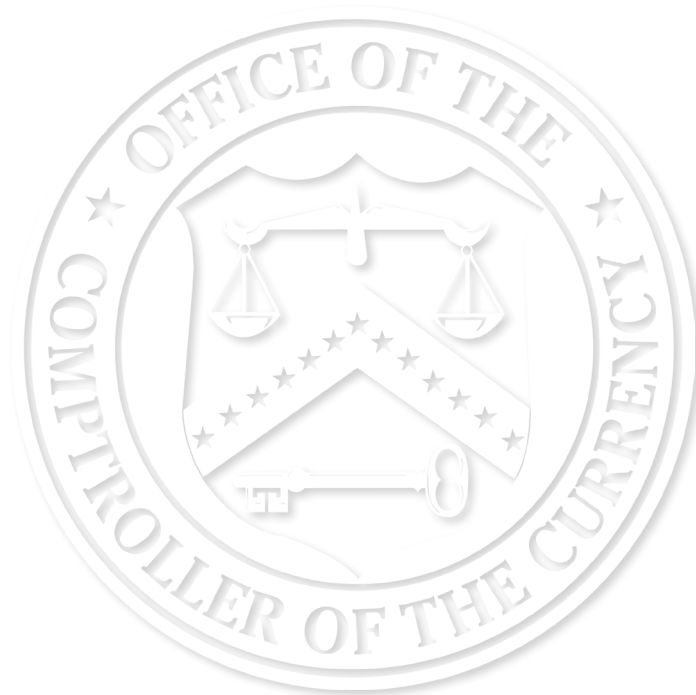




Office of the
Comptroller of the Currency

U.S. Department of the Treasury

Fiscal Year 2013 **Annual Report to Congress**



Office of the Comptroller of the Currency
Office of Minority and Women Inclusion

Office of Minority and Women Inclusion Dodd-Frank Section 342 Fiscal Year 2013 Annual Report

The Office of the Comptroller of the Currency (OCC) charters, regulates, and supervises national banks and federal savings associations and supervises the federal branches and agencies of foreign banks. The OCC's mission is to ensure that national banks and federal savings associations operate in a safe and sound manner, provide fair access to financial services, treat customers fairly, and comply with applicable laws and regulations.

In compliance with section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (12 USC 5452) (Dodd-Frank), the OCC established its Office of Minority and Women Inclusion (OMWI) in January 2011, to be responsible for all matters of the agency relating to diversity in management, employment, and business activities. Dodd-Frank requires each OMWI to submit an annual report to Congress regarding actions taken pursuant to section 342. The OCC's Fiscal Year 2013 Annual Report covers October 1, 2012, through September 30, 2013.

I. Business Activities

A. Fiscal Year 2013 Awards and Payments

1. Statement of the total amounts the OCC awarded and paid to contractors during the reporting period:

- Total awards¹ to contractors were \$154,317,027.
- Total payments² to contractors were \$197,003,076.

For a detailed explanation of the OCC's method and data sources for reporting awards and payments, please refer to appendix A.

2. Percentage of the OCC's total awards and payments to minority-owned or women-owned businesses (MWOB), minority-owned businesses, and women-owned businesses:

a. Awards

- Awards to MWOBs were \$58,242,590, representing 37.7 percent of the OCC's total awards.

¹ "Awards" are action obligations—the net amount of funds obligated or de-obligated for all awards and modifications the OCC entered into the Federal Procurement Data System—Next Generation (FPDS—NG) during the fiscal year (October 1, 2012, through September 30, 2013).

² "Payments" are the funds the OCC paid during the fiscal year to businesses awarded contracts reported in the FPDS—NG during the relevant prior years.

- Awards to minority-owned businesses were \$53,055,556, representing 34.4 percent of the OCC's total awards.
- Awards to women-owned businesses were \$10,866,583, representing 7.0 percent of the OCC's total awards.

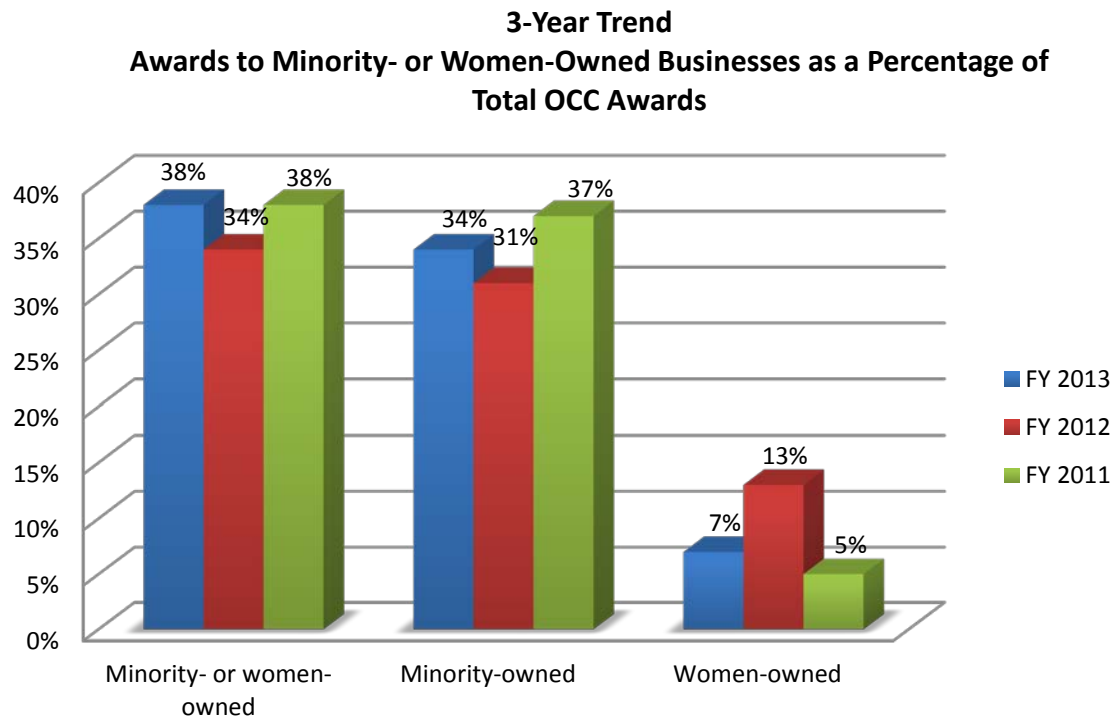
b. Payments

- Payments to MWOBs were \$64,283,167, representing 32.6 percent of the OCC's total contractor payments.
- Payments to minority-owned businesses were \$59,597,458, representing 30.3 percent of the OCC's total contractor payments.
- Payments to women-owned businesses were \$10,203,372, representing 5.2 percent of the OCC's total contractor payments.

B. Three-Year Trend in Awards to MWOBs and Minority- and Women-Owned Businesses

Since the OCC established its OMWI program in January 2011, the OCC has tracked the percentage of awards to MWOBs as well as the percentages of awards to minority-owned businesses and women-owned businesses. Awards to businesses that are both minority-owned and women-owned are counted in the minority-owned award percentages as well as in the women-owned award percentages, but are not counted twice in the minority- or women-owned award percentages. Comparing fiscal year 2013 with the previous fiscal year, the percentage of awards to minority-owned businesses was 10 percent higher and the percentage of awards to MWOBs was 12 percent higher (see figure 1).

Figure 1



C. Three-Year Trend in Awards to Minority-Owned Business Demographic Groups

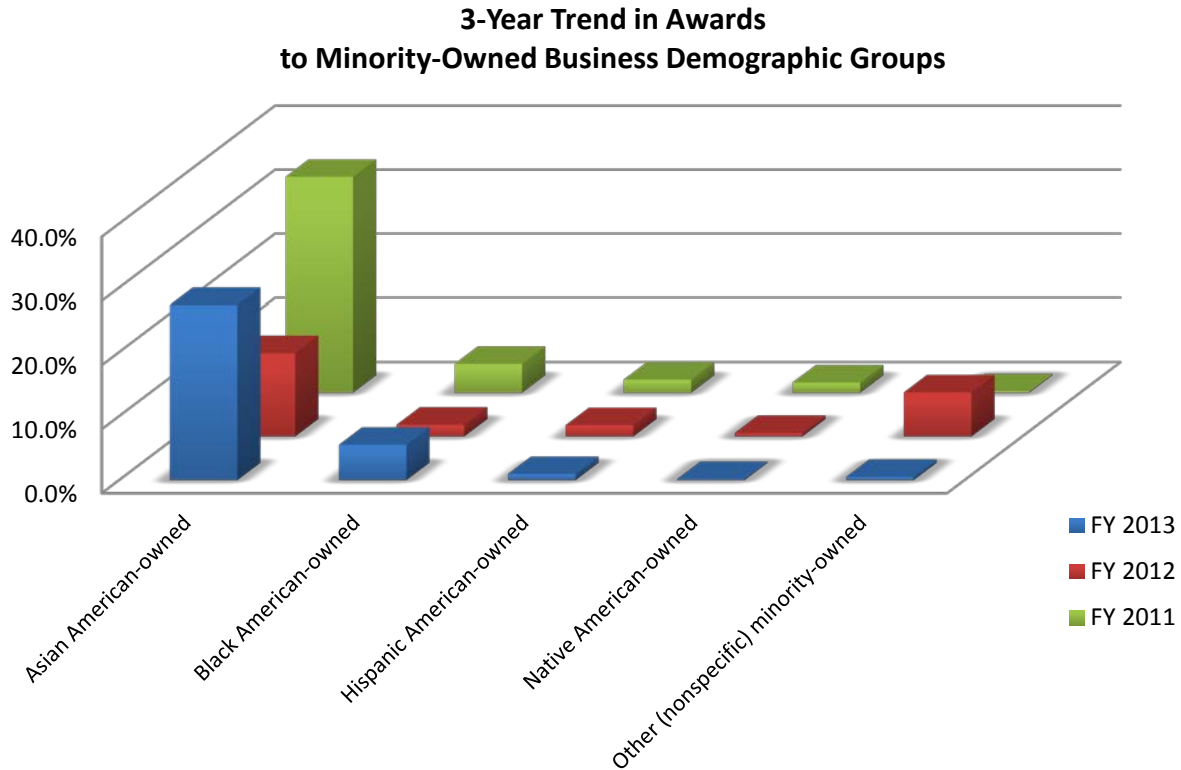
In addition, the section 342 of Dodd-Frank requirement to report the percentage of awards to MWOBs, the OCC also tracks awards to minority-owned demographic groups. Specifically, the OCC tracks and reports awards to Asian American-owned businesses,³ Black American-owned businesses, Hispanic American-owned businesses, Native American-owned businesses,⁴ and other (nonspecific) minority-owned businesses.⁵ Comparing fiscal year 2013 with fiscal year 2012, the percentage of awards to Black American-owned businesses was 200 percent higher and the percentage of awards to Asian American-owned businesses was 59 percent higher (see figure 2). For a detailed explanation of the OCC's three-year award trend, please refer to appendix B.

³ "Asian American" means Asian-Pacific Americans (persons with origins from Burma, Thailand, Malaysia, Indonesia, Singapore, Brunei, Japan, China, Taiwan, Laos, Cambodia (Kampuchea), Vietnam, Korea, the Philippines, U.S. Trust Territory of the Pacific Islands (Republic of Palau), Republic of the Marshall Islands, Federated States of Micronesia, the Commonwealth of the Northern Mariana Islands, Guam, Samoa, Macao, Hong Kong, Fiji, Tonga, Kiribati, Tuvalu, or Nauru) and Subcontinent Asian (Asian-Indian) Americans (persons with origins from India, Pakistan, Bangladesh, Sri Lanka, Bhutan, the Maldives Islands, or Nepal) (see 48 CFR 52.219-1).

⁴ "Native American" means American Indians, Eskimos, Aleuts, or Native Hawaiians (see 48 CFR 52.219-1).

⁵ "Other nonspecific minority" means those businesses designating "minority-owned" in the System for Award Management (SAM) but not designating Asian American, Black American, Hispanic American, or Native American (see 48 CFR 52.219-1).

Figure 2



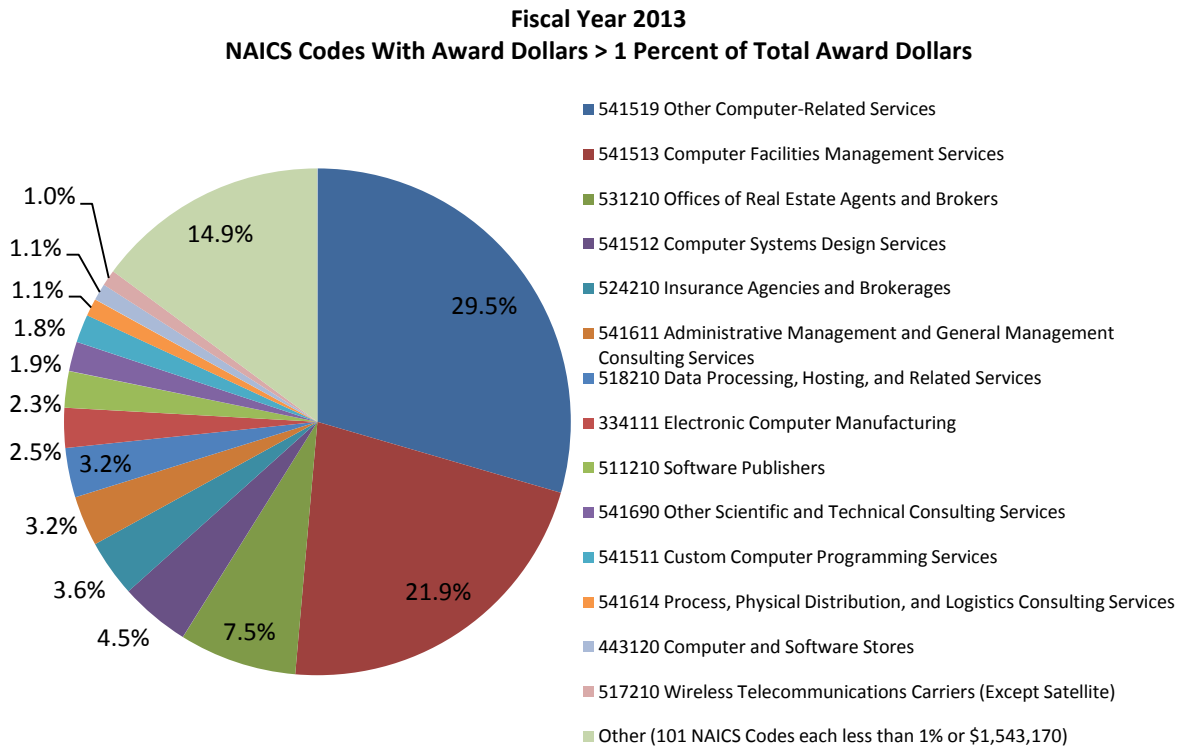
D. OCC Awards by North American Industry Classification System Three-Year Trend

Over the last three years, the OCC OMWI tracked the North American Industry Classification System (NAICS)⁶ codes with the highest cumulative dollar awards. For fiscal year 2013, computer-related purchases (including other computer-related services; computer facilities management services; computer systems design services; data processing, hosting, and related services; electronic computer manufacturing; software publishers; custom computer programming services; and computer and software stores) accounted for more than two-thirds of the OCC's total dollars awarded (see figure 3).

Moreover, the trend from fiscal year 2011 through fiscal year 2013 has remained consistent: each year seven NAICS codes comprise more than 70 percent of the OCC's awards. This trend analysis helps businesses understand the types of products and services for which the OCC awards its contracts. For a listing of the top seven NAICS codes for fiscal years 2011-2013, please refer to appendix C.

⁶ NAICS is the standard federal agencies use in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. NAICS is a two- through six-digit hierarchical classification system, offering five levels of detail. Each digit in the code is part of a series of progressively narrower categories, and more digits in the code signify greater classification detail. The first two digits designate the economic sector, the third digit designates the subsector, the fourth digit designates the industry group, the fifth digit designates the NAICS industry, and the sixth digit designates the national industry.

Figure 3



E. Implementation of Standards and Procedures to Ensure Fair Inclusion and Utilization

Since March 1, 2012, the OCC has inserted “Standards and Procedures for OCC Contractor’s Good Faith Efforts to Include Minorities and Women in the Contractor’s Workforce”⁷ (Good Faith Efforts clause) into all new contracts of more than \$150,000. The OCC OMWI reviews contractors’ good faith efforts, makes a determination whether any contractors have failed to make good faith efforts, and takes appropriate action as authorized by section 342 of Dodd-Frank.⁸

The OCC OMWI has reviewed 49 contractor submissions of good faith efforts since the implementation of the Good Faith Efforts clause. Of the 49 reviewed, 29 companies had fewer than 50 employees and 20 had more than 50 employees. The 20 contractors with more than 50 employees submitted copies of their affirmative action plans to demonstrate good faith efforts to include minorities and women in their workforces. To date, after

⁷ In the Good Faith Efforts clause, contractors affirm their commitment, as well as the commitment of their subcontractors, to make good faith efforts to include minorities and women in their workforces.

⁸ The OCC requires a written affirmative action plan or other written program designed to ensure the fair inclusion of minorities and women in the contractor’s workforce, including outreach, recruitment, and training efforts whereby the contractor sets forth specific, results-oriented policies and procedures.

reviewing the contractors' good faith efforts submissions, there have been no instances where a recommendation for further action by the OCC OMWI has been necessary.

The majority of these contractors were not required to submit Standard Form 100 (EEO-1) reports to the Equal Employment Opportunity Commission (EEOC)⁹ or were not subject to Office of Federal Contract Compliance Programs (OFCCP) equal employment opportunity requirements.¹⁰ This created a challenge for contractors who had not previously been required to establish a written plan or program outlining their diversity efforts and results. The OMWI answered contractor questions on documentation required to assess good faith efforts. Given that nearly half of the OCC's contractors are small businesses, the OMWI expects to continue to spend time providing technical assistance on contractors' compliance with the Good Faith Efforts clause and efforts toward the fair inclusion of minorities and women in their workforces.

F. Successes Achieved and Challenges Faced in the OCC OMWI Program

1. Successful Outreach Program

During fiscal year 2013, the OCC engaged in numerous outreach activities to provide technical assistance, enhance awareness, and respond to potential MWOB contractors concerning procurement opportunities.

To provide specific technical assistance to MWOBs, the OCC hosted two highly successful vendor outreach sessions:

- **“Top Teaming Tactics,” Washington, D.C.**
(co-hosted by the Federal Housing Finance Agency)

February 27, 2013 (featured an external expert speaker and structured networking session attended by OCC business unit leaders, other OMWI agency representatives, 95 small businesses, and 28 representatives from prime companies businesses). In an OCC OMWI survey of attendees, this event received overwhelmingly positive feedback,¹¹ including several success stories of businesses teaming up to compete for federal business opportunities. Recently,

⁹ The EEOC requires Standard Form 100 (EEO-1) reports for all federal contractors (private employers) who are not otherwise exempt and (1) have 50 or more employees and (2) are prime contractors or first-tier subcontractors and have a contract, subcontract, or purchase order amounting to \$50,000 or more.

¹⁰ The OFCCP regulations implementing Executive Order 11246 require supply and service contractors—generally those with 50 or more employees and a contract of \$50,000 or more—to develop and maintain written affirmative action programs.

¹¹ Fifty-seven percent of responding attendees “strongly agreed” and 42 percent “agreed” that the guest speaker provided clear and useful information. Fifty-two percent of attendees “strongly agreed” and 39 percent “agreed” that the structured networking session provided opportunities to meet potential teaming partners or make other useful business connections.

one of the minority-owned small business attendees and a large business who established a relationship at this event teamed together on an OCC Request for Information and market research presentation.

- **“Successfully Navigating Alphabet Soup: RFIs, RFQs, RFPs, and GWACS,” Washington, D.C.**

August 1, 2013 (attended by 54 businesses and featured speakers from the National Institutes of Health and MWOB owners and attendees from large businesses and small businesses). The OCC OMWI surveyed attendees, and attendees indicated that this event provided them with expert technical assistance.¹²

In addition, the OCC participated in the following outreach events:

- **National Minority Supplier Development Council, Denver, Colo.**
October 28, 2012 (exhibit attended by approximately 75 businesses).
- **The University of the District of Columbia School of Business and Public Administration’s Annual Leadership Forum, Washington, D.C.**
November 1, 2012 (OCC’s External Outreach and Minority Affairs Director participated as a panelist).
- **New America Alliance 12th Annual Wall Street Summit, New York, N.Y.**
November 15, 2012 (attended workshops and networked with businesses).
- **MED Week Conference, Washington, D.C.**
December 6, 2012 (exhibit attended by approximately 75 businesses; conducted one-on-one matchmaking sessions with seven businesses).
- **National 8(a) Winter Conference, Orlando, Fla.**
February 5-6, 2013 (matchmaking with nine businesses).
- **U.S. Hispanic Chamber of Commerce Legislative Summit, Washington, D.C.**
March 20, 2013 (conducted one-on-one matchmaking with five businesses).
- **National Small Business Contracting Week, U.S. Women’s Chamber of Commerce and the American Small Business Chamber of Commerce, Washington, D.C.**
March 20, 2013 (conducted one-on-one matchmaking with 18 businesses).

¹² Seventy-six percent of responding attendees “strongly agreed” and 15 percent “agreed” that this event helped them understand how to do business with the OCC. Sixty-two percent of attendees “strongly agreed” and 35 percent “agreed” that this event met their expectations.

- **23rd Annual Government Procurement Conference (Office of Small and Disadvantaged Business Utilization), Washington, D.C.**
April 25, 2013 (attended, exhibited, conducted matchmaking with eight businesses, and sponsored information about the OCC OMWI program in the conference brochure).
- **Federal Reserve Board Vendor Outreach Fair, Washington, D.C.**
May 8, 2013 (exhibited at event attended by 402 businesses).
- **NAACP Leadership 500 Summit, Naples, Fla.**
May 23-26, 2013 (attended).
- **Minority Business Round Table CEO Business Summit & Annual Meeting, Washington, D.C.**
June 26, 2013 (attended and networked with business owners).
- **Let's Do Business Florida & Summit, Fort Lauderdale, Fla.**
June 28-29, 2013 (attended).
- **Women's Business Enterprise National Conference, Minneapolis, Minn.**
June 25-27, 2013 (exhibited to approximately 80 businesses; conducted one-on-one matchmaking with seven businesses).
- **Federally Employed Women (FEW), Orlando, Fla.**
July 22-26, 2013 (attended).
- **10th Annual Elite SDVOB National Convention, San Diego, Calif.**
August 21-23, 2013 (exhibited).
- **Congressional Black Caucus Foundation Annual Legislative Conference, Washington, D.C.**
September 18-21, 2013 (OMWI Executive Director participated as a panelist; exhibited).

During fiscal year 2013, the OCC Acquisitions Management Division and OWMI staff members participated in the following Department of the Treasury Office of Small and Disadvantaged Business Utilization (OSDBU) matchmaking sessions with minority- and women-owned small businesses:

- January 18, 2013 (met with 13 businesses)
- May 1, 2013 (met with 11 businesses)
- June 5, 2013 (met with 11 businesses)
- July 11, 2013 (met with 11 businesses)
- August 7, 2013 (met with 13 businesses)

At these vendor outreach sessions, minority- and women-owned small businesses met one-on-one with OCC staff members, discussed their capacity to provide goods and services to the OCC, and received technical assistance on doing business with both the OCC and the federal government.

2. Successful Analysis of the Number of MWOBs Participating in the OCC's Top NAICS Codes

During this fiscal year, the OMWI researched and analyzed its top NAICS code award categories and compared the results to fiscal years 2011 and 2012. As discussed above, the OCC has a concentration of awards primarily in seven NAICS codes, with these areas accounting for more than 70 percent of the OCC's awards. By identifying the predominant areas in which the OCC expends funds, the OMWI is able to guide outreach and technical assistance efforts and to determine how to expand opportunities more effectively and efficiently.

The OMWI gathered contractor demographic data from the U.S. government's SAM on how many MWOBs have capabilities in the top seven NAICS codes where the OCC has the greatest awards. This data has enabled the OMWI to compare the OCC's contracting award percentages for minority and women groups to the availability pool and to develop strategies around the results (see appendix D). Through this analysis, the OMWI is able to identify instances where the OCC's percentage of awards to minority demographic group exceeds the number of companies with capabilities in that NAICS code. For example, 6.7 percent of the companies in the NAICS code "other computer-related services" are Asian American-owned businesses, and the OCC has 11.6 percent of its awards in this NAICS code to Asian American-owned businesses. The OMWI also identifies opportunities for enhancements to women-owned businesses and Hispanic American-owned businesses through looking at the availability pool of businesses in the NAICS codes where the OCC makes the majority of its awards.

3. Success of the OCC's Small Business Program Strengthens the OMWI Program

In collaboration with the Department of Treasury and the U.S. Small Business Administration (SBA), the OCC establishes annual small business contracting goals. These small business goals include small disadvantaged businesses (SDB)¹³ and women-owned small businesses (WOSB). For fiscal year 2013, the OCC exceeded all of its small business goals (see figure 4).

¹³ An SDB is a small business that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged. The term "socially disadvantaged" may include members of the following designated groups: Asian Americans, Black Americans, Hispanic Americans, Native Americans, and members of other groups designated by the SBA (see 12 CFR 124.103).

Figure 4

**Small Business Contracting
Fiscal Year 2013**

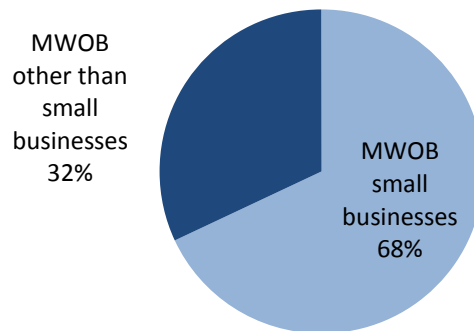
| | Total obligations | Overall small business | Small disadvantaged business | Women-owned small business | Historically underutilized business zone small business | Service-disabled-veteran-owned small business |
|------------------------|-------------------|------------------------|------------------------------|----------------------------|---|---|
| SBA goal | | 35.0% | 5.0% | 5.0% | 3.0% | 3.0% |
| OCC achievement | \$154,317,027 | 47.0% | 22.0% | 7.0% | 3.6% | 7.0% |

Source: Treasury Department Bureau Report (OCC excerpt) for small business contracting; green shading indicates the OCC's performance above SBA goal

The OCC's successful Small Business Program, which focuses solely on small businesses and has specific SBA-mandated goals, collaborates with the OMWI's Business Activities Program, which focuses on minority- and women-owned businesses regardless of size. The Small Business and OMWI staffs coordinate outreach and technical assistance events, which contributes to the success of both programs.

The OCC's OMWI tracks and analyzes MWOB awards within categories for "small" and "other than small" businesses. For fiscal year 2013, small MWOBs accounted for 68.0 percent of OCC's total MWOB awards, and other than small MWOBs accounted for 32.0 percent of the OCC's total MWOB awards (see figure 5).

Figure 5



These results indicate that the OMWI program is not solely reliant on the success of the agency's Small Business Program but, rather, that the OMWI and Small Business Programs work in concert to increase diversity in the OCC's business activities (see appendix E).

4. Plans for Continued Success Through Enhancing Opportunities to Contract With and Provide Technical Assistance to MWOBs

In fiscal year 2013, the OMWI developed a supplier registration portal to assist with market research. Through this supplier registration portal, companies can enter their contact information and capabilities statements as well as information on company ownership. During fiscal year 2014, the OCC OMWI will use the information from the supplier registration portal to conduct market research and provide technical assistance to MWOBs.

During fiscal year 2014, OMWI staff members have been invited to speak at several events to provide MWOBs with technical assistance and government contracting guidance. To reach businesses outside the Washington, D.C. area, the OMWI is planning to conduct a technical assistance webinar.

The OCC will be looking at new avenues to help large businesses connect with small businesses and MWOBs for teaming or partnership arrangements or subcontracting opportunities.

The OCC will also be launching internal training sessions on understanding the federal small business program to enhance the awareness and knowledge of doing business with MWOBs. Finally, the OCC will be monitoring and data mining to be more metric-based to better track the results of outreach activities.

The OCC OMWI will continue to use the information from its successful research on the number of businesses participating in the NAICS codes where the OCC makes the majority of its awards to enhance opportunities for businesses to contract with the OCC.

II. Workforce Diversity

Bank supervision is the core mission of the OCC, and the majority of its employees are bank examiners. Bank examination activities are supported by attorneys, economists, and various operations and administrative occupations referred to as “all other series” in this report.

As of October 5, 2013, the OCC’s permanent workforce totaled 3,919 employees, an increase from 3,853 employees in fiscal year 2012. The OCC’s workforce generally remained stable over the last three years for females (45.6 percent) and increased for minorities in the last year (30.5 percent to 32.1 percent). All major EEO groups were at or near parity with the 2010 national civilian labor force (NCLF),¹⁴ with the exception of Hispanics and white females. While the OCC has seen progress over the past years in the overall participation of Hispanics in our workforce, challenges continue with a low participation of Hispanics in the

¹⁴ The OCC’s workforce demographics benchmark comparisons are made against the 2010 NCLF availability rates. Major changes from the 2000 NCLF include: most female groups increased, while male groups decreased; Hispanics overall declined by 0.7 percentage points, but increased in the bank examiner (3.0 percentage points) and attorney (0.8 percentage points) occupational CLF (OCLF); and female bank examiners increased by 2.9 percentage points. See appendix G for more details.

economist, female bank examiner, and “all other series” positions across EEO groups as identified (see figure 6). Similarly, white females participate below parity in bank examiner, economist, and “all other series” positions. Increasing the participation of female bank examiners has been a challenge. In addition, the OCC continues to focus on the low participation rates of women and minorities in supervisor roles and senior-level positions. For a further breakdown of small ethnicity and race indicator (ERI) groups in the OCC workforce profile, please refer to appendix F. For Fiscal Year 2013 EEO-1 Report of OCC Occupational Categories, see appendix N. For the ratio change of the OCC’s workforce participation from fiscal year 2012 to fiscal year 2013, see appendix H.

Figure 6

OCC Workforce Profile as of October 5, 2013
(Participation rates of EEO groups are in percentages)

| | Total | Male | Female | Asian male | Asian female | Black male | Black female | Hispanic male | Hispanic female | Small ERI groups male | Small ERI groups female | White male | White female |
|----------------------------|-------|------|--------|------------|--------------|------------|--------------|---------------|-----------------|-----------------------|-------------------------|------------|--------------|
| OCC workforce | 3,919 | 54.4 | 45.6 | 3.9 | 3.5 | 5.9 | 10.8 | 3.4 | 3.2 | 0.8 | 1.2 | 40.5 | 27.4 |
| 2010 NCLF | | 51.9 | 48.1 | 2.0 | 1.9 | 5.5 | 6.5 | 5.2 | 4.8 | 0.9 | 0.9 | 38.3 | 34.0 |
| Examiner | 2,636 | 60.8 | 39.2 | 2.9 | 2.9 | 5.0 | 6.3 | 3.8 | 2.5 | 0.8 | 0.8 | 48.2 | 26.7 |
| 2010 examiner OCLF | | 54.7 | 45.3 | 3.7 | 4.0 | 3.6 | 8.7 | 3.1 | 3.7 | 0.3 | 0.6 | 44.1 | 28.3 |
| Attorney | 179 | 55.3 | 44.7 | 2.8 | 3.3 | 2.2 | 2.8 | 4.5 | 2.8 | 0.6 | 0.0 | 45.2 | 35.7 |
| 2010 attorney OCLF | | 66.7 | 33.3 | 1.8 | 1.8 | 2.1 | 2.6 | 2.5 | 1.8 | 0.5 | 0.4 | 59.7 | 26.7 |
| Economist | 68 | 61.8 | 38.2 | 16.2 | 19.1 | 0.0 | 1.5 | 2.9 | 1.5 | 0.0 | 0.0 | 42.6 | 16.2 |
| 2010 economist OCLF | | 67.1 | 32.9 | 4.5 | 3.1 | 2.8 | 2.7 | 3.3 | 1.8 | 0.7 | 0.2 | 55.8 | 25.2 |
| All other series | 1,036 | 37.3 | 62.7 | 5.7 | 4.0 | 9.1 | 24.1 | 2.3 | 5.1 | 0.4 | 1.0 | 19.8 | 28.5 |
| 2010 all other series NCLF | | 51.9 | 48.1 | 2.0 | 1.9 | 5.5 | 6.5 | 5.2 | 4.8 | 0.9 | 0.9 | 38.3 | 34.0 |

Source: MD-715 workforce data table as of October 5, 2013.

Note: EEO groups in red font are below parity with 2010 national and occupational CLF.

A. Increasing the Participation of Hispanics

The participation of Hispanic employees increased in the OCC's permanent workforce, from 6.3 percent in fiscal year 2012 to 6.6 percent in fiscal year 2013. Although the OCC has made small increases each year, the OCC's Hispanic workforce participation remains below the NCLF of 10.0 percent. Hispanics are represented well above the occupational civilian labor force (OCLF) in the attorney (7.3 percent versus 4.9 percent) and male bank examiner (3.8 percent versus 3.1 percent) occupations. As a result of a 3.0 percent increase in the 2010 OCLF for Hispanic bank examiners, Hispanic females are now below their OCLF (2.5 percent versus 3.7 percent) for the first time in several years. Low participation of Hispanics also exists in the economist occupation (4.4 percent versus 5.1 percent) and males in the "all other series" positions (2.3 percent versus 5.2 percent).

The OCC made steady improvement in hiring and retaining Hispanic employees in fiscal year 2013. Hispanics were hired at rates greater than their OCLF/NCLF comparators—bank examiners (7.8 percent versus 6.8 percent), economists (20.0 percent versus 5.1 percent), and "all other series" (10.5 percent versus 10.0 percent).

Hispanics across all occupational groups (except economist) separated at rates equal to or lower than their workforce participation rates in fiscal year 2013. The overall separation rate of Hispanics (5.3 percent) was lower than their workforce participation rate (6.6 percent) (see figure 7). For gender analysis of the OCC's Hispanic profile, see appendixes I and J.

Figure 7**5-Year Trend: Hispanic Profile**

| | | | 2009 | 2010 | 2011 | 2012 | | 2013 |
|-------------------------|------------------|--------------------------------|-------|-------|-------|-------|--------------------------------|-------|
| Bank examiner | Hires | 3.8% 2000 OCLF | 10.3% | 4.5% | 3.4% | 5.6% | 6.8% 2010 OCLF | 7.8% |
| | Separations | | 5.0% | 6.3% | 5.4% | 4.4% | | 4.8% |
| | OCC wrk. part. % | | 6.1% | 6.2% | 5.9% | 6.0% | | 6.3% |
| Attorney | Hires | 3.5% 2000 OCLF | 0.0% | 20.0% | 14.3% | 14.3% | 4.3% 2010 OCLF | 0.0% |
| | Separations | | 0.0% | 25.0% | 0.0% | 0.0% | | 0.0% |
| | OCC wrk. part. % | | 8.5% | 6.9% | 6.3% | 7.1% | | 7.3% |
| Economist | Hires | 5.1% 2000 OCLF | 20.0% | 0.0% | 0.0% | 0.0% | 5.1% 2010 OCLF | 20.0% |
| | Separations | | 0.0% | 0.0% | 0.0% | 0.0% | | 20.0% |
| | OCC wrk. part. % | | 3.8% | 3.6% | 4.8% | 4.5% | | 4.4% |
| All other series | Hires | 10.7% 2000 NCLF | 7.5% | 16.7% | 3.1% | 14.6% | 10.0% 2010 NCLF | 10.5% |
| | Separations | | 14.0% | 4.8% | 8.9% | 3.1% | | 6.4% |
| | OCC wrk. part. % | | 4.7% | 5.2% | 5.0% | 7.0% | | 7.4% |

Source: MD-715 workforce data table as of October 5, 2013

Note: The comparator for "all other series" workforce participation and hires of EEO groups compared to 2000 and 2010 NCLF. Likewise for EEO groups within specific job occupations, the comparator is that group's participation in the 2000 and 2010 OCLF for workforce participation and hires. Separation rates are compared with each group's workforce participation rate by occupation.

The OCC maintains ongoing relationships with minority professional organizations and colleges and universities with large populations of minority and female students. Fiscal year 2013 was the third year the OCC sponsored its National Diversity Internship Program (NDIP) with three student employment groups: the Hispanic Association of Colleges and Universities (HACU), Washington Internships for Native Students (WINS), and INROADS, a nonprofit organization that trains and develops minority students for professional careers in business and industry. The OCC contracted for 25 interns under the NDIP for the 2013 summer school term. In addition, the OCC hired 29 students through the federal Pathways internship program: 44.8 percent were female (13), 58.6 percent were minorities (17), 20.7 percent were Asian (six), 27.6 percent were Black (eight), and 10.3 percent were Hispanic (three). All groups were hired at rates exceeding their NCLFs.

As in prior years, the OCC recruited from Hispanic-Serving Institutions (HSI) as part of its entry-level bank examiner program, and sought additional sources for applicants through the National Association of Colleges and Employers (NACE) and the Association of Latin Professionals in Finance and Accounting (ALPFA). During fiscal year 2013, the OCC recruited at the following HSIs: California State University at Long Beach; Florida International University; the University of New Mexico; the University of Texas at El Paso; and the University of Texas-Pan American. In an effort to reach minorities and women, the OCC also participated in a variety of conferences and career

fairs, including events sponsored by the ALPFA, Beta Alpha Psi (BAP), and the National Council of La Raza.

The OCC uses the Hispanic Organization for Leadership and Advancement (HOLA), one of the agency's employee network groups, to assist in developing recruitment, career development, and retention strategies for Hispanics and in identifying best practices for developing a fully engaged Hispanic workforce. HOLA hosted a national panel, "Advancing Your Career: Specialty Areas and Opportunities," as part of its career advancement/retention initiative. Panelists working in specialty areas told personal stories of how and why they pursued careers with the OCC and shared career advice for preparing and attaining specialty positions with the agency. HOLA members also participated in career fairs and conferences of Hispanic organizations and served as mentors to new Hispanic employees. For additional information about the OCC's employee network groups, please refer to appendix K.

B. Increasing the Participation of Female Bank Examiners

Fiscal year 2013 was a particularly challenging year in the OCC's efforts to increase the proportion of female bank examiners. While participation increased slightly, from 38.8 percent to 39.2 percent, female bank examiners remained below the OCLF of 45.3 percent. The hiring rate for female bank examiners was 35.1 percent, below the OCLF and a 0.9 percent decline from the fiscal year 2012 hiring rate. This low participation trend exists across all EEO groups except Native American female bank examiners.

In fiscal year 2013, the separation rate for female bank examiners (35.1 percent) was below their workforce participation rate (39.2 percent), with resignations accounting for 51.5 percent of separating female bank examiners in fiscal year 2013 and retirements accounting for 45.5 percent. Historically, the retirement eligibility pool for female bank examiners has been steadily increasing over time (31.8 percent in fiscal year 2012, compared with 21.3 percent in fiscal year 2009), but decreased slightly (to 28 percent) in fiscal year 2013. Retention will continue to be a challenge with female examiners because of retirement eligibility.

Exit survey responses cite travel requirements, job stress, pay, office morale, heavy workload, and career growth as factors in retaining female bank examiners. The OCC offers flexible work arrangements, including flex days, gliding work schedules (which allow variable arrival and departure times), credit hours, and telework agreements. A majority of employees take advantage of these schedules: 89 percent flex, 60 percent vary their work schedules, 49 percent telework periodically, and 16 percent telework regularly (see figure 8).

Figure 8

5-Year Trend: Female Bank Examiner Profile

| | | | 2009 | 2010 | 2011 | 2012 | | |
|------------------------|------------------|-----------------------|-------|-------|-------|-------|-----------------------|-------|
| Female | Hires | 42.4% 2000 OCLF | 44.5% | 39.8% | 41.6% | 36.0% | 45.3% 2010 OCLF | 35.1% |
| | Separations | | 34.7% | 43.0% | 32.7% | 31.9% | | 35.1% |
| | OCC wrk. part. % | | 41.0% | 40.8% | 38.7% | 38.8% | | 39.2% |
| Asian female | Hires | 2.8% 2000 OCLF | 1.3% | 6.8% | 4.5% | 2.4% | 4.0% 2010 OCLF | 3.2% |
| | Separations | | 3.3% | 1.4% | 2.4% | 2.9% | | 0.5% |
| | OCC wrk. part. % | | 2.3% | 2.5% | 2.6% | 2.6% | | 2.9% |
| Black female | Hires | 6.9% 2000 OCLF | 4.5% | 2.3% | 5.6% | 6.8% | 8.7% 2010 OCLF | 7.8% |
| | Separations | | 6.6% | 5.6% | 6.3% | 5.9% | | 5.8% |
| | OCC wrk. part. % | | 6.3% | 6.2% | 5.9% | 6.0% | | 6.3% |
| Hispanic female | Hires | 1.6% 2000 OCLF | 5.8% | 0.0% | 1.1% | 2.4% | 3.7% 2010 OCLF | 2.1% |
| | Separations | | 1.7% | 4.2% | 3.4% | 2.0% | | 2.7% |
| | OCC wrk. part. % | | 2.9% | 2.7% | 2.4% | 2.5% | | 2.5% |
| Native American female | Hires | 0.2% 2000 OCLF | 0.6% | 0.0% | 0.0% | 0.0% | 0.3% 2010 OCLF | 0.0% |
| | Separations | | 0.0% | 0.7% | 0.0% | 0.0% | | 0.5% |
| | OCC wrk. part. % | | 0.3% | 0.3% | 0.4% | 0.4% | | 0.5% |
| White female | Hires | 30.3% 2000 OCLF | 31.6% | 30.7% | 29.2% | 23.2% | 28.3% 2010 OCLF | 21.6% |
| | Separations | | 23.1% | 31.0% | 20.5% | 21.1% | | 25.0% |
| | OCC wrk. part. % | | 28.9% | 28.8% | 26.9% | 26.9% | | 26.7% |

Source: MD-715 workforce data table as of October 5, 2013.

Note: For EEO groups within specific job occupations, the comparator is each group's participation in the 2000 and 2010 OCLF for workforce participation and hires. Separation rates are compared with each group's workforce participation rate.

The OCC's OMWI continued to work with Human Resources and Bank Supervision management officials to identify barriers that may impede the realization of parity for female bank examiners across all EEO groups. Annual briefings with senior management highlighted departmental workforce trends and areas requiring special attention, including targeted recruitment, retention strategies, and succession planning. The OCC's Boomerang program provided an opportunity for 21 former bank examiners to return to employment at the agency in fiscal year 2013 (52.4 percent were females and 38.1 percent were minorities).

Each year, the Midsize and Community Bank Supervision department sponsors a career forum for pre-commissioned bank examiners at the end of their third year of employment. The career forum provides focused information about bank examiner career opportunities and explains the Uniform Commission Examination (UCE) certification preparatory process. These sessions have proved quite successful in influencing the retention of pre-commissioned bank examiners as well as encouraging their completion

of the UCE. In fiscal year 2013, two generalist UCE testing sessions were held: 36 bank examiners successfully passed, of whom 52.8 percent (19) were females as compared with 44.4 percent in fiscal year 2012. All other demographic groups passed the generalist UCE in fiscal year 2013 at rates near or greater than fiscal year 2012.

The OCC continues to benefit from the work of its women's employee network group, The Women's Network (TWN), particularly in issues associated with retention. In 2013, TWN sponsored teleconferences on "Estate Planning," "Career Coaching," "Making the most of your Retirement Plan," and "Caring for Elder Parents." In addition, TWN promoted five mentoring circles on topics that included "Work Life Balance," "Preparation for the UCE," and "Career Exploration and Interviewing."

C. Increasing the Participation of Female and Minorities in Supervisor Roles and Senior-Level Positions

In fiscal year 2013, the OCC continued to experience low participation of females and minorities in supervisor and senior-level positions (SLP) as compared to their workforce participation rates. Generally, there were increases in the participation of females and minorities in supervisor roles and SLPs in fiscal year 2013; however, both females and minorities remain below their respective workforce participation rates. The white female group was the only group to reach parity in SLPs in fiscal year 2013. Females as a group hold 37.4 percent of supervisor positions and 32.6 percent of SLPs as compared with their 45.6 percent workforce participation rate. Minorities also hold supervisor roles and SLPs below their overall workforce participation rate of 32.1 percent (23.4 percent in supervisor roles; 14.2 percent of SLPs) (see figures 9 and 10). For additional details of participation of women and minorities in supervisor positions, SLPs, and feeder groups, please refer to appendixes L and M.

Figure 9**Fiscal Years 2012 and 2013—OCC Participation in Supervisor Positions**

| | FY12 OCC workforce participation | FY12 OCC supervisor participation | FY13 OCC workforce participation | FY13 OCC supervisor participation | Net change |
|-----------------|--|---|--|---|---------------|
| Female | 45.9% | 36.1% | 45.6% | 37.4% | +1.3% |
| Male | 54.1% | 64.0% | 54.4% | 63.2% | -0.8 |
| Minority female | 17.7% | 10.2% | 18.2% | 12.0% | +1.8% |
| Minority male | 12.8% | 10.8% | 13.9% | 11.9% | +1.1% |
| Minority | 30.5 | 21.3% | 32.1 | 24.3% | +3.0% |
| Asian | 6.2% | 4.2% | 7.4% | 6.0% | +1.8% |
| Black | 16.1% | 10.6% | 16.7% | 10.5% | +0.1% |
| Hispanic | 6.3% | 5.4% | 6.6% | 7.0% | +1.6% |
| Native American | 0.8% | 0.3% | 1.0% | 0.3% | - |
| White | 69.6% | 79.0% | 67.9% | 76.5% | -2.5% |
| White female | 28.2% | 25.8% | 27.4% | 25.2% | -0.6% |
| White male | 41.4% | 53.2% | 40.5% | 51.3% | -1.9% |
| Total | 3,678 | 310 | 3,919 | 313 | +3 |

Source: OCC HR Data Mart as of October 5, 2013.

Note: EEO groups in red font are below parity with workforce participation rates. Green shading indicates positive net from fiscal year 2012 to fiscal year 2013.

Figure 10**Fiscal Years 2012 & 2013—OCC Workforce Profile—SLP and Feeder Grades**

| | OCC workforce participation rate | | Ratio change | NB V (equiv. GS-13) | | Ratio change | NB VI (equiv. GS-14) | | Ratio change | NB VII (equiv. GS-15) | | Ratio change | NB VIII-IX (equiv. SLP) | | Ratio change |
|-----------------|----------------------------------|--------------|--------------|---------------------|--------------|--------------|----------------------|--------------|--------------|-----------------------|------------|--------------|-------------------------|-----------|--------------|
| | FY12 | FY13 | | FY12 | FY13 | | FY12 | FY13 | | FY12 | FY13 | | FY12 | FY13 | |
| Female | 45.9% | 45.6% | -0.3% | 43.5% | 44.8% | +1.3% | 37.9% | 38.5% | +0.6% | 36.3% | 38.4% | +2.1% | 29.2% | 32.6% | +3.4% |
| Male | 54.1% | 54.4% | +0.3% | 42.5% | 55.2% | +12.7% | 36.9% | 61.5% | +24.6% | 63.7% | 61.6% | -2.1% | 70.8% | 67.3% | -3.5% |
| Minority | 30.5% | 32.1% | +1.6% | 33.3% | 34.7% | +1.4% | 22.2% | 23.3% | +1.1% | 16.4% | 17.4% | +1.0% | 14.6% | 14.2% | -0.4% |
| Asian | 6.2% | 7.3% | +1.1% | 7.3% | 8.4% | +1.1% | 6.7% | 7.9% | +1.2% | 4.8% | 5.2% | +0.4% | 0.0% | 0.0% | 0.0% |
| Black | 16.0% | 16.7% | +0.7% | 17.3% | 17.8% | +0.5% | 9.7% | 9.5% | -0.2% | 7.4% | 6.8% | -0.6% | 12.5% | 12.2% | -0.3% |
| Hispanic | 6.3% | 6.6% | +0.3% | 6.4% | 6.5% | +0.1% | 4.4% | 5.1% | +0.7% | 3.8% | 4.8% | +1.0% | 2.1% | 2.0% | -0.1% |
| Native American | 0.8% | 1.0% | +0.2% | 1.4% | 1.6% | +0.2% | 0.7% | 0.8% | +0.1% | 0.3% | 0.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| White female | 28.2% | 27.4% | -0.8% | 27.0% | 26.9% | -0.1% | 26.4% | 26.7% | +0.3% | 28.6% | 29.3% | +0.7% | 25.0% | 28.6% | +3.6% |
| White male | 41.3% | 40.5% | -0.8% | 39.7% | 38.3% | -1.4% | 51.4% | 50.0% | -1.4% | 55.0% | 53.2% | -1.8% | 60.4% | 57.1% | -3.3% |
| Total | 3,678 | 3,919 | +241 | 1,134 | 1,215 | +81 | 1,155 | 1,199 | +44 | 311 | 310 | -1 | 48 | 49 | +1 |

Source: MD-715 workforce data table as of October 5, 2013.

Note: EEO groups in red font are below parity with workforce participation rates. Green shading indicates positive net change from fiscal year 2012 to fiscal year 2013.

The OCC's executive staff has established an agency-wide strategic initiative, "Leading," to address continuity in leadership. The initiative focuses on diversity and career development by developing a framework for succession planning, identifying training and developmental needs for current and new managers and supervisors, and creating a process for identifying and sharing external career development opportunities. In 2013, a Leadership Developmental Advisory Board (LDAB) was established to provide ongoing guidance for agency leadership development. The OCC OMWI Executive Director participates as a member of the LDAB.

D. Workplace Environment

The OCC recognizes the success of its mission depends on the employment of talented staff with high levels of expertise. To maintain a competent, highly qualified workforce, the OCC is committed to fully using its employees' skills, as well as recruiting the best talent available from a variety of sources. The OCC is also committed to maintaining an inclusive culture and workplace environment.

In 2013, OCC employees participated in the Federal Employee Viewpoint (FEV) survey, designed to measure employees' views on topics pertaining to diversity, family-friendly culture, leadership, pay and benefits, teamwork, and training and development. The 2013 FEV survey invited all permanent OCC employees as of October 31, 2012, to participate. More than 2,000 OCC employees completed the survey, representing a 66 percent response rate, higher than last year's 60 percent response. As a whole, OCC favorability

ratings remained essentially the same from the 2012 survey. The categories that OCC employees rated most favorably were employee work experience, immediate supervisor, work/life, leadership, and agency experience.

The Partnership for Public Service used the FEV survey data to rank the OCC 17th among 300 comparable government agency subcomponents in the 2013 rankings of “Best Places to Work in the Federal Government.” This ranking was up from 21st in 2012. The areas that OCC employees rated most favorable were training and development, alternative work and employee support programs, support for diversity, teamwork, pay, effective leadership (fairness), and strategic management. Blacks, Hispanics, and multi-racial employees ranked the OCC in the top 10 among comparable government agency subcomponents.

III. Regulated Entities

The OCC regulates and supervises 1,808 institutions, comprising 40 large banks, 41 midsize banks, 1,164 community banks, 515 federal savings associations, and 48 federal branches of foreign banks. The institutions’ total assets are \$10.4 trillion, representing 69.0 percent of total U.S. commercial banking assets.

The OMWI directors of the Consumer Financial Protection Bureau, Federal Deposit Insurance Corporation, Federal Reserve Board, National Credit Union Administration, Securities and Exchange Commission, and the OCC (collectively, the agencies) collaborated to develop a “Proposed Interagency Policy Statement Establishing Joint Standards for Assessing the Diversity Policies and Practices of Entities Regulated by the Agencies.” The proposed standards are intended to promote transparency and awareness of diversity policies and practices within regulated entities and will provide guidance for assessing these policies and practices. The proposed standards cover four key areas:

- Organizational commitment to diversity and inclusion
- Workforce profile and employment practices
- Procurement and business practices and supplier diversity
- Practices to promote transparency of organizational diversity and inclusion

The OCC’s *Dodd-Frank Section 342 Fiscal Year 2012 Annual Report* highlights numerous meetings held to solicit the perspectives of external stakeholders. In drafting the proposed standards, the agencies took into consideration varying circumstances of the regulated entities, such as asset size, number of employees, governance structure, income, number of members or customers, contract volume, location, and community characteristics.

The policy statement was published in the *Federal Register* on October 25, 2013,¹⁵ and was available for a 60-day comment period. In an effort to ensure adequate time for interested parties to share their views, the comment period was extended 45 days and closed on

¹⁵ 78 Fed. Reg. 64052 (October 25, 2013).

February 7, 2014.¹⁶ As of the writing of this annual section 342 report, the OMWI agencies are in the process of reviewing the comments received.

The Comptroller and the OCC's senior management often seek diversity advice from the OMWI Executive Director on relevant matters. During fiscal year 2013, the OMWI Executive Director consulted with OCC senior leaders in Bank Supervision and assisted in developing diversity language for a banking bulletin pertaining to OCC-regulated entities' use of independent consultants.¹⁷ The Executive Director will continue to provide diversity and inclusion input on OCC matters as warranted.

¹⁶ 78 Fed. Reg. 77792 (December 24, 2013).

¹⁷ OCC Bulletin 2013-29, "Third-Party Relationships: Risk Management Guidance" (October 30, 2013).

Appendix A

OCC Methodology and Data Sources for Awards and Payments

1. Awards

The OCC follows the Federal Acquisition Regulation (FAR) for the procurement of goods and services (48 CFR 1). The FAR defines a contract action as “any oral or written action that results in the purchase, rent, or lease of supplies or equipment, services, or construction using appropriated dollars over the micro-purchase threshold, or modifications to these actions regardless of dollar value. Contract action does not include grants, cooperative agreements, other transactions, real property leases, requisitions from federal stock, training authorizations, or other non-FAR-based transactions” (48 CFR 4.601).

The FPDS-NG Web site is the central repository of information about federal contracting and contains detailed information on contract awards of more than \$3,000. The FAR requires federal contracting offices to submit complete and accurate data on contract actions to the FPDS-NG (48 CFR 4.604(3)).

At the end of each fiscal year, the OCC OMWI queries the FPDS-NG for (1) OCC awards or “action obligations,” which are the net amounts of funds obligated or de-obligated for all contract actions entered into the FPDS-NG, from October 1 through September 30; and (2) the company owner’s socioeconomic category¹⁸ for each award.

2. Payments

The OCC uses the Core Financial System to track all agency expenditures, including contractor payments. The OCC pays contractors within 15 days of receipt of an invoice. Because contractors may submit invoices to the OCC after the close of the fiscal year in which the contract actions were reported to the FPDS-NG, the OCC’s total payments to contractors during a given fiscal year may differ from the total awards.

¹⁸ The term socioeconomic category identifies certain business ownership characteristics (e.g., women-owned business, small disadvantaged business, educational institution, and minority-owned business). For more information, see the *FPDS-NG Government User’s Manual*, version 1.4, p.135 (June 2013).

Appendix B

OCC Contracting Awards
Three-Year Trend

| | Fiscal year | | | | | |
|--|-------------------------|------------------|-------------------------|-------------|-------------------------|-------------|
| | 2013 | | 2012 | | 2011 | |
| Total awards | \$154,317,026.74 | 100% | \$117,655,195.49 | 100% | \$173,598,657.19 | 100% |
| Minority-owned or women-owned business totals ^a | \$58,242,589.58 | 38% ^b | \$40,362,428.31 | 34% | \$66,732,117.66 | 38% |
| Minority-owned | \$53,055,556.11 | 34% ^b | \$36,791,545.08 | 31% | \$64,628,297.02 | 37% |
| Women-owned | \$10,866,583.19 | 7% | \$14,724,839.95 | 13% | \$8,909,678.15 | 5% |
| Both minority-owned and women-owned | \$5,679,549.72 | 4% | \$11,153,956.72 | 9% | \$6,805,857.51 | 4% |
| Asian American ^c | \$42,159,868.59 | 27% ^b | \$20,066,375.17 | 17% | \$51,909,871.96 | 30% |
| Black American | \$8,521,991.78 | 6% ^b | \$2,820,834.17 | 2% | \$6,953,464.04 | 4% |
| Hispanic American | \$1,472,460.76 | 1% | \$2,720,986.44 | 2% | \$3,152,418.50 | 2% |
| Native American ^d | \$231,084.26 | 0.1% | \$817,985.83 | 0.7% | \$2,461,769.61 | 1.4% |
| Other minority ^e | \$758,071.33 | 0.5% | \$10,626,875.09 | 9% | \$313,265.72 | 0.2% |

Source: FPDS-NG for fiscal years 2011-2013 (including fiscal year 2011 Office of Thrift Supervision data).

Note: "Awards" are action obligations—the net amounts of funds obligated or de-obligated for all awards and modifications entered into the FPDS-NG system during the fiscal year (October 1 through September 30).

^a Awards to businesses that are both minority- and women-owned are counted once in the MWOB total dollars and percentages.

^b Indicates an increase in award total percentage for fiscal year 2013 versus the previous fiscal year.

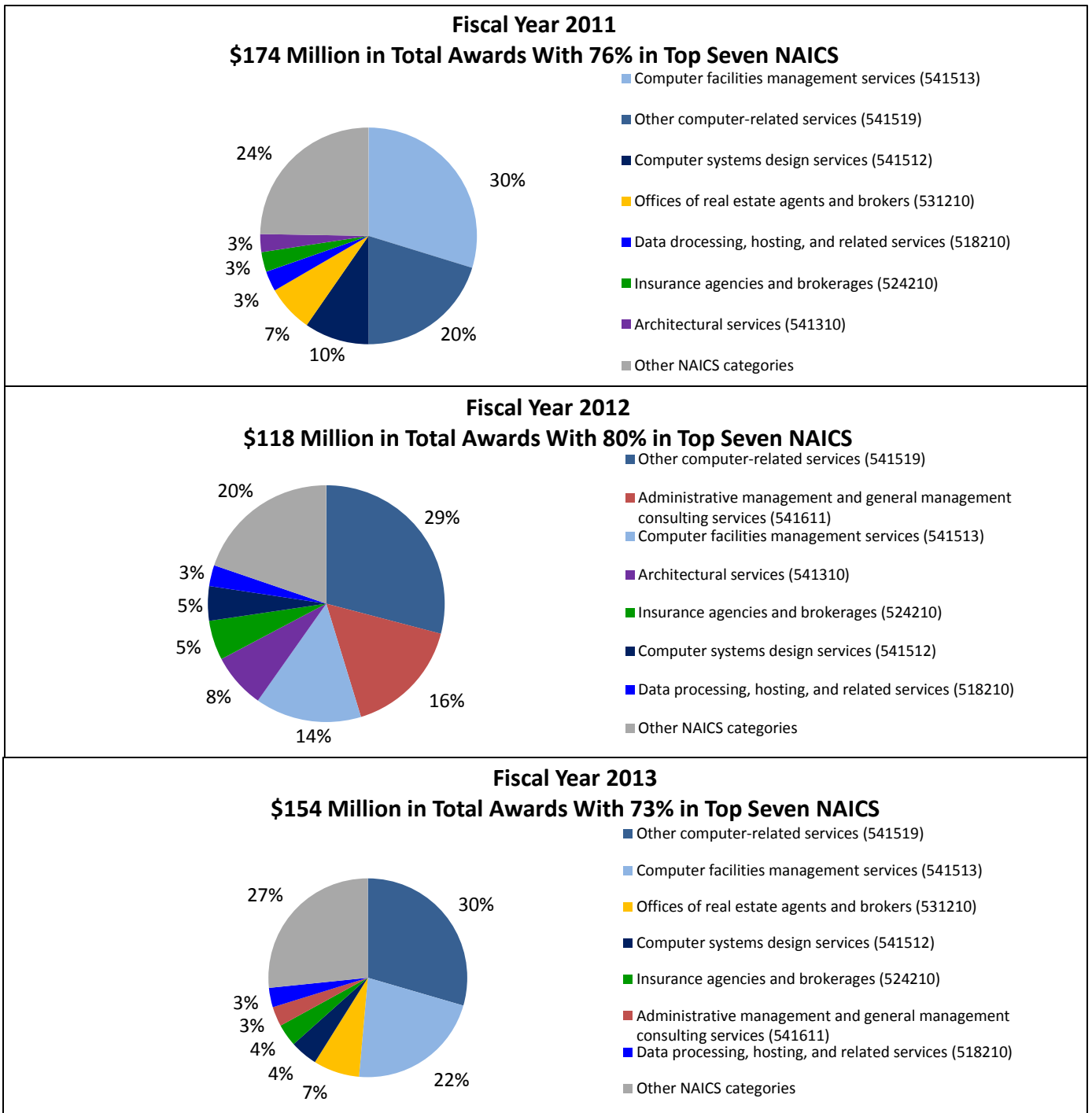
^c "Asian American" means Asian-Pacific Americans (persons with origins from Burma, Thailand, Malaysia, Indonesia, Singapore, Brunei, Japan, China, Taiwan, Laos, Cambodia (Kampuchea), Vietnam, Korea, The Philippines, U.S. Trust Territory of the Pacific Islands (Republic of Palau), Republic of the Marshall Islands, Federated States of Micronesia, the Commonwealth of the Northern Mariana Islands, Guam, Samoa, Macao, Hong Kong, Fiji, Tonga, Kiribati, Tuvalu, or Nauru) and Subcontinent Asian Americans (persons with origins from India, Pakistan, Bangladesh, Sri Lanka, Bhutan, the Maldives Islands, or Nepal). (48 CFR 52.219-1).

^d "Native American" means American Indians, Eskimos, Aleuts, or Native Hawaiians (see 48 CFR 52.219-1).

^e "Other minority" means those businesses designating "minority-owned" but not designating Asian American, Black American, Hispanic American, or Native American (see 48 CFR 52.219-1).

Appendix C

OCC Three-Year Award Trend by Top Seven NAICS Codes



Appendix D

Business Participation by Demographic Groups in the OCC's Top Seven NAICS Codes, Fiscal Year 2013

| NAICS Codes and Descriptions | | | | | | | | | | | | | | |
|--|---|---|---|--|---|--|--|-------------------|---------------------------------------|------------------|---------------------------------------|------------------|---------------------------------------|------------------|
| | 541519 Other computer-related services | 541513 Computer facilities management services | 531210 Offices of real estate agents and brokers | 541512 Computer systems design services | 524210 Insurance agencies and brokerages | 541611 Administrative management and general management consulting services | 518210 Data processing, hosting, and related services | | | | | | | |
| Total percentage of OCC awards in top seven NAICS^a | 30% | 22% | 7% | 4% | 4% | 3% | 3% | | | | | | | |
| Total number of businesses with OCC awards in top seven NAICS | 46 | 4 | 1 | 15 | 5 | 62 | 13 | | | | | | | |
| Category | % Participating # businesses in NAICS | % OCC \$ awarded | % Participating # businesses in NAICS | % OCC \$ awarded | % Participating # businesses in NAICS | % OCC \$ awarded | % Participating # businesses in NAICS | % OCC \$ awarded | % Participating # businesses in NAICS | % OCC \$ awarded | % Participating # businesses in NAICS | % OCC \$ awarded | % Participating # businesses in NAICS | % OCC \$ awarded |
| Minority-owned | 36.7 | 13.2 | 44.9 | 99.8 ^b | 30.2 | 0.0 | 35.3 | 47.6 ^b | 39.8 | 4.9 | 34.5 | 4.0 | 39.0 | 0.0 |
| Women-owned | 24.3 | 3.8 | 24.5 | 0.9 | 33.9 | 0.0 | 23.2 | 3.0 | 28.0 | 4.9 | 31.5 | 4.9 | 25.7 | 0.0 |
| Asian American | 6.7 | 11.6 ^b | 7.9 | 98.9 ^b | 1.1 | 0.0 | 6.6 | 2.1 | 0.6 | 0.0 | 3.7 | 1.7 | 7.0 | 0.0 |
| Black American | 15.0 | 1.0 | 19.2 | 0.9 | 16.1 | 0.0 | 14.0 | 39.3 ^b | 28.8 | 4.9 | 18.0 | 2.1 | 16.1 | 0.0 |
| Hispanic American | 5.8 | 0.2 | 6.9 | 0.0 | 7.7 | 0.0 | 5.7 | 6.2 ^b | 6.0 | 0.0 | 5.7 | 0.2 | 6.0 | 0.0 |
| Native American | 3.3 | 0.0 | 4.4 | 0.0 | 2.0 | 0.0 | 2.9 | 0.0 | 0.8 | 0.0 | 3.3 | 0.0 | 4.0 | 0.0 |
| Other minority | 7.2 | 1.4 | 8.4 | 0.0 | 4.2 | 0.0 | 7.3 | 0.0 | 4.8 | 0.0 | 5.2 | 0.0 | 7.4 | 0.0 |

Sources: System for Award Management FOUO extract (as of 5/2013); FPDS-NG for fiscal year 2013 (as of 10/31/2013).

^a Top seven NAICS codes represent 73.4 percent of the OCC's fiscal year 2013 awards.

^b The percentage of OCC awards for NAICS code exceeds percentage of the number of businesses participating in that particular NAICS code.

Appendix E**Comparison of Awards to Small Businesses Versus
Awards to Other Than Small Businesses, Fiscal Year 2013**

| Category | Total awards in dollars | Percentage of awards |
|---|--------------------------------|-----------------------------|
| OCC-wide | \$154,317,026.74 | 100.0% |
| Small business | \$72,566,105.81 | 47.0% |
| Other than small business | \$81,750,920.93 | 53.0% |
| Minority-owned or women-owned | \$58,242,589.58 | 37.7% |
| Minority-owned or women-owned small business | \$39,621,428.93 | 68.0% |
| Minority-owned or women-owned other than small business | \$18,621,160.65 | 32.0% |
| Women-owned | \$10,866,583.19 | 7.0% |
| Women-owned small business | \$10,788,735.08 | 99.3% |
| Women-owned other than small business | \$77,848.11 | 0.7% |
| Minority-owned | \$53,055,556.11 | 34.4% |
| Minority-owned small business | \$34,484,244.57 | 65.0% |
| Minority-owned other than small business | \$18,571,311.54 | 35.0% |
| Asian American-owned | \$42,159,868.59 | 27.3% |
| Asian American-owned small business | \$23,588,557.05 | 56.0% |
| Asian American-owned other than small business | \$18,571,311.54 | 44.0% |
| Black American-owned | \$8,521,991.78 | 5.5% |
| Black American-owned small business | \$8,521,991.78 | 100.0% |
| Black American-owned other than small business | \$0.00 | 0.0% |
| Hispanic American-owned | \$1,472,460.76 | 1.0% |
| Hispanic American-owned small business | \$1,472,460.76 | 100.0% |
| Hispanic American-owned other than small business | \$0.00 | 0.0% |
| Native American-owned | \$231,084.26 | 0.1% |
| Native American-owned small business | \$231,084.26 | 100.0% |
| Native American-owned other than small business | \$0.00 | 0.0% |
| Other minority-owned | \$758,071.33 | 0.5% |
| Other minority-owned small business | \$758,071.33 | 100.0% |
| Other minority-owned other than small business | \$0.00 | 0.0% |

Source: FPDS-NG.

Appendix F**OCC's Workforce Profile as of October 5, 2013**
(Participation rates of EEO groups are in percentages)

| | Total | Male | Female | Asian male | Asian female | Black male | Black female | Hispanic male | Hispanic female | Nat. Amer. male | Nat. Amer. female | Nat. Haw. male | Nat. Haw. female | 2+ races male | 2+ races female | White male | White female |
|-----------------------------------|-------|------|--------|------------|--------------|------------|--------------|---------------|-----------------|-----------------|-------------------|----------------|------------------|---------------|-----------------|------------|--------------|
| OCC workforce | 3,919 | 54.4 | 45.6 | 3.9 | 3.5 | 5.9 | 10.8 | 3.4 | 3.2 | 0.6 | 0.4 | 0.1 | 0.6 | 0.1 | 0.2 | 40.5 | 27.4 |
| 2010 NCLF | | 51.9 | 48.1 | 2.0 | 1.9 | 5.5 | 6.5 | 5.2 | 4.8 | 0.5 | 0.5 | 0.1 | 0.1 | 0.3 | 0.3 | 38.3 | 34.0 |
| Examiner | 2,636 | 60.8 | 39.2 | 2.9 | 2.9 | 5.0 | 6.3 | 3.8 | 2.5 | 0.7 | 0.5 | 0.0 | 0.1 | 0.1 | 0.2 | 48.2 | 26.7 |
| 2010 examiner OCLF | | 54.7 | 45.3 | 3.7 | 4.0 | 3.6 | 8.7 | 3.1 | 3.7 | 0.1 | 0.3 | 0.0 | 0.0 | 0.2 | 0.3 | 44.1 | 28.3 |
| Attorney | 179 | 55.3 | 44.7 | 2.8 | 3.3 | 2.2 | 2.8 | 4.5 | 2.8 | 0.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 45.2 | 35.7 |
| 2010 attorney OCLF | | 66.7 | 33.3 | 1.8 | 1.8 | 2.1 | 2.6 | 2.5 | 1.8 | 0.3 | 0.2 | 0.0 | 0.0 | 0.2 | 0.2 | 59.7 | 26.7 |
| Economist | 68 | 61.8 | 38.2 | 16.2 | 19.1 | 0.0 | 1.5 | 2.9 | 1.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 42.6 | 16.2 |
| 2010 economist OCLF | | 67.1 | 32.9 | 4.5 | 3.1 | 2.8 | 2.7 | 3.3 | 1.8 | 0.5 | 0.1 | 0.0 | 0.1 | 0.2 | 0.0 | 55.8 | 25.2 |
| All other series | 1,036 | 37.3 | 62.7 | 5.7 | 4.0 | 9.1 | 24.1 | 2.3 | 5.1 | 0.2 | 0.5 | 0.1 | 0.3 | 0.1 | 0.2 | 19.8 | 28.5 |
| 2010 all other series NCLF | | 51.9 | 48.1 | 2.0 | 1.9 | 5.5 | 6.5 | 5.2 | 4.8 | 0.5 | 0.5 | 0.1 | 0.1 | 0.3 | 0.3 | 38.3 | 34.0 |

Source: MD-715 workforce data table as of October 5, 2013

Note: EEO groups in red font are below parity with 2010 national and occupational CLF.

Appendix G**Changes From 2000 to 2010 in Civilian Labor Force**

| | Male | Female | Asian male | Asian female | Black male | Black female | Hispanic male | Hispanic Female | Nat. Amer. male | Nat. Amer. female | Nat. Haw. male | Nat. Haw. female | 2+ races male | 2+ races female | White male | White female |
|---------------------|-------|--------|------------|--------------|------------|--------------|---------------|-----------------|-----------------|-------------------|----------------|------------------|---------------|-----------------|------------|--------------|
| 2000 NCLF | 53.2% | 46.8% | 1.9% | 1.7% | 4.8% | 5.7% | 6.2% | 4.5% | 0.3% | 0.3% | 0.1% | 0.1% | 0.8% | 0.8% | 39.0% | 33.7% |
| 2010 NCLF | 51.9% | 48.1% | 2.0% | 1.9% | 5.5% | 6.5% | 5.2% | 4.8% | 0.5% | 0.5% | 0.1% | 0.1% | 0.5% | 0.5% | 38.3% | 34.0% |
| % ratio change | -1.3 | +1.3 | +0.1 | +0.2 | +0.7 | +0.8 | -1.0 | +0.3 | +0.2 | +0.2 | - | - | -0.3 | 0.3 | -0.7 | +0.3 |
| 2000 examiner OCLF | 57.6% | 42.4% | 1.9% | 2.8% | 4.5% | 6.9% | 2.2% | 1.6% | 0.3% | 0.2% | 0.0% | 0.0% | 0.3% | 0.1% | 48.3% | 30.3% |
| 2010 examiner OCLF | 54.7% | 45.3% | 3.7% | 4.0% | 3.6% | 8.7% | 3.1% | 3.7% | 0.1% | 0.3% | 0.0% | 0.0% | 0.2% | 0.3% | 44.1% | 28.3% |
| % ratio change | -2.9 | +2.9 | +1.8 | +1.2 | -0.9% | +1.8 | +0.9 | +2.1 | -0.2 | +0.1 | - | - | -0.1 | +0.2 | -4.2 | -2.0 |
| 2000 attorney OCLF | 71.3% | 28.7% | 1.2% | 1.0% | 2.0% | 1.9% | 2.3% | 1.2% | 0.1% | 0.1% | 0.0% | 0.0% | 0.3% | 0.2% | 65.2% | 23.9% |
| 2010 attorney OCLF | 66.7% | 33.3% | 1.8% | 1.8% | 2.1% | 2.6% | 2.5% | 1.8% | 0.3% | 0.2% | 0.0% | 0.0% | 0.2% | 0.2% | 59.7% | 26.7% |
| % ratio change | -4.6 | +4.6 | +0.6 | +0.8 | +0.1 | +0.7% | +0.2 | +0.6 | +0.2 | +0.1 | - | - | -0.1 | - | -5.5 | +2.8 |
| 2000 economist OCLF | 69.4% | 30.6% | 5.4% | 3.7% | 3.2% | 2.4% | 3.1% | 2.0% | 0.4% | 0.1% | 0.0% | 0.0% | 0.6% | 0.4% | 56.3% | 21.6% |
| 2010 economist OCLF | 67.1% | 32.9% | 4.5% | 3.1% | 2.8% | 2.7% | 3.3% | 1.8% | 0.5% | 0.1% | 0.0% | 0.1% | 0.2% | 0.0% | 55.8% | 25.2% |
| % ratio change | -2.3 | +2.3 | -0.9 | -0.6 | -0.4 | +0.3 | +0.2 | -0.2 | +0.1 | - | - | +0.1 | -0.4 | -0.4 | -0.5 | +3.6 |

Note: Green shading indicates percentage increased in NCLF and OCLF from 2000 to 2010.

Appendix H**Workforce Profile: Fiscal Years 2012 and 2013**

| OCC workforce | Male | Female | Minority | Asian | Black | Hispanic | Native Hawaiian | Native American | 2+ races | White |
|--------------------------|--------------|--------------|--------------|-------------|--------------|--------------|-----------------|-----------------|-------------|--------------|
| 2010 NCLF | 51.9% | 48.1% | 27.7% | 3.9% | 11.0% | 10.0% | 0.2% | 1.0% | 0.6% | 72.3% |
| FY 2012 | 54.1% | 45.9% | 30.5% | 6.2% | 16.0% | 6.3% | 0.2% | 0.8% | 1.1% | 69.5% |
| FY 2013 | 54.4% | 45.6% | 32.1% | 7.4% | 16.7% | 6.6% | 0.7% | 1.0% | 0.3% | 67.9% |
| % of ratio change | +0.4% | -0.3% | +1.6% | +1.2% | +0.7% | +0.3% | +0.5% | +0.2% | -0.8% | -1.6% |

Note: Green shading indicates positive ratio change from fiscal year 2012 to fiscal year 2013.

Appendix I**5-Year Trend: Hispanic Female Profile**

| | | | 2009 | 2010 | 2011 | 2012 | | |
|---------------------------------|------------------|--------------------------------|------|-------|-------|------|--------------------------------|------|
| Bank examiner females | Hires | 1.6% 2000 OCLF | 5.8% | 0.0% | 1.1% | 2.4% | 3.7% 2010 OCLF | 2.1% |
| | Separations | | 1.7% | 4.2% | 3.4% | 2.0% | | 2.7% |
| | OCC wrk. part. % | | 2.9% | 2.7% | 2.4% | 2.5% | | 2.5% |
| Attorney females | Hires | 1.2% 2000 OCLF | 0.0% | 0.0% | 14.3% | 0.0% | 1.8% 2010 OCLF | 0.0% |
| | Separations | | 0.0% | 12.5% | 0.0% | 0.0% | | 0.0% |
| | OCC wrk. part. % | | 3.1% | 2.3% | 2.5% | 2.4% | | 2.8% |
| Economist females | Hires | 2.0% 2000 OCLF | 0.0% | 0.0% | 0.0% | 0.0% | 1.8% 2010 OCLF | 0.0% |
| | Separations | | 0.0% | 0.0% | 0.0% | 0.0% | | 0.0% |
| | OCC wrk. part. % | | 1.9% | 1.8% | 1.6% | 1.5% | | 1.5% |
| All other series females | Hires | 10.7% 2000 NCLF | 4.5% | 8.3% | 3.1% | 8.3% | 10.0% 2010 NCLF | 8.1% |
| | Separations | | 4.0% | 3.2% | 5.1% | 2.1% | | 6.5% |
| | OCC wrk. part. % | | 3.7% | 3.9% | 3.8% | 4.8% | | 5.1% |

Source: MD-715 workforce data table as of October 5, 2013.

Note: The comparator for "all other series" workforce participation and hires of EEO groups compared to 2000 and 2010 NCLF. Likewise, for EEO groups within specific job occupations, the comparator is that group's participation in the 2000 and 2010 OCLF for workforce participation and hires. Separation rates are compared with each group's workforce participation rate by occupation.

Appendix J**5-Year Trend: Hispanic Male Profile**

| | | | 2009 | 2010 | 2011 | 2012 | | 2013 |
|-------------------------------|------------------|--------------------------------|-------|-------|------|-------|--------------------------------|-------|
| Bank examiner males | Hires | 2.2% 2000 OCLF | 4.5% | 4.6% | 2.3% | 3.2% | 3.1% 2010 OCLF | 5.7% |
| | Separations | | 3.3% | 2.1% | 2.0% | 2.4% | | 2.1% |
| | OCC wrk. part. % | | 3.2% | 3.5% | 3.4% | 3.5% | | 3.8% |
| Attorney males | Hires | 2.3% 2000 OCLF | 0.0% | 20.0% | 0.0% | 14.3% | 2.5% 2010 OCLF | 0.0% |
| | Separations | | 0.0% | 12.5% | 0.0% | 0.0% | | 0.0% |
| | OCC wrk. part. % | | 5.4% | 4.6% | 3.8% | 4.7% | | 4.5% |
| Economist males | Hires | 3.1% 2000 OCLF | 20.0% | 0.0% | 0.0% | 0.0% | 3.3% 2010 OCLF | 20.0% |
| | Separations | | 0.0% | 0.0% | 0.0% | 0.0% | | 20.0% |
| | OCC wrk. part. % | | 1.9% | 1.8% | 3.2% | 3.0% | | 2.9% |
| All other series males | Hires | 10.7% 2000 NCLF | 3.0% | 8.3% | 0.0% | 6.3% | 10.0% 2010 NCLF | 2.4% |
| | Separations | | 10.0% | 1.6% | 3.8% | 0.0% | | 0.0% |
| | OCC wrk. part. % | | 1.0% | 1.3% | 1.2% | 2.2% | | 2.3% |

Source: MD-715 workforce data table as of October 5, 2013

Note: The comparator for "all other series" workforce participation and hires of EEO groups compared to 2000 and 2010 NCLF. Likewise, for EEO groups within specific job occupations, the comparator is that group's participation in the 2000 and 2010 OCLF for workforce participation and hires. Separation rates are compared with each group's workforce participation rate by occupation.

Appendix K

Employee Network Groups

The OCC supports the formation and operation of employee network groups to

- allow employees to come together to discuss workplace issues of concern to them and recommend potential solutions.
- provide input to leadership on matters related to diversity in the workplace.
- bring to the surface views relating to the interests of the group that will contribute to enhanced employee engagement and effectiveness and agency operations.

The OCC recognizes employee network groups as a means of building a more productive and respectful work environment for employees. Employee network groups are groups of employees who form to address workplace issues that are common to members of that group. The employee network groups are governed by a policy that addresses formation and purpose, roles and responsibilities, funding, and permissible and impermissible activities. Each employee network group is required to have a mission statement, bylaws, and purposeful activities and programs. Each employee network group has an Executive Committee sponsor who provides guidance, advocacy, and support for the group's activities and programs.

The OCC greatly benefits from the input of its five employee network groups: the Network of Asian Pacific Americans (NAPA); the Coalition of African-American Regulatory Employees (CARE); the Gay, Lesbian, and Straight Alliance (GLSA); the Hispanic Organization for Leadership and Advancement (HOLA); and The Women's Network (TWN). The employee network groups provide their perspectives on diversity at the OCC and develop programs and activities to assist in the OCC's recruitment, career development, and retention efforts. All of the employee network groups are active and integral components of the OCC's diversity initiatives. Membership in employee network groups is approximately 1,290, representing 33 percent of OCC employees.

Appendix L**Fiscal Years 2012 and 2013—OCC Participation in Supervisor Positions**

| | FY12 OCC workforce participation | FY12 OCC supervisor participation | FY13 OCC workforce participation | FY13 OCC supervisor participation | Net change |
|---------------------------|---|--|---|--|---------------|
| Female | 45.9% | 36.1% | 45.6% | 37.4% | +1.3% |
| Male | 54.1% | 64.0% | 54.4% | 63.2% | -0.8 |
| Minority female | 17.7% | 10.2% | 18.2% | 12.0% | +1.8% |
| Minority male | 12.8% | 10.8% | 13.9% | 11.9% | +1.1% |
| Minority | 30.5 | 21.3% | 32.1 | 24.3% | +3.0% |
| Asian male | 3.2% | 2.6% | 3.9% | 4.1% | +1.5% |
| Asian female | 3.0% | 1.6% | 3.5% | 1.9% | +0.3% |
| Black male | 5.4% | 5.8% | 5.9% | 5.1% | -0.7% |
| Black female | 10.7% | 4.8% | 10.8% | 5.4% | +0.6% |
| Hispanic male | 3.2% | 1.9% | 3.4% | 2.9% | +1.0% |
| Hispanic female | 3.1% | 3.5% | 3.2% | 4.1% | +0.6% |
| Native American male | 0.5% | - | 0.6% | - | - |
| Native American female | 0.3% | 0.3% | 0.4% | 0.3% | - |
| Whites | 69.6% | 79.0% | 67.9% | 76.5% | -2.5% |
| White female | 28.2% | 25.8% | 27.4% | 25.2% | -0.6% |
| White male | 41.4% | 53.2% | 40.5% | 51.3% | -1.9% |
| Total | 3,678 | 310 | 3,919 | 313 | +3 |

Source: OCC HR Data Mart as of October 5, 2013.

Note: EEO groups in red font are below parity with workforce participation rates. Green shading indicates positive net change from fiscal year 2012 to fiscal year 2013.

Appendix M**Fiscal Years 2012 & 2013—OCC Workforce Profile—
SLP and Feeder Groups**

| | OCC workforce participation rate | | Ratio change | NB V (equiv. GS-13) | | Ratio change | NB VI (equiv. GS-14) | | Ratio change | NB VII (equiv. GS-15) | | Ratio change | NB VIII-IX (equiv. SLP) | | Ratio change |
|------------------------|----------------------------------|--------------|--------------|---------------------|--------------|--------------|----------------------|--------------|--------------|-----------------------|------------|--------------|-------------------------|-----------|--------------|
| | FY12 | FY13 | | FY12 | FY13 | | FY12 | FY13 | | FY12 | FY13 | | FY12 | FY13 | |
| Female | 45.9% | 45.6% | -0.3% | 43.5% | 44.8% | +1.3% | 37.9% | 38.5% | +0.6% | 36.3% | 38.4% | +2.1% | 29.2% | 32.6% | +3.4% |
| Male | 54.1% | 54.4% | +0.3% | 42.5% | 55.2% | +12.7% | 36.9% | 61.5% | +24.6% | 63.7% | 61.6% | -2.1% | 70.8% | 67.3% | -3.5% |
| Minority female | 17.7% | 18.2% | +0.5% | 16.5% | 17.9% | +1.4% | 11.5% | 11.8% | +0.3% | 7.7% | 9.0% | +1.3 | 4.2% | 4.1% | -0.1% |
| Minority male | 12.8% | 13.9% | +1.1% | 16.8% | 16.9% | +0.1% | 10.6% | 11.5% | +0.9% | 8.7% | 8.4% | -0.3% | 10.4% | 10.2% | -0.2% |
| Minority | 30.5% | 32.1% | +1.6% | 33.3% | 34.7% | +1.4% | 22.2% | 23.3% | +1.1% | 16.4% | 17.4% | +1.0% | 14.6% | 14.2% | -0.4% |
| Asian male | 3.2% | 3.9% | +0.7% | 4.2% | 5.0% | +0.8% | 3.2% | 3.8% | +0.6% | 3.5% | 3.5% | 0% | - | - | - |
| Asian female | 3.0% | 3.5% | +0.5% | 3.1% | 3.4% | +0.3% | 3.5% | 4.1% | +0.6% | 1.3% | 1.6% | +0.3% | - | - | - |
| Black male | 5.4% | 5.9% | +0.5% | 6.9% | 6.8% | -0.1% | 4.3% | 4.3% | 0% | 3.9% | 2.9% | -1.0% | 8.3% | 8.2% | -0.1% |
| Black female | 10.7% | 10.8% | +0.1% | 10.4% | 10.9% | +0.5% | 5.4% | 5.2% | -0.2% | 3.5% | 3.9% | +0.4% | 4.2% | 4.1% | -0.1% |
| Hispanic male | 3.2% | 3.4% | +0.2% | 4.1% | 3.8% | -0.3% | 2.4% | 2.8% | +0.4% | 1.0% | 1.6% | +0.6% | 2.1% | 2.0% | -0.1% |
| Hispanic female | 3.0% | 3.2% | +0.2% | 2.4% | 2.7% | +0.3% | 2.0% | 2.2% | +0.2% | 2.9% | 3.2% | +0.3% | - | - | - |
| Native American male | 0.5% | 0.6% | +0.1% | 1.1% | 1.0% | -0.1% | 0.4% | 0.5% | +0.1% | 0.3% | 0.3% | 0% | - | - | - |
| Native American female | 0.3% | 0.4% | +0.1% | 0.4% | 0.6% | +0.2% | 0.4% | 0.3% | -0.1% | - | - | - | - | - | - |
| Non-minority | 69.5 | 67.9 | -1.6% | 66.7% | 65.2% | -1.5% | 77.8% | 76.7% | -1.1% | 83.6% | 82.5% | -1.1% | 85.4% | 85.7% | +0.3% |
| White female | 28.2% | 27.4% | -0.8% | 27.0% | 26.9% | -0.1% | 26.4% | 26.7% | +0.3% | 28.6% | 29.3% | +0.7% | 25.0% | 28.6% | +3.6% |
| White male | 41.3% | 40.5% | -0.8% | 39.7% | 38.3% | -1.4% | 51.4% | 50.0% | -1.4% | 55.0% | 53.2% | -1.8% | 60.4% | 57.1% | -3.3% |
| Total | 3,678 | 3,919 | +241 | 1,134 | 1,215 | +81 | 1,155 | 1,199 | +44 | 311 | 310 | -1 | 48 | 49 | +1 |

Source: MD-715 workforce data table as of October 5, 2013.

Note: EEO groups in red font are below parity with workforce participation rates. Green shading indicates positive net change from fiscal year 2012 to fiscal year 2013.

Appendix N

OCC's FY 2013 EEO-1 Report (Occupational Categories Profile)
Distribution by Race/Ethnicity and Gender: Permanent Employees

| Occupational Categories | Non-Hispanic or Latino | | | | | | | | | | | | | | | | | |
|--|------------------------|----------------|---------------|--------------------|---------------|--------------|---------------|---------------------------|---------------|--------------|--------------|---|--------------|----------------------------------|--------------|-------------------|--------------|--------------|
| | TOTAL EMPLOYEES | | | Hispanic or Latino | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | | |
| | # | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| 1a. Official & Managers Exec/Senior Level (Grade 15 & Above) | # | 264 | 172 | 92 | 6 | 10 | 148 | 65 | 11 | 12 | 7 | 4 | 0 | 1 | 0 | 0 | 0 | 0 |
| | % | 100.00% | 65.15% | 34.85% | 2.27% | 3.79% | 56.06% | 24.62% | 4.17% | 4.55% | 2.65% | 1.52% | 0.00% | 0.38% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1b. MID-LEVEL (GRADES 13-14) | # | 202 | 111 | 91 | 5 | 6 | 85 | 63 | 12 | 16 | 9 | 5 | 0 | 0 | 0 | 1 | 0 | 0 |
| | % | 100.00% | 54.95% | 45.05% | 2.48% | 2.97% | 42.08% | 31.19% | 5.94% | 7.92% | 4.46% | 2.48% | 0.00% | 0.00% | 0.00% | 0.50% | 0.00% | 0.00% |
| 1d. Other | # | 2593 | 1524 | 1069 | 99 | 65 | 1174 | 699 | 141 | 201 | 87 | 82 | 0 | 1 | 19 | 15 | 4 | 6 |
| | % | 100.00% | 58.77% | 41.23% | 3.82% | 2.51% | 45.28% | 26.96% | 5.44% | 7.75% | 3.36% | 3.16% | 0.00% | 0.04% | 0.73% | 0.58% | 0.15% | 0.23% |
| 1. Officials and Managers Total | # | 3059 | 1807 | 1252 | 110 | 81 | 1407 | 827 | 164 | 229 | 103 | 91 | 0 | 2 | 19 | 16 | 4 | 6 |
| | % | 100.00% | 59.07% | 40.93% | 3.60% | 2.65% | 46.00% | 27.03% | 5.36% | 7.49% | 3.37% | 2.97% | 0.00% | 0.07% | 0.62% | 0.52% | 0.13% | 0.20% |
| Category CLF | | 100.00% | 56.10% | 43.90% | 3.70% | 3.40% | 45.70% | 32.70% | 3.70% | 5.10% | 2.20% | 1.90% | 0.10% | 0.10% | 0.40% | 0.40% | 0.20% | 0.20% |
| 2. Professionals | # | 542 | 290 | 252 | 21 | 18 | 170 | 133 | 48 | 63 | 47 | 37 | 1 | 0 | 2 | 1 | 1 | 0 |
| | % | 100.00% | 53.51% | 46.49% | 3.87% | 3.32% | 31.37% | 24.54% | 8.86% | 11.62% | 8.67% | 6.83% | 0.18% | 0.00% | 0.37% | 0.18% | 0.18% | 0.00% |
| Category CLF | | 100.00% | 45.30% | 54.70% | 2.70% | 3.40% | 36.00% | 41.40% | 3.10% | 5.50% | 3.10% | 3.40% | 0.00% | 0.00% | 0.30% | 0.50% | 0.20% | 0.20% |
| 3. Technicians | # | 3 | 2 | 1 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00% | 66.67% | 33.33% | 0.00% | 0.00% | 33.33% | 0.00% | 33.33% | 33.33% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Category CLF | | 100.00% | 36.80% | 63.20% | 3.40% | 4.70% | 26.90% | 45.30% | 3.60% | 9.20% | 2.30% | 2.90% | 0.10% | 0.10% | 0.40% | 0.60% | 0.20% | 0.40% |
| 5. Administrative Support Workers | # | 314 | 31 | 283 | 4 | 26 | 7 | 115 | 17 | 130 | 2 | 8 | 0 | 2 | 1 | 0 | 0 | 2 |
| | % | 100.00% | 9.87% | 90.13% | 1.27% | 8.28% | 2.23% | 36.62% | 5.41% | 41.40% | 0.64% | 2.55% | 0.00% | 0.64% | 0.32% | 0.00% | 0.00% | 0.64% |
| Category CLF | | 100.00% | 24.70% | 75.30% | 3.10% | 7.70% | 16.50% | 55.70% | 3.70% | 8.60% | 1.00% | 2.10% | 0.00% | 0.10% | 0.20% | 0.80% | 0.10% | 0.40% |
| 8. Laborers and Helpers | # | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Category CLF | | 100.00% | 82.00% | 18.00% | 12.00% | 2.10% | 53.90% | 12.90% | 13.00% | 2.20% | 1.40% | 0.30% | 0.20% | 0.00% | 1.20% | 0.30% | 0.50% | 0.10% |
| Total Workforce | # | 3919 | 2131 | 1788 | 135 | 125 | 1586 | 1075 | 230 | 423 | 152 | 136 | 1 | 4 | 22 | 17 | 5 | 8 |
| | % | 100.00% | 54.38% | 45.62% | 3.44% | 3.19% | 40.47% | 27.43% | 5.87% | 10.79% | 3.88% | 3.47% | 0.03% | 0.10% | 0.56% | 0.43% | 0.13% | 0.20% |