

**Office of the Comptroller of the Currency**  
**Annual Equal Employment Opportunity**  
**and Diversity Program Status Report**

# **MD-715 Summary Report**

*Fiscal Year 2015 Accomplishments and Fiscal Year 2016 Plans*

## **Introduction**

The Office of the Comptroller of the Currency (OCC) is required by Congress and the Equal Employment Opportunity Commission's Management Directive 715 to submit an annual report on its diversity and equal employment opportunity (EEO) program activities. This report summarizes the OCC's "Annual Equal Employment Opportunity and Diversity Program Status Report (MD-715)" for fiscal year 2015 accomplishments and fiscal year 2016 plans.

The OCC recognizes that the continued success of its mission depends on the employment of talented staff with high levels of knowledge, expertise, and experience. To maintain a competent, highly qualified workforce, the OCC is committed to retaining its employees, while recruiting the best talent available from a variety of sources. The OCC is also dedicated to maintaining an inclusive and engaging culture and workplace environment through a diversity strategy that focuses on leadership, recruitment, development, retention, and work-life balance.

As of September 30, 2015, the OCC employed 3,819 people, a decrease of 0.5 percent from the 3,837 employees on October 4, 2014. At the end of fiscal year 2015, all major EEO groups were at or near parity with the 2010 national civilian labor force (NCLF) rates,<sup>1</sup> with the exception of females and Hispanics. See table 1, "OCC Workforce Profile, Five-Year Trend."

In addition, the U.S. Department of the Treasury provided a more realistic benchmark comparison for the OCC's overall workforce—the relevant civilian labor force (RCLF) rate. This customized RCLF rate is based on the OCC's occupational composition and total workforce annually. The 2015 RCLF was calculated by comparing the occupational civilian labor force (OCLF) availability rate from the 2010 census data with the percentage availability rate of each occupation represented in the OCC's workforce as of the end of the first quarter of fiscal year 2015. See table 2, "OCC Workforce Profile as of September 30, 2015, Compared With RCLF Rates."

Although the OCC continued to work to address the low participation of Hispanics in its workforce, their overall participation rate remained below their NCLF rate. Hispanic

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<sup>1</sup> NCLF data are derived from the 2010 census and reflect people 16 years of age or older who are employed or are actively seeking employment. The data are adjusted for citizenship and exclude those in the armed services. OCLF data are a subset of NCLF data by specific occupational groups. The OCC's workforce demographics benchmark comparisons are made against the 2010 NCLF availability rates and OCLF availability rates for the OCC's three major occupational groups—bank examiners, attorneys, and economists. See table 1 for more details.

participation rates were also below parity in the following occupational positions—economists, bank examiners (Hispanic females), and the “all other series” (Hispanic males). Similarly, females across EEO groups and Asian males in bank examiner positions participated below their OCLF rates. See table 3, “OCC Workforce Profile as of September 30, 2015.” In addition, the OCC continued to focus on the low participation rates of females and minorities in supervisor roles and senior-level positions (SLP).

Since fiscal year 2011, the OCC’s hiring rates have increased annually with the exception of fiscal year 2014. Asian and Black hiring rates were consistently above their NCLF rates, while hiring rates for females and Hispanics were below their NCLF rates. In fiscal year 2014, the OCC assigned designated recruiters to target diversity recruitment for entry-level and experienced hiring in bank examiner positions. Female and Hispanic hiring rates increased by 6.5 and 1.4 percentage points, respectively, in fiscal year 2015 from hiring rates in fiscal year 2014. See table 4, “OCC Hires, Five-Year Trend.”

The OCC’s separation rates over the last five years for females and minorities were generally below the average workforce participation rates. Comparatively, males and Whites separated consistently above their average workforce participation rates. See table 5, “OCC Separations, Five-Year Trend.”

In the last five years, the OCC’s promotion rates for males, Asians, and Hispanics were generally above their average workforce participation rates. Promotion rates for females and Blacks, however, were generally below their average workforce participation rates. See table 6, “OCC Promotions, Five-Year Trend.”

In fiscal year 2015, the OCC focused on the following key areas:

- Increasing the number of Hispanic employees in the OCC workforce.
- Increasing the number of female bank examiners in the OCC workforce.
- Increasing the number of individuals with disabilities and individuals with targeted disabilities in the OCC workforce.
- Increasing the number of females and minorities in supervisor roles and SLPs in the OCC workforce.
- Increasing the use of alternative dispute resolution (ADR) during the EEO pre-complaint process.

## **Areas of Focus in Detail**

### **Hispanic Employees**

The participation of Hispanic employees in the workforce remained a priority area for the OCC. In fiscal year 2015, the OCC’s Hispanic population increased slightly to 6.8 percent, from 6.6 percent in fiscal year 2014, an improvement from 5.1 percent in fiscal year 2005 (the OCC’s baseline year). Even though the agency has made progress, the Hispanic workforce participation rate (6.8 percent) remains below the NCLF rate of 10.0 percent, but it is close to the RCLF rate of 7.2 percent. The OCC’s analysis of Hispanic applicants for fiscal year 2013 and fiscal year

2014 vacancies and entry-level bank examiner positions between fiscal year 2013 and fiscal year 2015 reflected no statistically significant shift in the ethnic composition of the applicant pool as applicants progressed through the decision process.

The participation rate for Hispanic bank examiners increased slightly in fiscal year 2015, to 6.5 percent from 6.2 percent in fiscal year 2014, but remains below the OCLF rate of 6.8 percent. Low participation rates of Hispanics existed also in the economist occupation (4.0 percent versus 5.1 percent) and in the “all other series” category (7.5 percent versus 10.0 percent). Hispanics were well represented above the OCLF rate for attorneys (7.5 percent versus 4.3 percent).

Hispanic bank examiners were hired at rates exceeding their OCLF rates (10.2 percent versus 6.8 percent). No Hispanic economists or attorneys were hired in fiscal year 2015. The separation rates of Hispanics were below their workforce participation rates in all major occupational groups—bank examiners (6.2 percent versus 6.5 percent); attorneys (7.1 percent versus 7.5 percent); there were no separations of Hispanic economists. See table 7, “OCC Hispanic Profile by Occupational Positions, Five-Year Trend.”

The OCC continued to benefit from its Hispanic employee network group, the Hispanic Organization for Leadership and Advancement (HOLA). In fiscal year 2015, HOLA, in partnership with other employee network groups (ENG), hosted two agency-wide leadership teleconferences providing briefings on the OCC’s “Leadership” initiative, as part of the groups’ career advancement and retention initiative. In addition, HOLA continued to use its SharePoint site, “HOLA Connected,” to facilitate the exchange of information and to promote mentoring relationships among its members.

In fiscal year 2016, the OCC continues to focus on increasing the participation rate of Hispanics, with special emphasis on external hiring opportunities in job series with underrepresentation of Hispanics. The OCC also continues to partner with HOLA to foster retention and developmental programs.

### **Female Bank Examiners**

The OCC’s population of female bank examiners increased in fiscal year 2015 to 39.0 percent from 38.5 percent in fiscal year 2014, but remains below the OCLF rate of 45.3 percent. Low participation for female bank examiners exists across all EEO groups except Native Americans. The hiring rate (38.1 percent) of female bank examiners was below the OCLF rate (45.3 percent), but above the fiscal year 2014 hiring rate (32.4 percent). In addition, of the 16 bank examiners who were rehired in fiscal year 2015, six were females. The OCC’s applicant analyses showed that the rates for females who, on average, applied for (34.9 percent) and were hired into (40.8 percent) entry-level bank examiner positions between the 2013 and 2015 campaign cycles were below the OCLF rate (45.3 percent). See table 8, “OCC Female Bank Examiner Profile by EEO Groups, Five-Year Trend.”

During fiscal year 2015, female bank examiners separated at a rate (34.0 percent) below their workforce participation rate (39.0 percent), their hiring rate (38.1 percent), and their rate of separation in fiscal year 2014 (40.5 percent). Resignations and transfers to other federal agencies

accounted for 50.7 percent of separating female bank examiners in fiscal year 2015, and retirements accounted for 49.3 percent. In fiscal year 2015, the retirement eligibility pool (currently eligible and expected to obtain eligibility within five years) for female bank examiners was 31.3 percent, compared with an average of 30.2 percent over the past five years. Because of the growing retirement eligibility pool and low hiring rates, retention will continue to be a challenge with female bank examiners. Employee exit survey responses cited travel requirements, job stress, office morale, and relationship with supervisors (recognition of efforts, contributions, and achievements) as the greatest factors affecting female bank examiner separations.

Efforts to identify and address barriers to the hiring and retaining of female bank examiners include continued partnership between the OCC's Office of Minority and Women Inclusion (OMWI), Office of Human Capital (HC), and bank supervision management on targeted recruitment, retention, and succession planning. Efforts include enhancing current recruitment processes and sources for entry-level and experienced female bank examiners; advertising with targeted professional organizations for specialty skills; and partnering with the Women's Network (TWN) to sponsor mentoring and networking activities to support female bank examiner retention. In fiscal year 2015, TWN held mentoring circles on relevant topics like "Career Exploration at the OCC," "Work-Life Balance," "Uniform Commission Examination Preparation," and "Leadership at the OCC."

In addition, the OCC's annual Career Forum provided three-year precommissioned examiners with information about examiner career opportunities and the Uniform Commission Examination and cross-credential preparatory processes. Of the 63 OCC precommissioned examiners who successfully passed the Uniform Commission Examination in fiscal year 2015, 46.0 percent were female, above the 39.0 percent workforce participation rate, but down from 49.3 percent in fiscal year 2014. Of the 161 OCC examiners who successfully passed the cross-credential test in fiscal year 2015, 34.2 percent were female, down from 40.3 percent in fiscal year 2014. In fiscal year 2015, the Midsize and Community Bank Supervision Department sponsored its first experienced-hire career forum for bank examiners who were commissioned in 2013. The focus of the forum was to provide experienced examiners with information about career assignment opportunities and to discuss current hot topics in the agency and high-risk bank supervision issues.

### **Individuals With Disabilities**

In fiscal year 2015, the participation of individuals with disabilities increased slightly to 5.6 percent from 5.2 percent in fiscal year 2014, but remained below the Treasury Department's goal of 10.0 percent. The OCC hired 24 individuals with disabilities in fiscal year 2015, representing 9.0 percent of the permanent hires, above their workforce participation rate (5.6 percent) and near the fiscal year 2014 hiring rate (9.1 percent). The separation rate (5.6 percent) of individuals with disabilities improved in fiscal year 2015, dropping below the fiscal year 2014 rate of 7.2 percent.

The participation rate of individuals with targeted disabilities increased slightly in fiscal year 2015 to 0.4 percent, from 0.3 percent in fiscal year 2014. The OCC hired two individuals

with targeted disabilities in fiscal year 2015, representing 0.7 percent of the hires, above the workforce participation rate (0.4 percent) but below the 0.9 percent hiring rate in fiscal year 2014. Of the OCC's staff with targeted disabilities, 46.7 percent were bank examiners and 6.7 percent were attorneys. See table 9, "OCC Individuals With Targeted Disabilities, Five-Year Trend."

The OCC continued to explore ways to recruit individuals with targeted disabilities. Agency efforts included participation in career fairs; outreach to potential candidates through the Internet and organizations that support individuals with disabilities for permanent employment, summer hiring programs, and internships; educating managers and supervisors about special appointing authorities; and sponsoring disability awareness month activities for all employees.

### **Females and Minorities in Supervisor Roles and SLPs**

In fiscal year 2015, the OCC continued to experience low participation rates of females and minorities in supervisor positions and SLPs compared with their workforce participation rates. Females participated at 45.1 percent of the OCC workforce and held 38.3 percent of supervisor positions and 26.8 percent of SLPs. Minorities participated at 33.1 percent of the workforce and held 23.7 percent of supervisor positions and 14.3 percent of SLPs. Both female and minority participation decreased in fiscal year 2015 in supervisor positions and SLPs—females by 0.8 and 5.9 percentage points, and minorities by 0.9 and 1.1 percentage points, respectively. Although the total number of SLPs increased by four employees in fiscal year 2015, females decreased by two employees, while minorities maintained their employee count. See tables 10 and 11, "OCC Participation in Supervisor Positions by EEO Groups, FY 2014 and FY 2015," and "OCC Participation in SLPs by EEO Groups, FY 2014 and FY 2015."

Supported by the Comptroller and the Executive Committee, the OCC's OMWI established an interdisciplinary working group to perform a barrier analysis to improve diversity and promote inclusion in SLPs and their pipeline positions. The Diversity and Development Working Group analyzed data, conducted root cause analysis, reviewed agency policies and practices, researched best practices, identified potential solutions, and developed a plan to address the barriers to increase female and minority applicants for SLPs. The findings and recommendations of the working group are under review and are expected to be executed in fiscal year 2016.

The efforts of the working group also addressed the Treasury Department Office of Inspector General's (OIG) recommendation for the OCC to continue its efforts to increase participation of minorities and women in supervisor positions and SLPs. This recommendation was part of the OIG's final report from its fiscal year 2014 review of the OCC's personnel practices and other efforts to increase agency diversity, create a workplace free of systemic discrimination, and provide equal opportunity for minorities and women to obtain SLPs.

The OCC continued efforts to implement the goals and objectives of its "Leadership" initiative, designed to create a systematic and sustainable process for succession planning that ensures continuity, development, and diversity of leadership at all levels of the organization. The Leadership Developmental Advisory Board continues to provide leadership, guidance, and governance for the OCC's leadership development efforts. The OCC enhanced its Executive

Coaching Program, revamped its Management Development course curriculum, and piloted a new “Coaching for Results” course. The OCC also developed a new “Leadership Foundations” course for all OCC employees. In addition, the OCC established a Leadership Development Speakers’ Bureau, bringing in external leadership experts and speakers quarterly.

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

The Treasury Department set a goal for bureaus to process at least 45.0 percent of EEO pre-complaints through ADR in lieu of EEO counseling. The OCC continued to promote its ADR program as an alternative means of resolution in its updated ADR Policy Statement and made the statement available to all staff via the OCC’s intranet site; held mandatory training for new managers, training team leaders and assistants, and all new hires; and highlighted ADR in a Manager Forum.

In fiscal year 2015, the OCC’s ADR participation rate increased to 18.2 percent from 8.0 percent in fiscal year 2014. In fiscal year 2015, 63.6 percent of the cases were ineligible for ADR. The OCC does not offer ADR for pre-complaints<sup>2</sup> involving nonselection of an external applicant, termination, criminal activity, fraud, waste, or abuse.

In fiscal year 2016, the agency will conduct a brown-bag session on ADR for employees during the Treasury Department’s Dispute Prevention Week, continue to evaluate how to remove potential barriers to ADR, and analyze cases in which ADR was not used.

## **Model Equal Employment Opportunity and Diversity Program Elements**

### **Commitment and Integration**

On September 18, 2015, Comptroller of the Currency Thomas J. Curry issued the agency’s annual EEO policy statement, reiterating the OCC’s commitment to EEO, diversity, and maintaining a workplace free of harassment. The agency’s OMWI Executive Director meets regularly with the Comptroller and routinely reviews EEO and diversity issues with the Human Capital Subcommittee of the Executive Committee.

Senior managers receive annual “State of the Workforce” reports and Business Unit Diversity Reviews, which cover retirement patterns; recruitment, hiring, and retention initiatives and programs; training and career development; and leadership and management development. Moreover, the MD-715 report is reviewed annually with the Comptroller after input from Executive Committee members.

The OCC has 11 full-time EEO and diversity staff members. The agency has six ENGs: HOLA, TWN, the Network of Asian Pacific Americans, the Coalition of African American Regulatory Employees, PRIDE (the gay, lesbian, transgender, and bisexual employees network group), and

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<sup>2</sup> A pre-complaint, also referred to as an informal complaint, is the first stage of an EEO complaint. Counseling occurs during the pre-complaint stage, while the complaint remains internal to the OCC. It precedes a formal complaint, which is external to the OCC.

Generational Crossroads. The ENG's serve as a voice in communicating workplace concerns and providing input to management regarding diversity and inclusion programs and activities within the OCC, as well as a way to promote awareness and participation of OCC programs that support diversity.

The OCC also has allocated sufficient resources to train all employees on the EEO/Diversity and Inclusion Program. Some of the agency's efforts in fiscal year 2015 included providing EEO, ADR, and diversity and inclusion training during new hire orientations, new manager orientations, and training sessions for team leaders and assistants.

Collectively, the sessions provided training on an array of issues: managing and participating in a diverse work environment; discrimination, including workplace harassment; generational diversity; ADR; and conflict resolution tools, including "Crucial Conversations" and Diversity Dialogue sessions. The OCC conducted 21 Diversity Dialogues with more than 400 employees (managers and staff) in more than 21 locations at Headquarters, the district offices, and field offices.

In March 2015, the OCC held a Managers' Conference, featuring the theme "Living the Leadership Vision," in which nearly 400 managers, supervisors, and team leaders participated. Breakout sessions focused on key aspects of leadership, such as how to develop and attract leaders; create breadth and depth of experience; transfer knowledge and experience; mitigate unconscious bias in decision making; engage the workforce through career development and effective feedback; and navigate the hiring process with integrity. The conference generated many spinoff events, including a series of "Unconscious Bias" keynote addresses and workshops throughout the agency to reinforce the tenets of the conference.

The OCC continued to implement the goals and objectives of its "Leadership" initiative to ensure that training and development opportunities are in place to support a culture of leadership. In addition, the OCC continued to improve the alignment of its retention, recruitment, and training programs with agency needs by developing a strategic focus on enhancing the efficiency and effectiveness of those programs. This focus includes the OCC's strategic priority of matching its workforce with its needs by developing an enterprise-wide workforce plan that aligns the OCC's human capital efforts with its vision for the future. OCC leadership is committed to the employee engagement process, which is one of several initiatives the Comptroller implemented across the agency to enhance effectiveness and ensure that the OCC continues to be a great place to work.

### **Accountability**

Managers, supervisors, and EEO officials are accountable for the effective implementation of the agency's EEO and Diversity and Inclusion Program and plans. The OMWI Executive Director and HC officials meet regularly to share information and address areas of interest or concern relative to the agency's personnel programs, policies, and procedures, and to ensure that the OCC meets its EEO requirements. Such collaboration allows for a more robust exchange of ideas on matters with overarching agency implications. OMWI and HC have a strong partnership and work together to support and address the agency's human capital needs and challenges.

The OCC conducts periodic reviews of its merit promotion program policy and procedures, employee recognition and awards program, and programs for employee development and training to address deficiencies or concerns. The OCC, in conjunction with a National Treasury Employees Union working group, is undertaking a comprehensive review and redesign of its performance management system, including the performance appraisal process. The redesigned system will include a full job analysis to develop new, validated performance appraisal criteria.

Mandatory orientation sessions for new managers, training team leaders and assistants, and all new hires include information on policy statements and procedures related to EEO, ADR, anti-harassment, and diversity. This information is posted on the OCC's intranet and in prominent locations at OCC Headquarters, district offices, and field offices. All new employees take the mandatory No FEAR Act training within 60 days of their hire date.

The performance plans of all OCC managers include an element on EEO that focuses on the managers' ability to establish and maintain a nondiscriminatory and regulatory-compliant working environment, employ fair and inclusive recruitment and retention strategies, and support a workplace where all employees can contribute fully and achieve their greatest potential. A manager cannot achieve the highest overall performance rating without receiving the highest rating in all elements, including the EEO element.

The OCC used an online exit survey to gauge the demographic profile of employees voluntarily separating from the agency, their overall work experience, and reasons for leaving. Of the 192 respondents in fiscal year 2015, 92.2 percent were positive about their OCC work experience, 77.6 percent would work for the OCC again, and 89.6 percent would recommend the OCC as a good place to work. The demographic profile of survey respondents in most cases was similar to the OCC's workforce profiles as a whole.

In 2015, the OCC participated in the Office of Personnel Management's annual Federal Employee Viewpoint Survey to measure employees' views on topics pertaining to diversity, family-friendly culture, leadership, pay, teamwork, and training and development. More than 2,000 OCC employees completed the survey, a 62.0 percent response rate. OCC employees' ratings were more favorable than those of respondents in the Treasury Department and the federal government as a whole. The OCC's favorability ratings increased in all content areas except Work-Life, which remained the OCC's highest-rated content area at 84.0 percent. All five component index areas increased in their favorability ratings by more than 2.0 percentage points for leadership, satisfaction, work experience, and agency endorsement. In addition, the OCC's average diversity and inclusion index rating rose 3.0 percentage points to 70.0 percent, and remains a "good" overall ranking, higher than for the Treasury Department (60.0 percent) and the federal government overall (57.0 percent). These responses place the OCC among the top 10.0 percent of similar agencies.

### **Proactive Prevention and Efficiency**

The OCC has sufficient staffing, funding, and authority to comply with the time periods established by federal regulations for processing EEO complaints of employment discrimination. The agency has a fair and efficient process for resolving disputes in the workplace and has a



system for evaluating the effectiveness of its complaint-processing program. In fiscal year 2015, the OCC processed all of its informal complaints in a timely manner. OCC analysis showed that the most common bases for EEO complaints were race, reprisal, and sex discrimination. The most common issues were nonselection, harassment, and compensation.

## **Compliance**

The OCC continues to ensure that agency personnel are accountable for full compliance with EEO statutes and regulations, policy guidance, and other written instructions. The OCC's performance standards hold managers accountable for complying with Equal Employment Opportunity Commission guidelines. The OCC submitted all quarterly ADR reports and its annual "Statistical Report of Discrimination Complaints" in a timely manner. There were no findings of discrimination in fiscal year 2015. The OCC remains committed to providing fair and just employment and taking proactive steps to eliminate barriers to equal opportunity.

## **About This Report**

This report summarizes the OCC's "Annual Equal Employment Opportunity and Diversity Program Status Report" for fiscal year 2015 accomplishments and fiscal year 2016 plans that was submitted to the Equal Employment Opportunity Commission through coordination with the Treasury Department, under the Equal Employment Opportunity Commission's Management Directive 715.

For additional information on the OCC's EEO and Diversity and Inclusion Program, please contact OMWI at (202) 649-6460.

**Table 1: OCC Workforce Profile, Five-Year Trend (by Percentage)**

	Male	Female	Minority	Asian	Black	Hispanic	Small ERI groups	White
FY 2011	53.9	46.1 <sup>a</sup>	29.7	6.0	16.2	5.6 <sup>a</sup>	1.8 <sup>a</sup>	70.3 <sup>a</sup>
FY 2012	54.1	45.9 <sup>a</sup>	30.5	6.2	16.0	6.3 <sup>a</sup>	2.1 <sup>a</sup>	69.5 <sup>a</sup>
<b>2000 NCLF</b>	<b>53.2</b>	<b>46.8</b>	<b>27.3</b>	<b>3.6</b>	<b>10.5</b>	<b>10.7</b>	<b>2.4</b>	<b>72.7</b>
FY 2013	54.4	45.6 <sup>a</sup>	32.1	7.4	16.7	6.6 <sup>a</sup>	1.4 <sup>a</sup>	67.9 <sup>a</sup>
FY 2014	54.9	45.1 <sup>a</sup>	32.4	7.7	16.8	6.6 <sup>a</sup>	1.3 <sup>a</sup>	67.6 <sup>a</sup>
FY 2015	54.9	45.1 <sup>a</sup>	33.1	7.8	17.2	6.8 <sup>a</sup>	1.4 <sup>a</sup>	66.9 <sup>a</sup>
<b>2010 NCLF</b>	<b>51.9</b>	<b>48.1</b>	<b>27.7</b>	<b>3.9</b>	<b>12.0</b>	<b>10.0</b>	<b>1.6</b>	<b>72.3</b>
<b>Percentage point change from FY 2011 to FY 2015</b>	<b>+1.0</b>	<b>-1.0</b>	<b>+3.4</b>	<b>+1.8</b>	<b>+1.0</b>	<b>+1.2</b>	<b>-0.4</b>	<b>-3.4</b>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> EEO groups participating at rates below the 2010 and 2000 NCLF rates.

Note: Small Ethnicity Race Indicators (ERI) groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 2: OCC Workforce Profile as of September 30, 2015, Compared With RCLF Rates (by Percentage)**

	Total	Male	Female	Asian	Black	Hispanic	Small ERI groups	White
OCC workforce	3,819	54.9	45.1 <sup>a</sup>	7.8	17.2	6.8 <sup>a</sup>	1.3 <sup>a</sup>	66.9 <sup>a</sup>
<b>2015 RCLF</b>		<b>44.6</b>	<b>55.3</b>	<b>4.8</b>	<b>9.2</b>	<b>7.2</b>	<b>1.4</b>	<b>77.3</b>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> EEO groups participating at rates below the 2015 RCLF rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 3: OCC Workforce Profile as of September 30, 2015 (by Percentage)**

	Total	Male	Female	Asian	Black	Hispanic	Small ERI groups	White
OCC workforce	3,819	54.9	45.1 <sup>a</sup>	7.8	17.2	6.8 <sup>a</sup>	1.3 <sup>a</sup>	66.9 <sup>a</sup>
<b>2010 NCLF</b>		<b>51.9</b>	<b>48.1</b>	<b>3.9</b>	<b>12.0</b>	<b>10.0</b>	<b>1.8</b>	<b>72.3</b>
Bank examiner	2,559	61.0	39.0 <sup>a</sup>	5.9 <sup>a</sup>	12.4	6.5 <sup>a</sup>	1.3	73.9
<b>2010 bank examiner OCLF</b>		<b>54.7</b>	<b>45.3</b>	<b>7.7</b>	<b>12.3</b>	<b>6.8</b>	<b>0.9</b>	<b>72.4</b>
Attorney	174	51.7 <sup>a</sup>	48.3	6.9	5.7	7.5	0.6 <sup>a</sup>	79.3 <sup>a</sup>
<b>2010 attorney OCLF</b>		<b>66.7</b>	<b>33.3</b>	<b>3.6</b>	<b>4.7</b>	<b>4.3</b>	<b>0.9</b>	<b>86.4</b>
Economist	75	66.7 <sup>a</sup>	33.3	30.7	1.3 <sup>a</sup>	4.0 <sup>a</sup>	0.0 <sup>a</sup>	64.0 <sup>a</sup>
<b>2010 economist OCLF</b>		<b>67.1</b>	<b>32.9</b>	<b>7.6</b>	<b>5.5</b>	<b>5.1</b>	<b>0.9</b>	<b>81.0</b>
All other series	1,011	39.0 <sup>a</sup>	61.0	11.0	32.5	7.5 <sup>a</sup>	1.7 <sup>a</sup>	47.2 <sup>a</sup>
<b>2010 NCLF</b>		<b>51.9</b>	<b>48.1</b>	<b>3.9</b>	<b>12.0</b>	<b>10.0</b>	<b>1.8</b>	<b>72.3</b>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> EEO groups participating at rates below the 2010 NCLF and OCLF rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 4: OCC Hires, Five-Year Trend (by Percentage)**

	Total	Male	Female	Asian	Black	Hispanic	Small ERI groups	White
FY 2011	133	51.9 <sup>a</sup>	48.1	10.5	14.3	3.8 <sup>a</sup>	3.0	68.4 <sup>a</sup>
FY 2012	359	59.1	40.9 <sup>a</sup>	7.7	16.2	8.1 <sup>a</sup>	2.8	65.7 <sup>a</sup>
<b>2000 NCLF</b>		<b>53.2</b>	<b>46.8</b>	<b>3.6</b>	<b>10.5</b>	<b>10.7</b>	<b>2.4</b>	<b>72.7</b>
FY 2013	421	61.3	38.7 <sup>a</sup>	10.0	19.0	8.6 <sup>a</sup>	1.4 <sup>a</sup>	61.0 <sup>a</sup>
FY 2014	221	64.7	35.3 <sup>a</sup>	14.5	12.7	7.2 <sup>a</sup>	1.4 <sup>a</sup>	64.3 <sup>a</sup>
FY 2015	268	58.2	41.8 <sup>a</sup>	7.4	19.7	8.6 <sup>a</sup>	1.2 <sup>a</sup>	63.0 <sup>a</sup>
<b>2010 NCLF</b>		<b>51.9</b>	<b>48.1</b>	<b>3.9</b>	<b>12.0</b>	<b>10.0</b>	<b>1.8</b>	<b>72.3</b>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> EEO groups hired at rates below the 2000 and 2010 NCLF rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 5: OCC Separations, Five-Year Trend (by Percentage)**

	Total	Male	Female	Asian	Black	Hispanic	Small ERI groups	White
FY 2011	300	56.3 <sup>a</sup>	43.7	5.3	16.7 <sup>a</sup>	6.0	1.0	71.0 <sup>a</sup>
FY 2012	315	59.7 <sup>a</sup>	40.3	6.0	17.8 <sup>a</sup>	3.8	0.6	71.7 <sup>a</sup>
FY 2013	265	61.1 <sup>a</sup>	38.9	6.0	16.2	5.3	1.5	71.0 <sup>a</sup>
FY 2014	318	55.7 <sup>a</sup>	44.3	8.5 <sup>a</sup>	11.3	7.5 <sup>a</sup>	2.2 <sup>a</sup>	70.4 <sup>a</sup>
FY 2015	303	56.4 <sup>a</sup>	43.6	5.9	14.5	6.5 <sup>a</sup>	2.0 <sup>a</sup>	71.0 <sup>a</sup>
<b>Average OCC workforce participation rate</b>		<b>54.4</b>	<b>45.6</b>	<b>7.0</b>	<b>16.6</b>	<b>6.4</b>	<b>1.6</b>	<b>68.4</b>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> EEO groups separated at rates above their average workforce participation rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 6: OCC Promotions, Five-Year Trend (by Percentage)**

	Total	Male	Female	Asian	Black	Hispanic	Small ERI groups	White
FY 2011	289	58.8	41.2 <sup>a</sup>	8.3	10.4 <sup>a</sup>	8.3	1.0 <sup>a</sup>	72.0
FY 2012	328	56.7	43.3 <sup>a</sup>	7.3	10.7 <sup>a</sup>	5.5 <sup>a</sup>	0.9 <sup>a</sup>	75.6
FY 2013	408	52.2 <sup>a</sup>	47.8	4.7 <sup>a</sup>	11.5 <sup>a</sup>	9.1	1.7	73.0
FY 2014	426	57.0	43.0 <sup>a</sup>	7.7	16.2 <sup>a</sup>	8.2	2.3	65.5 <sup>a</sup>
FY 2015	331	55.9	44.1 <sup>a</sup>	8.2	18.1	7.5	0.6 <sup>a</sup>	65.6 <sup>a</sup>
<b>Average OCC workforce participation rate</b>		<b>54.4</b>	<b>45.6</b>	<b>7.0</b>	<b>16.6</b>	<b>6.4</b>	<b>1.6</b>	<b>68.4</b>

Source: OCC HR Data Mart as of FY 2015.

<sup>a</sup> EEO groups promoted at rates below their average workforce participation rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 7: OCC Hispanic Profile by Occupational Positions, Five-Year Trend (by Percentage)**

			FY 2011	FY 2012		FY 2013	FY 2014	FY 2015
<b>Bank examiner</b>	Hires	<b>3.8 2000 OCLF</b>	3.4 <sup>a</sup>	5.6	<b>6.8 2010 OCLF</b>	7.8	7.4	10.2
	Separations		5.4	4.4		4.8	9.1 <sup>b</sup>	6.2
	OCC wrk. part.		5.9	6.0		6.3 <sup>a</sup>	6.2 <sup>a</sup>	6.5 <sup>a</sup>
<b>Attorney</b>	Hires	<b>3.5 2000 OCLF</b>	14.3	14.3	<b>4.3 2010 OCLF</b>	0.0 <sup>a</sup>	20.0	0.0 <sup>a</sup>
	Separations		0.0	0.0		0.0	11.1 <sup>b</sup>	7.1
	OCC wrk. part.		6.3	7.1		7.3	7.6	7.5
<b>Economist</b>	Hires	<b>5.1 2000 OCLF</b>	0.0 <sup>a</sup>	0.0 <sup>a</sup>	<b>5.1 2010 OCLF</b>	20.0	14.3	0.0 <sup>a</sup>
	Separations		0.0	0.0		20.0 <sup>b</sup>	16.7 <sup>b</sup>	0.0
	OCC wrk. part.		4.8 <sup>a</sup>	4.5 <sup>a</sup>		4.4 <sup>a</sup>	4.2 <sup>a</sup>	4.0 <sup>a</sup>
<b>All other series</b>	Hires	<b>10.7 2000 NCLF</b>	3.1 <sup>a</sup>	14.6	<b>10.0 2010 NCLF</b>	10.5	5.5 <sup>a</sup>	4.2 <sup>a</sup>
	Separations		8.9 <sup>b</sup>	3.1		6.4	1.4	7.6 <sup>b</sup>
	OCC wrk. part.		5.0 <sup>a</sup>	7.0 <sup>a</sup>		7.4 <sup>a</sup>	7.7 <sup>a</sup>	7.5 <sup>a</sup>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> Hispanic workforce participation and hiring rates below the relative 2000 and 2010 NCLF or OCLF rates.

<sup>b</sup> Hispanic separation rates above their workforce participation rate.

**Table 8: OCC Female Bank Examiner Profile by EEO Groups, Five-Year Trend (by Percentage)**

			FY 2011	FY 2012		FY 2013	FY 2014	FY 2015
<b>Female</b>	Hires	<b>42.4 2000 OCLF</b>	41.6 <sup>a</sup>	36.0 <sup>a</sup>	<b>45.3 2010 OCLF</b>	35.1 <sup>a</sup>	32.4 <sup>a</sup>	38.1 <sup>a</sup>
	Separations		32.7	31.9		35.1	40.5 <sup>b</sup>	34.0
	OCC wrk. part.		38.7 <sup>a</sup>	38.8 <sup>a</sup>		39.2 <sup>a</sup>	38.5 <sup>a</sup>	39.0 <sup>a</sup>
<b>Asian female</b>	Hires	<b>2.8 2000 OCLF</b>	4.5	2.4 <sup>a</sup>	<b>4.0 2010 OCLF</b>	3.2 <sup>a</sup>	0.0 <sup>a</sup>	2.5 <sup>a</sup>
	Separations		2.4	2.9 <sup>b</sup>		0.5%	3.5 <sup>b</sup>	3.1 <sup>b</sup>
	OCC wrk. part.		2.6 <sup>a</sup>	2.6 <sup>a</sup>		2.9 <sup>a</sup>	2.7 <sup>a</sup>	2.6 <sup>a</sup>
<b>Black female</b>	Hires	<b>6.9 2000 OCLF</b>	5.6 <sup>a</sup>	6.8 <sup>a</sup>	<b>8.7 2010 OCLF</b>	7.8 <sup>a</sup>	9.6	7.1 <sup>a</sup>
	Separations		6.3 <sup>b</sup>	5.9		5.8	5.2	7.2 <sup>b</sup>
	OCC wrk. part.		5.9 <sup>a</sup>	6.0 <sup>a</sup>		6.3 <sup>a</sup>	6.6 <sup>a</sup>	6.7 <sup>a</sup>
<b>Hispanic female</b>	Hires	<b>1.6 2000 OCLF</b>	1.1 <sup>a</sup>	2.4	<b>3.7 2010 OCLF</b>	2.1 <sup>a</sup>	2.2 <sup>a</sup>	4.6
	Separations		3.4 <sup>b</sup>	2.0		2.7 <sup>b</sup>	3.0 <sup>b</sup>	1.0
	OCC wrk. part.		2.4	2.5		2.5 <sup>a</sup>	2.4 <sup>a</sup>	2.7 <sup>a</sup>
<b>Native American female</b>	Hires	<b>0.2 2000 OCLF</b>	0.0 <sup>a</sup>	0.0 <sup>a</sup>	<b>0.3 2010 OCLF</b>	0.0 <sup>a</sup>	0.0 <sup>a</sup>	0.5
	Separations		0.0	0.0		0.5	0.4	0.0
	OCC wrk. part.		0.4	0.4		0.5	0.4	0.5
<b>White female</b>	Hires	<b>30.3 2000 OCLF</b>	29.2 <sup>a</sup>	23.2 <sup>a</sup>	<b>28.3 2010 OCLF</b>	21.6 <sup>a</sup>	20.6 <sup>a</sup>	23.3 <sup>a</sup>
	Separations		20.5	21.1		25.0	28.0 <sup>b</sup>	22.2
	OCC wrk. part.		26.9 <sup>a</sup>	26.9 <sup>a</sup>		26.7 <sup>a</sup>	26.2 <sup>a</sup>	26.3 <sup>a</sup>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> Female bank examiner workforce participation and hiring rates below the 2000 and 2010 bank examiner OCLF rates.

<sup>b</sup> Female bank examiner separation rates above their workforce participation rates.

**Table 9: OCC Individuals With Targeted Disabilities, Five-Year Trend (by Percentage)**

		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Individuals with targeted disabilities (Treasury goal: 2%)</b>	Hires	0.0 <sup>a</sup>	0.0 <sup>a</sup>	0.2 <sup>a</sup>	0.9 <sup>a</sup>	0.7 <sup>a</sup>
	Separations	1.0 <sup>b</sup>	0.6 <sup>b</sup>	0.4 <sup>b</sup>	0.0	0.0
	OCC wrk. part.	0.4 <sup>a</sup>	0.3 <sup>a</sup>	0.3 <sup>a</sup>	0.3 <sup>a</sup>	0.4 <sup>a</sup>

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> Workforce participation and hiring rates below Treasury Department's goal.

<sup>b</sup> Separation rates above the workforce participation rate.

**Table 10: OCC Participation in Supervisor Positions by EEO Groups, FY 2014 and FY 2015 (by Percentage)**

	FY 2014		FY 2015		Supervisor participation percentage point change from FY 2014 to FY 2015
	OCC workforce participation	OCC supervisor participation	OCC workforce participation	OCC supervisor participation	
<b>Male</b>	54.9	60.9	54.9	61.7	+0.8
<b>Female</b>	45.1	39.1 <sup>a</sup>	45.1	38.3 <sup>a</sup>	-0.8
<b>Minority</b>	32.4	24.6 <sup>a</sup>	33.1	23.7 <sup>a</sup>	-0.9
<b>Minority male</b>	14.3	12.3 <sup>a</sup>	14.9	12.3 <sup>a</sup>	-
<b>Minority female</b>	18.1	12.3 <sup>a</sup>	18.2	11.4 <sup>a</sup>	-0.9
<b>Asian</b>	7.7	7.1 <sup>a</sup>	7.8	6.4 <sup>a</sup>	-0.7
<b>Black</b>	16.7	10.5 <sup>a</sup>	17.2	10.6 <sup>a</sup>	+0.1
<b>Hispanic</b>	6.6	6.5 <sup>a</sup>	6.8	6.1 <sup>a</sup>	-0.4
<b>Small ERI groups</b>	1.4	0.6 <sup>a</sup>	1.3	0.6 <sup>a</sup>	-
<b>White</b>	67.6	75.4	66.9	76.2	+0.8
<b>White male</b>	40.6	48.6	40.0	49.4	+0.8
<b>White female</b>	27.0	26.8 <sup>a</sup>	26.9	26.8 <sup>a</sup>	-
<b>Total number</b>	<b>3,837</b>	<b>325</b>	<b>3,819</b>	<b>358</b>	

Source: OCC HR Data Mart as of September 19, 2015.

<sup>a</sup> EEO groups participating at rates below their workforce participation rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.

**Table 11: OCC Participation in SLPs by EEO Groups, FY 2014 and FY 2015 (by Percentage)**

	FY 2014		FY 2015		SLP participation percentage point change from FY 2014 to FY 2015
	OCC workforce participation	NB VIII-IX (equiv. SLP)	OCC workforce participation	NB VIII-IX (equiv. SLP)	
<b>Male</b>	54.9	67.3	54.9	73.2	+5.9
<b>Female</b>	45.1	32.7 <sup>a</sup>	45.1	26.8 <sup>a</sup>	-5.9
<b>Minority</b>	32.4	15.3 <sup>a</sup>	33.1	14.3 <sup>a</sup>	-1.0
<b>Minority male</b>	14.3	11.5 <sup>a</sup>	14.9	10.7 <sup>a</sup>	-0.8
<b>Minority female</b>	18.1	3.8 <sup>a</sup>	18.2	3.6 <sup>a</sup>	-0.2
<b>Asian</b>	7.7	1.9 <sup>a</sup>	7.8	1.8 <sup>a</sup>	-0.1
<b>Black</b>	16.7	11.5 <sup>a</sup>	17.2	10.7 <sup>a</sup>	-0.8
<b>Hispanic</b>	6.6	1.9 <sup>a</sup>	6.8	1.8 <sup>a</sup>	-0.1
<b>Small ERI groups</b>	1.4	0.0 <sup>a</sup>	1.3	0.0 <sup>a</sup>	-
<b>White</b>	67.6	84.7	66.9	85.7	+1.0
<b>White male</b>	40.6	55.8	40.0	62.5	+6.7
<b>White female</b>	27.0	28.9	26.9	23.2 <sup>a</sup>	-5.7
<b>Total number</b>	<b>3,837</b>	<b>52</b>	<b>3,819</b>	<b>56</b>	

Source: MD-715 workforce data table as of September 30, 2015.

<sup>a</sup> EEO groups participating at rates below the workforce participation rates.

Note: Small ERI groups are Native Americans, Native Hawaiians, and persons of two or more races combined.