets qualifications/position requirements and has submitted the required medical documentation. Applicants deemed qualified are referred to the hiring official on a non-competitive certificate of eligibility with guidance on selection procedures, including the application of veterans' preference (where applicable). Hiring officials have the option to interview and/or hire from the certificate or to consider other

> candidates from other issued certificates (e.g., Merit Promotion, Non- Competitive, etc.).
>
> Alternatively, when individuals submit their resumes directly to BEP Special Placement Program Coordinator (SPPC) for vacant positions, the SPPC refers the resumes to the designated servicing HR Specialist. The HR Specialist then reviews the resumes to determine qualifications and eligibility. If qualifications and Schedule A eligibility are met, the resumes are then forwarded to the hiring manager for consideration, with guidance on selection procedures, including the application of veterans' preference, when applicable. In addition, any time BEP managers signified intent to hire a Schedule A candidate, OHR reviewed current available resumes, identifying who may be eligible for Schedule appointment and referred for consideration.

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

> BEP OHR mandates a Strategic Consult for all hiring officials prior to recruitment, whereby hiring flexibilities and authorities (including Schedule A and Veterans appointments) are encouraged and discussed. In addition, Treasury also required all Treasury employees to complete mandatory VEOA and VRA training.

B. Plan to Establish Contacts with Disability Employment Organizations

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

> BEP has established a working relationship with the interpreting service providers to provide interpreting services to employees and applicants with disabilities. The BEP utilizes Handshakes to advertise open vacancies at educational institutions that include programs for students with disabilities. As previously reported, BEP also conducts outreach and recruitment events specific to veterans, a potential source of PWD and PWTD candidates.

C. Progression Towards Goals (Recruitment and Hiring)

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

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate

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and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal*[1] applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

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[1] Internal refers to candidates on the competitive and noncompetitive certificates.

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

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

A. Advancement Program Plan

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

> BEP offers career development opportunities to all employees via non-competitive and competitive details and promotions. The career development opportunities were marketed through internal communications and external sources.

B. Career Development Opportunities

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

> Below is a list of the various career development programs available at BEP:
>
> **New Leaders Program (NLP).** The NLP targets GS 7-11 employees (or equivalent) and is designed to develop future public service leaders. The program includes leadership self-assessments, experiential learning, and individual development opportunities integrated into a competency-based learning approach.
> **Executive Leadership Program (ELP).** The ELP is designed for GS 12-13 (or equivalent) employees seeking to support their organization in meeting its mission and goals. The program focuses specifically on the competency of "leading people" through developmental activities and experiences.
> **Executive Potential Program (EPP).** The EPP is a competency-based leadership program that prepares high-potential GS 14–15 employees (or equivalent) to lead effectively at senior levels in the federal government. The curriculum is focused on "leading change" and transforming senior managers into change leaders.
> **Career Development (CADE) Program.** The CADE Program provides upward mobility via defined career training and opportunities that allow the selection and training of disabled veterans (and other employees) GS-11 (or equivalent) and below, whose positions offer limited promotion potential, for placement into positions in other occupational series for which they would not otherwise be qualified.

Electro-Machinist & Mechanical-Machinist Trainee Program. This program is advertised as a four-year trainee program to journeyman Electro-Machinist. This position is in the Electro-Machine Shop, Office of Security Printing. The incumbent participates in a four-year training program with BEP including formal, laboratory, and "on-the-job" training. The incumbent is normally assigned to maintain/support all currency printing/processing equipment, including temporary and permanent modifications and installations required to maintain production goals. The incumbent works with journeymen and other peers, while participating in "on-the-job" training.

Apprenticeship: BEP provides technical apprenticeship programs, which combine on-the-job and classroom training with mentoring opportunities to help employees learn the practical and theoretical aspects of highly skilled occupations. The application process for each apprenticeship varies depending on the job series of the position. Positions requiring artistic ability, such as Engraver or Designer positions utilize a two-phase evaluation consisting of an application/questionnaire review and an assessment of the applicant's artwork. Other positions such as Platemakers and Siderographers require an application and questionnaire review.

Senior Executive Service Candidate Development Program: Senior leaders at BEP are provided training and development opportunities that are aligned with OPM and the Center for Leadership Development (CLD), including Federal Executive Institute (FEI), Leadership Education and Development Certificate Program (LEAD), Senior Executive Assessment Program, and Department of the Treasury Leadership Development Program (SES) (2017, 2021). These training and development opportunities meet the succession planning needs of BEP and provide employees with training and developmental activities that prepare them for future positions as senior executives at BEP and the Federal Government. BEP provides senior leaders access to training and development courses that employ OPM-designed curriculum aligned with Executive Core Qualifications (ECQs) and an opportunity to realistically assess their performance on ECQs as well as overall readiness for senior executive positions within the Federal Government.

Treasury Executive Institute (TEI): TEI is a shared service and strategic partner of BEP that provides cutting-edge and convenient learning and development programs in an interagency setting to equip and transform BEP leaders for greater impact. All programs and services are aligned to ECQs and fundamental leadership competencies. There is no selection process for individual TEI courses. For most courses, employees will just need to submit the Standard Form (SF) 182 in the Integrated Talent Management (ITM) system. The SF-182 is available in ITM and is required for all external learning activities (i.e., non-Treasury or non-ITM courses). Supervisor approval is required.

Certified Coaching Cadre: BEP provides coaching instruction through the Federal Internal Coaching Training Program (FICTP), a rigorous, seven-month program that is certified by the International Coach Federation to provide professional-level coach training. The program fosters a coaching culture by empowering leaders at all levels to practice self-reflection, creativity in problem solving, accountability, and candid and respectful communication. The aim is to cultivate an environment of continuous learning, individual and organizational performance excellence by promoting positive

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leadership practices. Through this program, selected participants acquire a thorough understanding of the philosophical, historical, and ethical foundations of professional coaching and how they are applied within the Federal context. This course is offered on an annual basis, though participation is limited. Once BEP announces a call for nominations, employees interested in participating in this program must apply and are competitively selected.

Onsite Leadership Development Workshops: These workshops provide leaders at all levels with critical skills needed to maintain and/or improve their leadership skills and effectiveness. There is no competitive selection process. Employees submit SF-182 via ITM as required for desired training. Supervisor approval required.

Technical Development Programs: There is no competitive selection process. Employees submit SF-182 via ITM as required for desired training. Supervisor approval required.

College Course. Funding of College-Level Training. There is no competitive selection process. The employee submits an SF-182, Form 1707 and completes a CSA, if needed. Supervisor approval is required.

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	52	3	0	0	0	0
Fellowship Programs	6	6	16%	16%	0	0
Mentoring Programs	0	0	0	0	0	0
Coaching Programs	2	1	0	0	0	0
Training Programs	0	0	0	0	0	0
Detail Programs	0	0	0	0	0	0
Other Career Development Programs	3	3	33%	33%	0	0

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3. Do triggers exist for <u>PWD</u> among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

> BEP does not currently track the disability status of applicants and/or selectees. We will continue to work on a plan to successfully capture the applicant flow data for the program.

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

> BEP does not currently track the disability status of applicants and/or selectees. We will continue to work on a plan to successfully the applicant flow data of the program.

C. <u>Awards</u>

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

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

> PWTD fell below the benchmark awards groups below.
>
> | Award Type | Inclusion rate | Award percentage |
> |---|---|---|
> | Time Off Hours 1-10 | 7.69 | 4.29 |
> | Cash Awards: 500 and under | 2.56 | 0.67 |
> | Cash Awards: 501 - 999 | 2.56 | 1.69 |
> | Cash Awards: 1000- 1999 | 5.13 | 1.31 |
> | Cash Awards: 2000 - 2999 | 71.79 | 2.12 |
> | Cash Awards: 3000 - 3999 | 10.26 | 2.90 |

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

     a. Pay Increases (PWD)   **No**

    b. Pay Increases (PWTD)   **No**

> Even though PWTD fell below the benchmarks in all other awards categories, it is noted that PWTD was above the inclusion rate for QSI, at 8.33 percent compared to 2.56 percent inclusion rate.

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

D.   <u>Promotions</u>

1. Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

2. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

3.   Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWD</u> among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

4.   Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWTD</u> among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

5.   Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

6. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWD</u> among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWTD</u> among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

> Treasury and the bureaus do not have accurate Applicant Flow data as required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

Section V: Plan to Improve Retention of Persons with Disabilities

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

A. <u>Voluntary and Involuntary Separations</u>

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

> BEP did not have a new Schedule A hire requiring conversion.

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

> a. Voluntary Separations (PWD)   **No**
> b. Involuntary Separations (PWD)   **No**

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

> **a.** Voluntary Separations (PWTD)   **No**
> **b.** Involuntary Separations (PWTD)   **No**

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

> No triggers exist involving the separation rate of PWD and/or PWTD.

B. <u>Accessibility of Technology and Facilities</u>

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

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

External Website: <u>Office of Equal Opportunity and Diversity Management | Engraving & Printing (bep.gov)</u>

How to file a complaint:
For information about filing a complaint against the BEP under Section 508, contact OEODM at (202) 874-3460 or TTY at (202) 874-4931 or by email at <u>OEODM@bep.gov</u>.

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

External Website: <u>Accessibility Statement | Engraving & Printing (bep.gov)</u>

How to file a complaint:
For information about filing a complaint against the BEP under the Architectural Barriers Act (ABA), contact the Office of Equal Opportunity and Diversity Management (OEODM) at (202) 874- 3460 or TTY at (202) 874-4931 or by email at <u>OEODM@bep.gov</u>.

An ABA complaint can be filed online using the online <u>complaint form:</u>

Alternative ABA Complaint Filing Methods
1) E-mail to <u>enforce@access-board.gov</u>;
2) Fax to (202) 272- 0081
3) Mail to:
Compliance and Enforcement
U.S. Access Board
1331 F Street, N.W., Suite 1000
Washington, DC 20004-1111

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

Accessibility of Facility
In FY 2022 and FY 2023, BEP corrected the deficiencies that the Treasury's Office of Civil Rights and Equal Employment Opportunity (OCRE) identified during their audit from June through August 2022. In FY 2023, BEP's efforts to modify restrooms to meet the ADA requirements continued such as paper towel holders, door force, grab bars, signage have been corrected at both facilities. Additional areas addressed in FY 2023, included locker rooms, restrooms, hallway renovations as part of WCF's Capital Investment program. Included in the restroom changes were signs depicting bathrooms as accessible – whether the restroom is designated as unisex, male or female.

Accessibility of Technology
BEP awarded a contract for DEIA IT consulting services in the last quarter of FY2023, to evaluate the current IT accessibility policies and practices and provide recommendations and a roadmap for future improvements.

C. Reasonable Accommodation Program

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

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

Reasonable accommodation cases in FY 2023, were unusually high and complex. OEODM processed 28 individual requests with multiple accommodations requested per case. Average processing time was 14 days. Cases that went over 20 days were cases held in abeyance for an extended period due to OEODM needing to consult with BEP doctor, employee and/or supervisor on extended leave, supervisor requesting additional time to conduct research and/or consult with OHR and/or their chain of command.

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

Overall, BEP has an effective Disability Program, supported by various policies, procedures, and practices, as evidenced by timely processing of requests for accommodations. Throughout FY 2023, BEP provided reasonable accommodations guidance via training courses, virtual office hours, and postings on its internal and external websites. Mandatory reasonable accommodations training was provided to all employees.

In FY 2023, BEP continued to leverage appropriate stakeholders, to include OHR, the Offices of Chief Counsel (OCC) and Facility Support (OFS), BEP Medical Provider Chief Information Officer (CIO) organizations, and other relevant partners, if accommodation requested pertained to IT, OFS, office equipment, or when there was a need to clarify medical information to ensure timely and effective processing of RA requests.

BEP has a dedicated reasonable accommodation budget that was readily and easily accessible, when needed. Other BEP organizations such as CIO, OFS, Office of Security, and requesting employee's organization have also utilized their budget to fund accommodation requests that were specific to their programs. BEP also has multiple sources providing interpreting services. Furthermore, BEP continued to use the RA tracker established by Treasury's OCRE, to track timeliness of processing and types of requests as well as monitor RA data for trends.

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

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

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

BEP has an established PAS policy and procedures, and a PAS contract that can be utilized when a PAS request is received. In FY 2023, BEP received no PAS requests.

Section VI: EEO Complaint and Findings Data

A. **EEO Complaint Data Involving Harassment**

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average? **No**

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement? **No**

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

B. <u>EEO Complaint Data involving Reasonable Accommodation</u>

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average? **No**

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement? **No**

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

Section VII: Identification and Removal of Barriers

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

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD? **No**

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

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

<u>Triggers</u>:

Trigger 1: PWTD participation in some award categories were lower than their inclusion rates.
A review of Tables B9-1 and B9-2 shows that PWTD's participation rates were lower than their inclusion rates (IR) in some award categories. Specifically: • Time Off Hours 1-10: PWTD participation was 4.29 percent compared to 7.69 percent IR. • Cash Awards: 500 and under: PWTD participation was 0.67 percent compared to 2.56 IR. • Cash Awards: 501 – 999: PWTD participation was 1.69 percent compared to 2.56 IR.

- Cash Awards: 1000 – 1999: PWTD was at 1.31 percent against 5.13 percent IR.
- Cash Awards: 2000 – 2999: PWT at 2.12 percent against 71.79 percent IR.
- Cash Awards: 3000 – 3999: PWTD at 2.90 percent against 10.26 IR.

Even though PWTD fell below the benchmarks in all other awards categories, it is noted that PWTD was above the inclusion rate for QSI, at 8.33 percent compared to 2.56 percent inclusion rate.

Barrier(s)	Ongoing analysis
Objective(s)	To determine, what if any, barriers preventing PWTD from receiving awards comparable to the applicable benchmarks or inclusion rates.

Responsible Official(s)	Performance Standards Address the Plan?
Judy Caniban, Chief Office of Equal Opportunity and Diversity Management Karnelis Godette, Chief Office of Human Resources	Yes

Barrier Analysis Process Completed? No		Barrier(s) Identified? No
Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	
Complaint Data (Trends)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment Inquiries
Grievance Data (Trends)	Yes	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment Inquiries
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2022 New Inclusion Quotient (IQ) Index Results
Exit Interview Data	Yes	FY 2022 Exit Survey Results
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	FY 2022 EEOC 462 Report
Other (Please Describe)	No	

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes/No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	Review awards policy, practice and/or procedure to determine the potential barriers to PWTD receiving awards comparable to employees without disabilities.	Yes	9/30/2024	
09/30/2023	Continue to review awards data to determine if decisions issued have disparate impact on PWTD.	Yes	9/30/2024	

Trigger 2: No new hires in five of the six mission critical occupations (MCO) for PWTD.	

A review of the new hires in MCO shows no PWTD hires for 0083 (Police), 2606 (Electronic Industrial Controls Mechanic), 4406 (Letter Press Operator), 4454 (Intaglio Press Operating) and 6941 (Bulk Money Handling). There was limited success in the 2210 (Information Technology) series with one PWTD hired. The number of hires in FY 2023, was comparable to the number of PWTD hires in the past two years with two in FY 2022 and one in FY 2021.

With the PWD, there were new hires in all five of the MCOs that completed hiring actions in FY2023, with new hire rates exceeding 12 percent in four out of six MCOs.

Of the 189 overall BEP new hires in FY 2023, 64 were PWD and 8 were PWTD. At 33.86 percent PWD and 4.23 percent PWTD, both new hire rates exceeded the Government-wide goals of 12 percent and 2 percent, respectively.

Barrier(s)	Ongoing
Objective(s)	To determine, what if any, barriers preventing PWTD from fully participating in the BEP workforce, specifically in the five occupations listed above.

Responsible Official(s)	Performance Standards Address the Plan?
Judy Caniban, Chief Office of Equal Opportunity and Diversity Management Karnelis Godette, Chief Office of Human Resources	Yes

Barrier Analysis Process Completed? No		Barrier(s) Identified? No
Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	
Complaint Data (Trends)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment Inquiries
Grievance Data (Trends)	Yes	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment inquiries
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2022 New Inclusion Quotient (IQ) Index Results
Exit Interview Data	Yes	FY2022 Exit Interview Survey Results
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	FY 2022 EEOC 462 Report
Other (Please Describe)	No	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes/No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	Review outreach and recruitment policy, practice and/or procedure to determine the potential barriers to hiring PWTD in the BEP workforce, specifically in MCOs.	Yes	09/30/2024	
09/30/2023	Accelerate strategic consultation and engagement with appropriate hiring managers and provide data on status of BEP and specific	Yes	09/30/2024	

	directorate information on PWTD hires and workforce composition to ensure information is considered when making outreach and hiring decisions.			
09/30/2023	Establish a PWD and PWTD Hiring and Awareness Campaign that will include: • Re-educating managers and supervisors on BEP's responsibility to meet the 2 percent and 12 percent goal of hiring PWTD and PWD, respectively. • Provide appropriate managers and supervisors with quarterly status of PWD and PWTD hires, participation for awareness and inclusion in outreach and recruitment decisions	Yes	09/30/2024	

Trigger 3: PWTD did not meet the Federal goal of 12 percent in three (3) of the six (6) MCOs while PWD did not meet the Federal goal of 2 percent in one (1) MCO.
A review of BEP's MCOs by disabilities shows PWTDs are below the 2 percent Federal goal in three of the MCOs - 0083 (Police) at 1.57 percent, no representation in 2606 (Electronic Industrial Controls Mechanic), and 4406 (Letter Press Operator) at 1.33 percent, while PWD was not represented and did not meet the Federal goal of 12 percent in one MCO – 4406 at 11.06 percent.

Barrier(s)	Ongoing
Objective(s)	To determine, what if any, barriers preventing PWTD from fully participating in the BEP workforce, specifically in the five occupations listed above.

Responsible Official(s)	Performance Standards Address the Plan?
Judy Caniban, Chief Office of Equal Opportunity and Diversity Management Karnelis Godette, Chief Office of Human Resources	Yes

Barrier Analysis Process Completed? No		Barrier(s) Identified? No
Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	
Complaint Data (Trends)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment inquiries
Grievance Data (Trends)	Yes	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment inquiries
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2022 New Inclusion Quotient (IQ) Index Results
Exit Interview Data	Yes	FY 2022 Exit Interview survey results
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	FY 2022 EEOC 462 Report
Other (Please Describe)	No	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes/No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	Review outreach and recruitment policy, practice and/or procedure to determine the potential barriers to hiring PWD and PWTD in the BEP workforce, specifically in MCOs.	Yes	09/30/2024	
09/30/2023	Accelerate strategic consultation and engagement with appropriate hiring managers and provide data	Yes	09/30/2024	

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	on status of BEP and specific directorate information on PWD and PWTD hires and workforce composition to ensure information is considered when making outreach and hiring decisions.			
09/30/2023	Establish a PWD and PWTD Hiring and Awareness Campaign that will include: • Re-educating managers and supervisors on BEP's responsibility to meet the 2 percent and 12 percent goal of hiring PWTD and PWD, respectively. • Provide appropriate managers and supervisors with quarterly status of PWD and PWTD hires, participation for awareness and inclusion in outreach and recruitment decisions	Yes	09/30/2024	

Trigger 4: PWTD have lower participations rates when compared to the IR at GS-13 through GS-15.
Of the 189 overall BEP new hires in FY 2023, 64 were PWD and 8 were PWTD. At 33.86 percent PWD and 4.23 percent PWTD, both new hire rates exceeded the Government-wide goals of 12 percent and 2 percent, respectively. However, analysis of the B8 tables show a trigger in internal promotions and new hires of PWTD at the GS-13 through GS-15 grade levels. There was also a trigger found in internal promotion and new hire rates for PWD at the GS-15 level.

Barrier(s)	Ongoing analysis
Objective(s)	To determine, what if any, barriers preventing PWTD from fully participating in the BEP workforce, specifically at the GS-13 through GS-15 grade levels.

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Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
Judy Caniban, Chief Office of Equal Opportunity and Diversity Management Karnelis Godette, Chief Office of Human Resources		Yes
Barrier Analysis Process Completed? No		**Barrier(s) Identified? No**
Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	
Complaint Data (Trends)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment Inquiries
Grievance Data (Trends)	Yes	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	FY 2022 EEOC 462 Report and Anti-Harassment inquiries
Climate Assessment Survey (e.g., FEVS)	Yes	
Exit Interview Data	Yes	FY 2022 Exit survey results
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	FY 2022 EEOC 462 Report
Other (Please Describe)	No	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes/No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	Review outreach and recruitment policy, practice and/or procedure to determine the potential barriers to hiring and promotion of PWTD and PWD in the BEP workforce at the GS-13 through GS-15 grade levels.	Yes	9/30/2024	

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Accomplishments

Fiscal Year	Accomplishments
FY 2023	**Outreach and Recruitment Efforts:** ↳ Partnered with vocational and trade schools to highlight the modern, cutting-edge technologies, strong culture at BEP, pride in what is being produced, and supporting BEP's mission. List of recruitment events below. Note, though specific to PWTD/PWD, the more outreach BEP conducts the more likely BEP can reach PWTD/PWD: • Central Region Virtual Career Fair (Virtual) • Dallas Law Enforcement Hiring Expo (TX) • National Virtual Career Fair for Veterans (Virtual) • Law Enforcement Recruitment Opportunities – Military (separation)(DC) • Central Region Career Fair (DC) • Fort Worth Law Enforcement Hiring Expo (TX) • Government & Non-Profit Diversity (Virtual) • North Texas Job Fair (TX) • Diversity & Inclusion Career Fair (Virtual) • WIFLE Foundation Inc Recruitment/Career Day (FL) • 12th Annual Southern MD Hiring Event (MD) • Dallas Veterans Job Fair (TX) • BEP Job Fair (DC) • Reliant Law Enforcement Hiring Expo (TX) • Diversity and Career Group (TX) • FAPAC Virtual and In-person Student Career Fair (MD) ↳ Established and maintained partnerships with minority, women and other diverse associations, to include organizations focusing on PWDs to help develop and maintain a pipeline of diverse candidates for employment in BEP's mission-critical positions. List of partnerships below: • Mid-Atlantic Association of Women in Law • Women in Federal Law Enforcement • Out to Innovate • Hispanic/Latino Professionals Association • Association of Latino Professionals for America • Society of Women Engineers (SWE)

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	• The Association for Severely Handicapped (TASH)
	• Association of People Supporting Employment First
	• Printing United Alliance
	• Bender Disability Career Fair (Virtual)
	• Fort Worth Law Enforcement Hiring Expo (TX)
	• Northern Virginia Law Enforcement Hiring Expo (VA)
	• 4-H Youth Career Fair featuring "Cool Job" (DC)
	
	✛ Explored and exploited appropriate social media platform as a source to recruit prospective candidates and another way to promote the Bureau.
	    • Enhanced online presence and adapted brand to engage and attract digital talent through marketing materials, posted testimonials from employees at varying career levels and occupations, and created blogs/newsletters.
	    • OHR collaborated with the Office of External Relations on using social media to gain a presence and to more effectively brand BEP. Currently BEP has a presence on Facebook, Twitter, Instagram, YouTube, and LinkedIn.
	
	✛ Instituted an online and written survey to distribute during outreach and recruitment events to determine interests, background, and experiences of those who demonstrated interest in employment at BEP, and how they became aware of opportunities at BEP.
	    • OHR has developed a survey for candidates at outreach events to gather demographic and disability data.
	
	✛ BEP purchased nine professional memberships in FY 2023 to assist in focusing recruitment and outreach to Women in Law Enforcement, LGBTQ+ Professionals, Hispanic/Latino Professionals, Women in STEM, and people with disabilities.
	
	✛ In FY 2023, BEP held its first Career Fair since before COVID. It was successful in highlighting current job openings and inviting both BEP employees and non-BEP employees to explore options.

FY 2023	**Retention Strategies:** ✛ New Employee Orientation: BEP conducted bi-weekly new employee orientations for each location (Washington, DC and Forth Worth, TX facilities) in FY 2023, delivering DEIA information and complaint filing procedures to a total of 176 new hires.

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- BEP established mandatory DEIA related training for supervisors and non-
supervisory employees. Both supervisors and non-supervisors were required to complete:
    - One hour of live, virtual training with four modules: EEO complaints, anti-harassment, accommodations for disabilities and religious practices, and alternative dispute resolution
    - Virtual training on DEI in Action
    - Department of the Treasury's Sexual Harassment Training

- BEP also continued to refine its New Supervisors Training and deployed
the module quarterly. The agenda included the topics below. Members of the SET kicked off each session with a review of BEP's expectations of supervisors as leaders and role models. In FY 2023, BEP conducted four New Supervisor Training sessions.
    - Recruitment and Placement
    - Performance Management
    - Developing Employees
    - Dealing with Poor Performance and Misconduct
    - Labor Relations
    - Leave Administration
    - Work-Life Flexibilities
    - Diversity, Equity, Inclusion and Accessibility (DEIA)
    - Trained supervisors and management officials on the requirements and processes for providing inclusive and accessible workspaces.

- BEP required managers and supervisor to complete training on VRA and VEOA.

- OEODM continued to deploy virtual office hour sessions to educate the workforce on topics specific to Diversity, Equity, Inclusion, and Accessibility.
    - Inclusion through Employee Resource Groups (Part 1)
    - Leveraging Diverse Experiences
    - Accessible and inclusive Workplaces through Reasonable Accommodations and Personal Assistance
    - Inclusion and Safer Workplaces through the Anti-Harassment Program
    - Advancing Diversity through Affirmative Employ and Affirmative Action Programs (Barrier Analysis Part 1)
    - Inclusion and Safer Workplaces through Conflict Resolution
    - Building a Culture of Inclusion (Part 1)
    - Inclusive Workspaces through Disability Etiquette

	- Inclusion through Employee Resource Groups (Part 2) - Equity in Complaint Program: Preventing Reprisal/Retaliation - Advancing Diversity Through Affirmative Employment and Affirmative Action Programs (Barrier Analysis Part 2) - DEIA through Conflict Resolution – Preparing for Mediation/Facilitation - Building a Culture of Inclusion (Part 2) - Ensuring Disability Inclusion through Reasonable Accommodation - Building a Culture of inclusion through Special Emphasis Programs
FY 2023	**Barrier Analysis Efforts** ⬥ BEP established its first barrier analysis team. - Members include hiring managers from both facilities (DC and Texas) Office of Security, Office of Manufacturing, Office of Engraving, Office of Production Engineering, Office of Enterprise Solutions (OES), staff from Office of Human Resources (OHR), Office of Equal Opportunity and Diversity Management (OEODM). The Associate Director for DCF Manufacturing (Acting Deputy Director (Chief Operating Officer)) as the Executive Champion. Team. Team met bi-weekly since March 2023. Team received training on barrier analysis, HR Recruitment Process, Strategic Conversations, briefing on BEP OHR's outreach and recruitment efforts and benefits of the outreach and recruitment events, and training on EEOC Root Cause Analysis Tool (Recruitment/Outreach). Team reviewed workforce applicant flow data – overall BEP, by directorate and mission critical occupations. - Common triggers members who did the root cause analysis found were as follows: no strategic outreach and recruitment plan for MCOs; need to market BEP's brand and MCO positions; and additional qualification requirements that may be unnecessary and potentially screen out qualified candidates. ⬥ Barrier Analysis Team's efforts will also include analyzing data on PWTD and PWD.
FY 2023	**508 Compliance Requirements** ⬥ Collaboration Site: BEP established an internal collaboration site on its Intranet to provide BEP employees and contractors a single location to obtain information on 508 compliance requirements. The site covers general information, services that are provided and resources for more information.

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	↓ The Office of Enterprise Solutions, which includes BEP's 508 Team set up a contract for a Section 508 organizational review to begin in FY 2024. Under the contract, BEP will gain a better understanding of the tools being used, the accessibility of training and the accessibility of communication. The results of the assessment are intended to better meet employee accessibility needs and increase inclusion.

FY2023	**Physical Access Enhancement**
	
	↓ Western Currency Facility (WCF), Main Building, Women's, and Men's Bathrooms
	   • Updated the signage to have Braille characters and adjusted the height of the sign to meet the requirement.
	   • Relocated the paper towel dispenser to ensure easy access.
	   • Relocated the soap dispenser to ensure easy access.
	
	↓ WCF, Transfer Station, Women's, and Men's Bathrooms
	
	   • Relocated the Braille signage for easy access.
	   • Adjusted the force to open door to five pounds or less standard for easy access.
	
	↓ WCF, Visitor's Center Facility, Second Floor – Women's Bathroom and First Floor and Second Floor – Men's Bathroom
	   • Relocated the Braille signage for each access.
	   • Updated restroom signage to designate accessibility
	   • Adjusted the force to open door to five pounds or less standard for easy access.
	
	↓ Washington, DC Facility (DCF), Annex Building.
	   • Fixed two push assist buttons to enter and exit the lobby.
	   • Added Braille signage to the entrance doors to men's bathroom and other areas in the building.
	   • Fixed push assist button height to the entrance door to the men's bathroom.
	   • Adjusted the force to open the conference room doors to five pounds from 12 pounds and other doors.
	   • New water fountains installed meeting ADA standards.
	   • Installed additional soap dispensers that meet ADA height and clearance requirements.
	   • Fixed the space between back grab bar and the wall to meet ADA clearance requirement.
	   • Installed Braille signage and height for lactation room.

FY 2023	Reasonable Accommodation ↓ Secured 10 new scooters for reasonable accommodation (RA) purposes replacing the old fleet of scooters at the DCF. The WCF purchased three scooters dedicated for RA purposes. ↓ Completed RA brochures for additional awareness of the RA process.