

Equal Employment Opportunity (EEO) program status report

Fiscal Year (FY) 2023



Consumer Financial
Protection Bureau

Table of contents

Table of contents.....	1
Overview	3
Part A – CFPB’s identifying information	4
Part B – Total employment	4
Part C – Leadership.....	5
Part D – List of subordinate components and mandatory documents.....	5
Part E – Executive summary	6
E.1. Mission of CFPB & EEO Program	7
E.2 – E.7.The Six Essential Elements of a Model EEO Program: CFPB self-assessment and action items	14
E.8 Workforce analyses	37
E.9 Accomplishments	41
E.10 Planned Activities.....	44
Part F – Certification of establishment of continuing EEO programs	47
Part G – EEO program self-assessment checklist	49
Part H – EEO plan to attain the essential elements of a model EEO program	93
H.1. Action Plan – Data Accuracy	93
H.2. Action Plan - ADR Participation Rate.....	95
H.3. Action Plan - Anti-Harassment Data	98
Part I – EEO plan to eliminate identified barriers	101

Part J – Special program plan for the recruitment, hiring, advancement, and retention of persons with disabilities	106
FY 2023 EEO and anti-harassment policy statement.....	107
FY 2023 Notice on the No FEAR Act and whistleblower protection laws/prohibited personnel practices.....	108

Overview

This Equal Employment Opportunity (EEO) Program Status Report for Fiscal Year (FY) 2023¹ is prepared and submitted under the Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715) and accompanying instructions and guidance (as updated).² “The overriding objective of [MD-715] is to ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, sex (including pregnancy, sexual orientation, transgender status, gender identity or expression, gender non-conformity, or sex stereotyping of any kind), national origin, color, religion, disability or reprisal for engaging in prior protected activity.”³ Consistent with this objective, MD-715 requires Federal agencies to conduct a self-assessment on at least an annual basis to evaluate the effectiveness of their overall Equal Employment Opportunity program, using EEOC-prescribed compliance indicators and measures. MD-715 also requires agencies to identify any institutional, structural, attitudinal, and/or physical barriers that may operate to exclude certain groups, and to develop strategic plans to eliminate identified barriers.

This report reflects the results of the Consumer Financial Protection Bureau (CFPB or Bureau) MD-715 self-assessment for FY 2023. This report also highlights CFPB’s accomplishments in advancing EEO and identifies additional actions the CFPB began in FY 2023 and will continue to take in FY 2024 and beyond to enhance its overall EEO program.

¹ October 1, 2022 through September 30, 2023.

² See EEOC Management Directive 715 (Oct. 1, 2003) (MD-715), available at <https://www.eeoc.gov/federal/directives/md715.cfm>; Instructions to Federal Agencies for EEO MD-715 (MD-715 Instructions), available at <https://www.eeoc.gov/federal/directives/md715/index.cfm>. Per EEOC’s federal-sector regulations at 29 C.F.R. Part 1614, MD-715 is binding on all Executive agencies (including CFPB). See 29 C.F.R. § 1614.103(b)(2) (“This part applies to . . . Executive agencies as defined in 5 U.S.C. 105 . . .”); see also 29 C.F.R. § 1614.102(e) (“Agency [EEO] programs *shall* comply with this part and the Management Directives and Bulletins that the Commission issues.”) (emphasis added).

³ MD-715, at Intro. at ¶ 7. Protected EEO bases under Federal law also include age (40 and over), sexual orientation and gender identity under Title VII’s sex discrimination prohibition and Executive Order 11478 (as amended), genetic information, and parental status, among others, under varying statutes and Executive Orders.

Part A – CFPB’s identifying information

TABLE 1: AGENCY IDENTIFYING INFORMATION

Agency identifying information	
1. Agency	Consumer Financial Protection Bureau (CFPB)
2. Address	1700 G Street, NW
3. City, State, Zip code	Washington, D.C. 20552
4. Agency Code	FRFT
5. FIPS codes	11001, 06075, 17031, 36061, 13121

Part B – Total employment

At the end of FY 2023,⁴ the workforce encompassed 1,675 total employees. This included 1,556 employees on permanent appointments and 119 employees on temporary appointments.

⁴ Data as of September 30, 2023. Workforce numbers for FY 2022 included in this FY 2023 EEO Program Status Report may differ slightly from corresponding data reported in the FY 2022 EEO Program Status Report. This is due to retroactive processing of personnel actions, late processing of personnel actions, or other changes made in applicable data systems since the data was finalized for the FY 2022 EEO Program Status Report.

Part C – Leadership

TABLE 2: CFPB LEADERSHIP

CFPB Leadership	
Head of Agency	Rohit Chopra Director Consumer Financial Protection Bureau
Agency Head Designee	Melissa S. Brand Director Office of Civil Rights Consumer Financial Protection Bureau

Part D – List of subordinate components and mandatory documents

The CFPB's report includes employees located in the four regions – Midwest, Northeast, Southeast, and West.⁵ The relevant FIPS codes are listed in Part A.

All mandatory documents are uploaded to the Equal Employment Opportunity Commission's (EEOC's) online portal called FedSEP. These include the CFPB's Strategic Plan FY 2022-FY

⁵ The states that comprise each region can be found here: <https://www.consumerfinance.gov/about-us/the-bureau/bureau-structure/supervision-enforcement-fair-lending/supervision-regional-directors/>

2026,⁶ the CFPB’s organizational chart,⁷ the FY 2023 EEO and Anti-Harassment/Anti-Bullying Policy Statement,⁸ Anti-Harassment/Anti-Bullying Policy and Related Procedures, Disability Reasonable Accommodation and Personal Assistance Services Policy,⁹ and the Alternative Dispute Resolution Policy and Procedures. Optional documents such as the FY 2023 Disabled Veterans Affirmative Action Program (DVAAP), CFPB Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan FY 2022 – FY 2026,¹⁰ and 2023 Annual Employee Survey (AES) results are also uploaded to FedSEP (EEOC’s online portal), as available.

Part E – Executive summary

Per MD-715 instructions,¹¹ the purpose of this Executive Summary is to inform all CFPB managers and supervisors of their responsibilities regarding the Agency’s EEO program. This is to ensure their understanding of (1) the Agency’s overall EEO program direction, and (2) the expected contributions necessary for the Agency to become a Model Employer. This Executive Summary also provides the EEOC and all CFPB employees a quick and informative review of the CFPB’s EEO program, including deficiencies that will be addressed during the upcoming fiscal year, and any barriers to EEO that have been identified.

Accordingly, this Executive summary contains a brief narrative description of:

- the CFPB’s mission and mission-related functions (Part E.1.);
- strengths (e.g., leading practices) and weaknesses (e.g., deficiencies) of the Agency’s EEO

⁶ This five-year Agency-wide Strategic Plan is available at <https://www.consumerfinance.gov/about-us/budget-strategy/strategic-plan/>. It explicitly requires CFPB to “*Maintain comprehensive equal employment opportunity (EEO) compliance and diversity and inclusion programs, including those focused on minority and women inclusion.*” *Id.* at 14.

⁷ The CFPB’s organizational structure is available at <https://www.consumerfinance.gov/about-us/the-bureau/bureau-structure/>.

⁸ The most recent statement is available at <https://www.consumerfinance.gov/office-civil-rights/eeo-policy-and-reports/>.

⁹ A copy of the policy is available at <https://www.consumerfinance.gov/office-civil-rights/reasonable-accommodation-persons-disabilities/>.

¹⁰ This five-year DEIA Strategic Plan is available at <https://www.consumerfinance.gov/data-research/research-reports/cfpb-diversity-equity-inclusion-and-accessibility-strategic-plan>.

¹¹ See MD-715 Instructions, at III.E. (Reporting and Line by Line Instructions for Executive Summary).

Program when evaluated against each of the Six Essential Elements of a Model EEO Program (Parts E.2. – E.7.);

- activities undertaken in connection with the annual self-assessment and workforce analyses, including any barriers identified for elimination and program deficiencies that require correction and what has been accomplished from those activities (Parts E.8. and E.9.); and
- action items and plans to be implemented by the Agency during the upcoming year (Part E.10.).¹²

E.1. Mission of CFPB & EEO Program

Mission and Mission Related Functions

The Dodd-Frank Wall Street Reform and Consumer Protection Act (including the Consumer Financial Protection Act of 2010) (Dodd-Frank Act or DFA) created the CFPB to regulate the offering and provision of consumer financial products or services under the Federal consumer financial laws.¹³ Under the Consumer Financial Protection Act, the CFPB “shall seek to implement and, where applicable, enforce Federal consumer financial law consistently for the purpose of ensuring that all consumers have access to markets for consumer financial products and services and that markets for consumer financial products and services are fair, transparent, and competitive.”¹⁴

The CFPB exercises its authorities under Federal consumer financial law to ensure that, with respect to consumer financial products and services: (1) consumers are provided with timely and understandable information to make responsible decisions about financial transactions; (2) consumers are protected from unfair, deceptive, or abusive acts and practices and from discrimination; (3) outdated, unnecessary, or unduly burdensome regulations are regularly identified and addressed in order to reduce unwarranted regulatory burdens; (4) Federal consumer financial law is enforced consistently in order to promote fair competition; and (5)

¹² *Id.*

¹³ See Pub. L. No. 111-203, at Title X, § 1011(a), 124 Stat. 1376, 1964 (July 21, 2010) (codified at 12 U.S.C. § 5491(a)).

¹⁴ 124 Stat. 1980, § 1021(a) (codified at 12 U.S.C. § 5511(a)).

markets for consumer financial products and services operate transparently and efficiently to facilitate access and innovation.¹⁵

Under the Consumer Financial Protection Act of 2010, the primary functions of the CFPB are (1) conducting financial education programs; (2) collecting, investigating, and responding to consumer complaints; (3) collecting, researching, monitoring, and publishing information relevant to the functioning of markets for consumer financial products and services to identify risks to consumers and the proper functioning of such markets; (4) supervising covered persons for compliance with Federal consumer financial law, and taking appropriate enforcement action to address violations of Federal consumer financial law; (5) issuing rules, orders, and guidance implementing Federal consumer financial law; and (6) performing such support activities as may be necessary or useful to facilitate the other functions of the CFPB.¹⁶

During FY 2023, the CFPB's structure includes the Office of the Director – which includes the Office of Civil Rights, among other components – and five Divisions:

- Consumer Education & External Affairs (CEEA)¹⁷
- Supervision, Enforcement, & Fair Lending (SEFL)
- Research, Monitoring, & Regulations (RMR)
- Legal (LD)
- Operations (OPS)

By statute, the CFPB is an Executive agency (as defined in 5 U.S.C. § 105) that is an independent Bureau of the Federal Reserve System.¹⁸ CFPB officially began operations on July 21, 2011. The CFPB's organizational structure is available on the Agency's public website at <https://www.consumerfinance.gov/about-us/the-bureau/bureau-structure>.

¹⁵ *Id.* at § 1021(b) (codified at 12 U.S.C. § 5511(b)).

¹⁶ *Id.* at § 1021(c) (codified at 12 U.S.C. § 5511(c)).

¹⁷ In October 2023, this division was realigned into two separate divisions. One is called the Division of Consumer Response and Education and the other is the Division of External Affairs.

¹⁸ 124 Stat. 1964, § 1011(a) (codified at 12 U.S.C. § 5491(a)).

CFPB's EEO program

In FY 2023, the Office of the Director includes a stand-alone Office of Civil Rights and separately, an Office of Minority and Women Inclusion, among other components not described below:

- The Office of Civil Rights (OCR) carries out functions required by Title VII of the Civil Rights Act of 1964 (and related EEO laws) and the EEOC's federal-sector regulations at 29 C.F.R. Part 1614 (Part 1614),¹⁹ as well as EEOC Management Directives 110 (MD-110) and MD-715.²⁰ OCR, the CFPB's Equal Employment Opportunity (EEO) office, has operated since February 2013.²¹ The OCR Director reports to the CFPB Director.²²
- The Office of Minority and Women Inclusion (OMWI), required under the Dodd-Frank Act, is responsible for all matters relating to diversity and inclusion at the CFPB and among the CFPB's contractors and regulated entities.²³ The OMWI Director reports to the CFPB Director.²⁴ The Disability and Accessibility Program Section (DAPS) is under OMWI and coordinates the CFPB's responsibilities under the Rehabilitation Act of 1973.

OCR, as the CFPB's EEO office, safeguards employment-related civil rights throughout the Agency. Given this legal mandate, OCR champions CFPB efforts to foster a fair and equitable workplace – one where employment decisions are based on individual merit, and where everyone has an equal chance to succeed as far as their talents will take them.

¹⁹ See generally 42 U.S.C. § 2000e-16; Exec. Order No. 11478, 34 Fed. Reg. 12985 (Aug. 8, 1969), as amended; see also 29 C.F.R. Part 1614.

²⁰ See EEOC Management Directive 110 for 29 C.F.R. Part 1614 (Aug. 5, 2015) (MD-110), available at <https://www.eeoc.gov/federal/directives/md110.cfm>.

²¹ Prior to this, the Department of Treasury processed EEO complaints while the CFPB was being stood up.

²² OCR is led by the OCR Director who reports to the CFPB Director per 29 C.F.R. § 1614.102(b)(4) and the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283.

²³ See 12 U.S.C. §§ 5452(a)(1)(B), (b)(2)(A).

²⁴ OMWI is led by the OMWI Director who reports to the CFPB Director per the Dodd-Frank Act, Section 342 (b)(1).

TABLE 3: MISSION, VISION, AND VALUES OF CFPB'S OFFICE OF CIVIL RIGHTS

CFPB's Office of Civil Rights (OCR)	
Mission	To support the CFPB in complying with civil rights laws and in applying best practices to achieve equal opportunity in the workplace.
Vision	The CFPB serves as a model, fair, and discrimination-free workplace – with an engaged and empowered workforce energized to carry out CFPB leadership's priorities.
How OCR works	With independence, integrity, competence, collaboration, and a commitment to quality and excellence.

OCR works to integrate EEO into the CFPB's everyday business by:

- Proactively identifying and removing potential physical, institutional, or attitudinal barriers to EEO within the CFPB;
- Helping to de-escalate and resolve specific workplace conflicts, including through robust alternative dispute prevention and resolution;
- Contributing subject-matter expertise to aid the CFPB pragmatically with strategic thinking, problem-solving, policy development, and workforce planning;
- Providing a neutral and fair forum (outside the CFPB's Legal Division and Office of Human Capital (OHC)) for the discussion, investigation, adjudication, and resolution of EEO matters under Part 1614 and related Executive Orders; and
- Requiring CFPB to remedy violations of civil rights laws, including targeted steps to prevent repeat violations, recommending disciplinary action to hold individuals accountable, and making individual discrimination victims "whole" with appropriate damages.

In addition, OCR provides technical assistance to internal stakeholders, such as to the CFPB's leadership, employees and applicants, the People Action Planning Work Group (PAPWG),

OMWI (including DAPS), OHC, the National Treasury Employees Union (NTEU),²⁵ the Diversity and Inclusion Council of Employees (DICE), and Employee Resource Groups (ERGs) to achieve a model workplace. OCR partners with these stakeholders to carry out CFPB leadership priorities and implement the DEIA and EEO aspects of the CFPB's five-year Strategic Plan for FY 2022-2026, and also CFPB's Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan for 2022-2026. These plans provide the strategic framework for driving the Agency's approach to EEO, DEIA, and affirmative employment (including barrier-analysis efforts) under MD-715.

The OCR Director is an Assistant Director of CFPB and reports directly to the CFPB Director on all issues related to the CFPB's EEO Program. The CFPB Director provides direction, feedback and coaching, as needed, to the OCR Director. Further, the CFPB Director is responsible for other CFPB supervisory functions including serving as the final approving official for mid-year and annual performance evaluations for the OCR Director, assigning work to the OCR Director, and approving the OCR operating budget and staffing to effectively operate a model EEO program. The OCR Director acts with the greatest degree of independence and is the final decisionmaker over EEO complaint matters. The reporting structure of the OCR Director was compliant with the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020²⁶ during FY 2023.

The OCR Director is firewalled from the Disability Accessibility Program Section (DAPS) and any involvement in disability reasonable accommodation requests. This mitigates actual and perceived conflicts between OCR and DAPS.

The OCR Director leads a team of diverse professionals, including civil rights attorneys, non-attorney experts, dispute prevention and resolution practitioners, and data and administrative support specialists. The OCR team has significant subject matter expertise and extensive experience in civil rights, labor and employment laws, conflict management, investigative techniques, workforce data analyses, barrier analysis, and federal-sector rules and processes. The EEOC itself has often pointed to OCR-created policies, reports, practices, and templates as models for the rest of the federal-sector EEO community. In December 2022, the U.S. Equal Employment Opportunity Commission (EEOC) presented at the *DEIA Summit: A Whole-of-Government Approach to Disability Employment* on "Promising Practices for Individuals with Disabilities" and highlighted the outstanding work the CFPB has done to hire and retain persons with a disability. Consistent with CFPB's best practices in ensuring LGBTQ+ equality, in

²⁵ NTEU is the exclusive representation of CFPB employees.

²⁶ On January 1, 2021, Congress enacted the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, which is part of the National Defense Authorization Act (NDAA) for Fiscal Year 2021.

January 2023, the Office of Civil Rights piloted a voluntary and anonymous survey to collect feedback to sexual orientation and gender identity (SOGI) questions at the request of the U.S. Office of Personnel Management (OPM) to help inform the coordinated government-wide approach to data collection. Aggregate data and summaries of responses were shared with OPM and survey methodologists in the OPM-led federal workgroup. The survey had a 26% participation rate with over 400 employees submitting the survey. 90% of participants were not opposed to the federal government providing an option for federal employees to update information about their gender identity and 84% of participants were not opposed to the federal government providing an option for federal employees to provide information about their sexual orientation.

To comply with Part 1614 and MD-715 requirements, OCR remains neutral and impartial, and (as required under EEOC regulations and guidance) safeguards its organizational autonomy. This helps to prevent institutional conflicts of interest that otherwise could arise, and to instill confidence in the integrity of the CFPB's EEO program. For example, the OCR Director exercises full authority to carry out OCR's Part 1614 functions without Legal Division (i.e., General Counsel) involvement. The Legal Division defends the CFPB in EEO matters, and thus is firewalled from all activities within OCR. The Legal Division only participates during adversarial portions of the EEO process (hearings and appeals), during settlement negotiations (to include discussions occurring as a result of a request for mediation made through the CFPB's Alternative Dispute Resolution (ADR) Program), and/or to provide appropriate legal advice or assistance when a manager or supervisor requests it during the course of an EEO investigation (consistent with EEOC guidance and case law setting forth parameters for agency counsel involvement and professional responsibility rules governing attorney conduct).²⁷ Other CFPB offices (such as OHC) are similarly firewalled and kept separate as necessary and appropriate to avoid conflicting or competing interests.

OCR staff conducts legal-sufficiency reviews of EEO matters.²⁸ Such reviews include, for example, preparing and issuing "Accept/Dismiss" determinations addressing jurisdiction over, and scope of, claims set forth in formal complaints;²⁹ conducting an impartial and appropriate

²⁷ See, e.g., *Annalee D. v. Gen. Servs. Admin.*, EEOC Request No. 2019000778 (Nov. 27, 2019).

²⁸ Legal resources within OCR make this possible. The CFPB and OCR have adopted the EEOC's recommended best practice and OCR and the Legal Division signed an MOU to solidify the agreement. See EEOC Management Directive for 29 C.F.R. Part 1614 (rev. Aug. 5, 2015) (MD-110), Chapter 1, at Section IV.D., available at https://www.eeoc.gov/federal/directives/md-110_chapter_1.cfm#_Toc425745116 ("It is important for the EEO Director to be provided with sufficient legal resources . . . so that the legal analyses necessary for reaching final agency decisions can be made within the autonomous EEO office. . . . The optimal situation is for the EEO office to have sufficient internal legal resources.").

²⁹ Under 29 C.F.R. Part 1614, the EEO process consists of two main parts – the "informal" or pre-complaint phase,

investigation of accepted formal complaints; conducting substantive reviews of the Reports of Investigations (ROIs) to ensure compliance with laws and regulations; and drafting of Final Agency Decisions (FADs) and Final Agency Orders (FAOs) (as required by 29 C.F.R. § 1614.110).

At the same time, while OCR maintains the primary responsibility for the Agency's overall EEO program, it collaborates, as appropriate, with OMWI (including DAPS), and the CFPB's OHC and Legal Division to ensure fairness and equality under the law for all employees and applicants for employment. Under the Dodd-Frank Act, the OMWI Director must develop certain diversity, equity, inclusion and accessibility (DEIA) standards for the CFPB,³⁰ which is incorporated into CFPB Human Capital Management. Through the PAPWG, OCR, OMWI (including DAPS), and OHC monitor the impacts and results of these standards, cultivate successful policies and practices to reinforce them, and develop enhancement strategies to strengthen all EEO and diversity, equity, inclusion, and accessibility (DEIA) programs CFPB-wide. The PAPWG was formed to ensure the CFPB takes a holistic, consistent approach to considering and planning CFPB-wide people-related plans and initiatives, including those statutorily required (e.g., MD-715, barrier analysis and AES). In late FY 2023, the PAPWG was sunset and the participating stakeholders will continue to work together during FY 2024 on these items and develop what comes next. OCR consults as appropriate with DAPS and OHC in promoting the recruitment, hiring, development, advancement, and retention of individuals with disabilities and targeted disabilities, as required under the Rehabilitation Act of 1973 and related regulations, including EEOC's disability affirmative action regulations.³¹ OCR also coordinates on a general basis with OHC on, among other topics, the harassment-prevention program, which OHC administers. In addition, OCR collaborates as appropriate with the Legal Division, which trains and advises CFPB managers and supervisors on merit system principles, prohibited personnel practices, and whistleblower protections under applicable civil service laws.

and the “formal” complaint phase. Employees who wish to pursue an EEO matter under Part 1614 generally must complete the informal/pre-complaint stage before they may file a formal EEO complaint seeking redress for alleged workplace discrimination. The informal/pre-complaint stage consists of attempts to resolve the matter informally, typically through traditional “EEO counseling” or Alternative Dispute Resolution.

³⁰ The OMWI Director is an Assistant Director and develops standards for equal employment opportunity and the racial, ethnic, and gender diversity of the workforce and senior management of the CFPB, as well as standards to increase participation of minority-owned and women-owned businesses, and assesses the diversity policies and practices of entities regulated by the CFPB. *See* 12 U.S.C. § 5452(b)(2). Under the Dodd-Frank Act, OMWI’s responsibilities do not include “enforcement of statutes, regulations, or executive orders pertaining to civil rights, except [that] each [OMWI] Director shall coordinate with the agency administrator, or the designee of the agency administrator, regarding the design and implementation of any remedies resulting from violations of such statutes, regulations, or executive orders.” 12 U.S.C. § 5452(a)(3). This position serves as the CFPB’s Chief Diversity Officer.

³¹ See 29 U.S.C. § 791 *et seq.*; see also 29 C.F.R. § 1614.203.

E.2 – E.7. The Six Essential Elements of a Model EEO Program: CFPB self-assessment and action items

The CFPB’s Office of Civil Rights (OCR), in partnership with and through CFPB stakeholders, adheres to and promotes the Six Elements identified by EEOC and MD-715 as essential for a Model EEO Program under Title VII of the Civil Rights Act of 1964 (Title VII), as amended, 42 U.S.C. § 2000e-16, and Section 501 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended, 29 U.S.C. § 791 (as well as the Americans with Disabilities Act Amendments Act of 2008 (Pub. L. 110-325)). The Six Essential Elements are:

- A. Demonstrated commitment from Agency leadership;
- B. Integration of EEO into the Agency’s strategic mission;
- C. Management and program accountability;
- D. Proactive prevention of unlawful discrimination;
- E. Efficiency; and
- F. Responsiveness and legal compliance.³²

During FY 2023, OCR performed an annual EEO program self-assessment using the EEOC’s revised “MD-715 2.0 Part G” checklist (effective FY 2018).³³ As required by MD-715 and related instructions, the CFPB reviewed its EEO and personnel programs, policies, and performance standards against all Six Essential Elements to identify where the Agency’s EEO program could become more effective. The Part G Self-Assessment Checklist “is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715” and “permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715’s requirements.”³⁴ The Checklist contains 156 EEO program metrics for a model

³² See MD-715, at Section II; see also MD-715 Instructions, at Section I (The Model EEO Program).

³³ This checklist is available at <https://www.eeoc.gov/federal/directives/md715/partg.cfm>. The CFPB’s completed FY 2023 Part G checklist has been uploaded to the EEOC’s FedSEP portal.

³⁴ See MD-715 Part G, at Intro.

EEO program.

E.2 Essential Element A: Demonstrated commitment from agency leadership

Management Directive 715 requires agency heads and other senior management officials to demonstrate a firm commitment to equality of opportunity for all employees and applicants for employment.³⁵ According to MD-715:

Agencies must translate equal opportunity into everyday practice and make those principles a fundamental part of agency culture. This commitment to equal opportunity must be embraced by agency leadership and communicated through the ranks from the top down. It is the responsibility of each agency head to take such measures as may be necessary to incorporate the principles of equal employment opportunity into the agency’s organizational structure. To this end, agency heads must issue a written policy statement expressing their commitment to equal employment opportunity (EEO) and a workplace free of discriminatory harassment.³⁶

During FY 2023, CFPB leadership continued to demonstrate commitment to ensuring that the CFPB’s talented and diverse staff have equal employment opportunities and are treated fairly and with respect. Notably:

- On September 6, 2023, CFPB Director Rohit Chopra issued an Annual EEO and Anti-Harassment Policy Statement, as well as the Agency’s Annual No FEAR Act/Whistleblower Protection Notice. The policy statement was issued directly to all CFPB staff, with the No FEAR Act information attached. Director Chopra’s email message asked all employees to take the time to read the materials and highlighted that the Anti-Harassment Policy was updated to include Bullying.³⁷ The Director’s Annual EEO and Anti-Harassment Policy Statement meets all requirements specified in the MD-715 instructions and the related Part

³⁵ This MD-715 mandate reinforces statutory requirements. See 42 U.S.C. § 2000e-16(e) (emphasizing the “primary responsibility” of agency heads “to assure nondiscrimination in employment as required by the Constitution and statutes” and his or her “responsibilities under Executive Order 11478 relating to equal employment opportunity in the Federal Government”).

³⁶ See MD-715, Model Agency Title VII and Rehabilitation Act Programs, at Section II.A.

³⁷ The most recent copy of the EEO and Anti-Harassment Policy Statement and No FEAR Act/Whistleblower Protections Notice are linked at the end of this Report. Copies of the FY 2023 statements are uploaded in FedSEP to the EEOC.

G checklist.

- In June 2023, Director Chopra shared details with the workforce about an event highlighting the difficulties facing LGBTQ+ college students who are disowned by their parents that was organized by PRIDE Employee Resource Group (ERG) during PRIDE month.
- In May 2023, Director Chopra encouraged employees to join OMWI and the ASPIRE ERG in a discussion hosting Associate Attorney General Vanita Gupta on civil rights and more as to commemorate Asian American and Native Hawaiian/Pacific Islander heritage month.
- In February 2023, Director Chopra highlighted an event for Black History Month focused on Black veterans. Director Chopra introduced the report authors, Dr. Stephanie Holliday and Dr. Charles Goldman who discussed their recently published report titled *Among Black Americans, Is Military Service Associated with Better Quality of Life?*
- Additionally, in February 2023, Director Chopra encouraged staff to attend OCR's year-long Unconscious Bias initiative kick-off event and to check out OCR's newly established *Civil Writes blog* available to staff.
- On July 31, 2023, CFPB Deputy Director Martinez shared the updated policy preventing harassment and bullying with the workforce. This policy was signed by the Deputy Director, distributed to all staff and a short vignette was created for staff to help explain the changes in the policy.
- In May 2023, the Deputy Director shared that staff would soon receive their results of the salary reset process, which began in 2021. Prior to this, the Deputy Director communicated with CFPB staff, as allowable under the Federal Labor-Management Relations Statute, on compensation reform and remained committed to the goal of advancing fairness, equity and transparency in compensation. CFPB and NTEU reached a final agreement on reforming CFPB's compensation system in early FY 2023.
- Throughout FY 2023, CFPB leadership enforced Agency-wide policies and procedures adopted to advance the CFPB's EEO program.

TABLE 4: CFPB EEO AND AFFIRMATIVE EMPLOYMENT-RELATED POLICIES AND PROCEDURES

EEO-Related Policies and Procedures
CFPB-NTEU Collective Bargaining Agreement Equal Employment Opportunity Article
Affirmative Action Plan for Individuals with Disabilities and Targeted Disabilities
Alternative Dispute Resolution Policy
Administrative Grievance Policy
Employee Resource Group (ERG) Policy
Equal Employment Opportunity and Non-Discrimination Policy
Anti-Harassment/Anti-Bullying Policy and Related Procedures
Disability Reasonable Accommodation/Personal Assistance Services Policy, Procedures, and Forms
Standard Operating Procedures Related to Disability Reasonable Accommodation/PAS Requests
Directive on Schedule A(u) Appointing Authority for Persons with Disabilities
Procedures for Processing Complaints Based on Sexual Orientation and Parental Status
Non-Discrimination and Inclusion Policy for Transgender Applicants and Employees
Religious Accommodation Policy and Procedures
Cooperation with the Office of Inspector General Policy

- In February 2023, the CFPB updated and reissued the *Cooperation with the Office of the Inspector General (OIG) Policy*, which provides guidelines to all CFPB staff. The policy places an emphasis on the duty to cooperate with the OIG on its requests as well as providing timely access to all requested information and resources, as appropriate.
- Additionally, in February 2023, the CFPB released its FY 2023 Annual Performance Plan and Report, and Budget Overview, which reinforces and echoes the CFPB's unwavering

leadership commitment to EEO and DEIA.³⁸

- In 2023, CFPB again gauged Bureau culture and the efficacy of EEO and affirmative employment efforts through an Annual Employee Survey (AES), as well as Exit surveys. The CFPB conducted its most recent comprehensive all-employee viewpoint survey in September and October 2023. Our AES measures employee engagement and satisfaction throughout the CFPB and provides crucial insight on employee perceptions about fairness and equality at CFPB, which is also broken down by key EEO demographic groups for further analysis. The CFPB used a subset of items from the AES to calculate what OPM has defined as the “Inclusion Quotient.”³⁹ In 2023, CFPB’s Inclusion Quotient was 73.4%. This exceeds the CFPB’s target for this metric (71.0%) which is reported annually in CFPB’s Strategic Plan, Budget and Performance Plan and Report. Because the FEVS no longer includes all survey items needed to produce the Inclusion Quotient Index results, government-wide comparisons are not included in this report. In addition to the Inclusion Quotient Index, the CFPB administered OPM’s Diversity, Equity, Inclusion, and Accessibility (DEIA) Index, which is an overarching model of 13 items grouped into four subindices. In 2023, CFPB’s DEIA Index was 79.8%. When compared to the government-wide FEVS DEIA results (71%), the overall CFPB DEIA Index, as well as all subindices (Diversity, Equity, Inclusion, and Accessibility), exhibited higher favorable scores across the board. There are no year-over-year comparisons because this is a new index for the CFPB, and a target has not been set as a performance metric. During the survey administration period, Director Chopra encouraged employees to complete the 2023 Annual Employee Survey (AES). He shared with staff that he reads all individual comments submitted and uses the information to address pain points and concerns at various levels of the organization.
- During FY 2023, the CFPB issued the Director’s Mission Achievement Award, which is the Consumer Financial Protection Bureau’s highest honor for Leadership Excellence. Leadership Excellence recipients supervised one or more team members; and provided colleagues with an environment where everyone can do their best work, develop and grow their own talents, and feel a sense of belonging; inspired and motivated people and teams; communicated with transparency, clarity and purpose; led with integrity; embraced a

³⁸ See CFPB’s FY 2023 Annual Performance Plan and Report, and Budget Overview (Feb. 2023), at 49-61, available at https://files.consumerfinance.gov/f/documents/cfpb_performance-plan-and-report_fy23.pdf.

³⁹ The Inclusion Quotient Index measures workplace practices or habits related to inclusiveness. This metric is composed of 20 items that are grouped into several inclusive subindices: Fair, Open, Cooperative, Supportive, and Empowering. More information about the inclusion quotient can be found in OPM’s FEVS [2019 Technical Report](#).

diversity of perspectives and modeled inclusivity; and emphasized coaching and development. Five individuals received this distinct honor.

- Throughout FY 2023, OMWI communicated regularly with the workforce about DEIA activities and initiatives at the CFPB, as well as issues and activities in the public landscape. The OMWI Director or OMWI Acting Director sent out monthly messages to all CFPB staff that featured heritage months and commemorations related to DEIA and key DEIA topics. OMWI continued their Dialogue Series to foster open communication, engagement, and inclusion among CFPB employees. These sessions were offered to all employees; however, the number of attendees was limited to encourage candid conversation and allow all participants to engage in the dialogue. In November 2022 the session was titled *Racism Has a Cost for Everyone*, in January 2023 the session was titled *Understanding Gender Diversity*, and in March 2023 the session was titled *Appraisal Bias: The Impact of Home Appraisals for Black and Brown Communities*.

E.3. Essential Element B: Integration of EEO into agency's strategic mission

Management Directive 715 recognizes that equality of opportunity is essential to attracting, developing, and retaining the most qualified workforce to support an agency's achievement of its strategic mission. As the instructions to the MD-715 explain:

To ensure that federal agencies achieve their goal of being a model workplace, all managers and employees must view EEO as an integral part of the agency's strategic mission. The success of an agency's EEO program ultimately depends on decisions made by individual managers. The EEO office serves as a resource to these managers by providing direction, guidance, and monitoring of key activities to achieve a diverse workplace free of barriers to equal opportunity. Further, the agency's EEO program should be organized and structured to maintain a workplace that is free from discrimination in any of its management policies, practices, or procedures and supports the agency's mission, as reflected in the strategic plan.⁴⁰

⁴⁰ See MD-715 Instructions, at Section I.II., Element B

In FY 2023, CFPB demonstrated this essential element:

- Throughout FY 2023, the OCR Director continued to report directly to the CFPB Director as explained in section E.1 of this report.
- In September 2023, the OCR Director shared the “State of the Agency EEO Program” briefing based on the CFPB’s FY 2022 EEO Program Status (MD-715) Report to EEOC with the Director and executives. The briefing materials covered the six essential elements of a model EEO program and status update of barrier analysis projects, using the OCR Director’s Greece pictures to paint analogies and engage the audience. For the first time, the briefing was recorded and shared with all CFPB staff through the Civil Writes Blog.
- CFPB allocated FY 2023 funding and qualified staffing to successfully implement the EEO program. In FY 2023, OCR maintained a standalone budget, separate from the budgets of other CFPB offices. OCR consists of eleven permanent staff members. Seven of the eleven permanent staff members are attorneys including the OCR Director, OCR Deputy Director and EEO Complaints Program Manager (this position became vacant mid-FY 2023 and was backfilled in December 2023). In addition, OCR staff includes a Senior Attorney-Adviser (Senior EEO Advisor), two Attorney-Advisers who function as formal complaints managers, and an ADR Program Manager (which is an Attorney position) and a Senior Advisor (EEO Data and Programs). OCR staff attorneys conduct legal sufficiency reviews of all EEO matters/work product, including drafting and reviewing acceptance letters/dismissal decisions related to formal complaints, preparing and reviewing Investigative Plans and Reports of Investigations (ROIs), and drafting Final Agency Decisions (FADs) and Final Agency Orders (FAOs). The OCR team also includes a staff EEO Investigator, a Paralegal Specialist and an EEO Counselor. OCR also has resources available through staff and external contract paralegals, counselors and investigators to ensure that allegations of unlawful discrimination in the workplace are processed properly under 29 C.F.R. Part 1614. In FY 2024, OCR will fill a vacant position for the ADR Program that remained vacant throughout FY 2023. The ADR Program received support from a Presidential Management Fellow (PMF) for part of FY 2023.
- Throughout FY 2023, OCR’s Senior Advisor (EEO Data and Programs) analyzed workforce demographics and gathered data for the MD-715 (and other) reports and worked with stakeholders on barrier analysis action planning and implementation. In addition, resources (such as through non-OCR staff in OMWI and OHC, contractors, and detailees) are available to assist OCR in identifying and working to eliminate identified barriers to employment for

all protected groups. Additionally, following the completion of the EEO process, the OCR Director may issue an After Action Memo as a tool to provide recommendations to leaders on effective change that can be made where there may not be a legal violation but where OCR identified areas where improvements can be made to proactively prevent unlawful discrimination from happening in the future. The U.S. EEOC has highlighted the After Action memos as a best practice.

- During FY 2023, the PAPWG continued to meet and develop the CFPB's People Strategy until it was sunset in late FY 2023. The OCR Director and OMWI Director served as members. This group formed to ensure that the CFPB takes a holistic, consistent approach to considering and planning CFPB-wide people-related plans and initiatives, including those statutorily required (e.g., MD-715, barrier analysis and AES). During FY 2024, the CFPB will identify what comes next for coordinating across offices on these items.
- As part of the FY 2023 budget-setting process, the OCR Director had the opportunity to review and provide feedback on possible EEO implications of proposed budgetary and resource-allocation decisions impacting major Divisions and offices CFPB-wide. In FY 2024, OCR plans to expand upon this work with the Chief Financial Officer.
- In FY 2023, the OCR Director and/or OCR's Senior Advisors served as mandatory reviewers on all CFPB policies as part of the new process outlined in the *Management of Internal Policies*.
- A pilot program continued into FY 2023 that was launched in June 2022 for administrative positions in Supervision, Enforcement and Fair Lending (SEFL) division. OCR and OMWI (including DAPS) serve as part of a working group with SEFL management and OHC employees on this pilot with the goal of using results of the SEFL pilot to inform broader decisions about how best to create career development opportunities for other positions in the CFPB. This pilot program will be evaluated for possible expansion during FY 2024.
- Throughout FY 2023, the OCR Director regularly met with CFPB's Director or Deputy Director and communicated regularly with Senior Leaders, including the OMWI Director or OMWI Acting Director, Chief Operating Officer (COO), Chief Information Officer (CIO), Chief Human Capital Officer (CHCO), and CFPB Associate Directors and other office leads to provide updates on the EEO program and enlist their support in promoting EEO principles agency-wide. The OCR Director also met with Division leaders and provided Division and Office-specific briefings to raise EEO awareness and engage with managers and

supervisors on these issues, including barrier analysis efforts. The OCR Director or designated staff also attended regional all-hands meetings. The OMWI and OCR Directors, the DAPS Section Chief and members of OCR staff regularly met with top-level Executives, individual managers, and first-line supervisors to provide guidance and technical assistance on various EEO and DEIA topics.

- The CFPB Supervisory Development Seminar (SDS), is a one-time three-day, mandatory training for all newly appointed CFPB supervisors at all levels (supervisors, managers, and senior leaders). OHC delivers this training twice each year (January 2023 and June 2023). It covers content on leading people, making the transition to supervisor, human resources technical knowledge, performance management, and addressing performance problems and conduct issues. It also incorporates a module, presented by OMWI, on understanding and mitigating unconscious bias and practicing inclusive management and includes a sample case study, tips for supervisors to identify their own potential biases and non-inclusive behavior, and tools for further learning. Following completion of the three-day SDS, CFPB supervisors (all levels) complete a one-day SDS Refresher course every three years (offered in March and September 2023). Additionally, OHC's five-day CFPB Leadership Excellence Seminars (LES) series is conducted annually (February through May 2023). This one-time program is also mandatory for all newly appointed CFPB supervisors at all levels, following their completion of the three-day SDS program. OCR and OMWI worked with OHC in the development of these training programs to ensure that diversity, equity, inclusion and accessibility was infused in the content. Nearly all existing managers have completed both multi-day trainings. These training programs will continue in FY 2024 for newly appointed CFPB supervisors.
- During FY 2023, OCR offered a one-day EEO training for new CFPB supervisors and managers. The training covered EEO laws, harassment, and retaliation, microaggressions, the EEO process, ADR, and reasonable and religious accommodations. It included many case scenarios to help solidify the breadth of material covered. OCR separately offered and conducted standalone trainings to many divisions and offices during the year, such as race and sex based microaggressions training, LGBTQ+ trainings, COVID and EEO trainings, and EEO rights for contractors training.
- Additionally, in FY 2023, the CFPB continued providing training on the purpose and methods for Structured Interviews (including various types of biases that could infect the interview process) for all “lead interviewers;” and an updated annual mandatory No FEAR Act and harassment prevention training (required of all CFPB employees). These trainings,

along with the ones listed above, ensure supervisors receive periodic training on the EEO process and principles, DEIA, reasonable accommodations procedures, the CFPB's anti-harassment/anti-bullying policies and procedures, and the CFPB's ADR program. During FY 2023, the anti-harassment policy and procedures were updated to include bullying and a short vignette was created and shared with staff to explain the changes.

- Throughout FY 2023 CFPB leaders at all levels were intimately involved in all aspects of the CFPB's EEO program as appropriate, including strategic EEO/DEIA planning, Special Emphasis Programs and initiatives, and barrier analysis investigations and follow-up (including any necessary remedial plans). Managers were also required to cooperate as necessary and appropriate with EEO-related counselings, investigations, and ADR efforts.
- During FY 2023, OCR staff continued to communicate with the CFPB workforce through a variety of channels. OCR created and launched a *Civil Writes Blog* on SharePoint with sub-blogs on the ABCs of OCR, ADR, Barrier Analysis, the EEO Process and the Unconscious Bias initiative. The blog posts are written by various OCR staff members and are written in engaging formats with pictures or are pre-recorded videos. OCR also launched a monthly email newsletter sent out by the OCR Director to all CFPB staff that shares updates found on the *Civil Writes Blog* and allows staff to test their EEO knowledge. OCR also continued to utilize the Weekly Digest, Manager Minute, Wiki announcements as well as other channels in the chart below to share information on EEO and DEIA topics.
- In February 2023, OCR created *Explore and Disrupt Unconscious Bias: A Long-Term Initiative* which is a CFPB-wide yearlong Unconscious Bias initiative, with a different focus each month that typically corresponds with an observance or heritage month. The initiative is voluntary and open to all CFPB staff. On February 16, 2023, the OCR Director held a virtual kick-off event, which provided an introduction to the Unconscious Bias initiative and foundational understanding of what unconscious bias is for staff. It is expected to conclude in February 2024. Some of the events and topics are found in the table below.

TABLE 5: UNCONSCIOUS BIAS INITIATIVE

Month-Year	Description
February 2023	Screening of the documentary, "Who We Are!" with a focus on disrupting racial bias.
March 2023	Top 10 Tips to Know About Gender and Unconscious Bias? presented by the OCR Director and OCR Senior Attorney-Advisor.

Month-Year	Description
April 2023	Resources on unconscious biases and Arab or Muslim identities and a live event on how to disrupt unconscious bias with mindfulness.
May 2023	Resources on unconscious biases and Asian American identities and separately what to know about Jewish-American heritage month and antisemitism. Dr. Patricia Devine offered an interactive workshop to all CFPB staff to explore ways to “break the unconscious bias habit” at work.
June 2023	LGBTQ+ Unconscious Bias Event which included 10 tips which was presented by the OCR Director and OCR Senior Attorney-Advisor.
July 2023	Religion and Unconscious Bias event with Gul Chaudhry, the Assistant Director of EEOC's Agency Oversight Division
August 2023	Unearth and eliminate education bias recorded video from OCR Senior Advisor (EEO Data & Programs).

- CFPB’s FY 2023 Annual Performance Plan and Report, and Budget Overview pledged the CFPB to “[c]ultivate an engaged and informed workforce to maximize talent and development in alignment with the CFPB’s mission” through strategies such as “[f]ostering a positive, innovative work environment that promotes diversity, equity, integrity, inclusion, equality, accessibility, fairness, and trust for all employees” and “[m]aintaining a comprehensive equal employment opportunity (EEO) and DEIA programs.”⁴¹ The FY 2023 report also committed the CFPB to “[e]nsure that DEIA goals and priorities are developed and implemented; enforce federal civil rights laws and EEO regulations prohibiting workplace discrimination; coordinate fair lending activities and ensuring fair, equitable, non-discriminatory access to credit for both individuals and communities; maintain a robust Disability and Accessibility Program to ensure accessibility within the CFPB” and “conduct barrier analyses and implement associated action items to eliminate identified barriers to equal employment opportunity through the OCR.”⁴²
- In January 2023, the OCR Director launched the voluntary and anonymous Sexual Orientation and Gender Identity (SOGI) pilot survey to CFPB employees which was approved by the CFPB Deputy Director. The aggregated and summarized data from this pilot was shared with OPM to help inform the coordinated government-wide roll out that’s expected in FY 2024.

⁴¹ FY 2023 Performance Plan and Report, at 50.

⁴² *Id.* at 54 and 58.

TABLE 6: MEDIA USED TO DISTRIBUTE EEO INFORMATION TO CFPB EMPLOYEES

Media Used to Distribute EEO Information to CFPB Employees
Regular email notifications via email/digital <i>Weekly Digest</i> and <i>Manager Minute</i> publications
Regular email messages to the entire workforce from the CFPB Director or Deputy Director
Monthly email messages to the entire workforce from the OCR Director via “ <i>Civil Writes Newsletter</i> ”
Monthly email messages to the entire workforce from the OMWI Director
Annual statements from the CFPB Director Chopra on the No FEAR Act and on the CFPB’s EEO Policy and Anti-Harassment Policy, provided in email to the entire workforce, posted on the CFPB’s intranet, distributed in hard copy, and displayed on physical stands throughout CFPB workspaces
Posters placed throughout all Agency facilities in break rooms, work rooms, and elevator banks as well as virtual copies in the <i>Guide to the Office of Civil Rights and Equal Employment Opportunity</i>
A brochure on EEO rights and responsibilities provided electronically to the hybrid workforce as well as posted on the CFPB’s intranet
A brochure on Alternative Dispute Resolution and CFPB’s ADR Program provided electronically during the remote operating posture as well as posted on the CFPB’s intranet
<i>Guide to the Office of Civil Rights and Equal Employment Opportunity</i> (distributed in hard copy immediately to all new employees pre-pandemic and electronically to the hybrid workforce)
<i>EEO Resource Manual for Managers and Supervisors</i> (provided in hard copy and/or digitally to all new supervisors and during mandatory two-day EEO training and by email to all new supervisors and managers during the pay period in which they are hired or promoted)
Intranet and internet content, including all relevant policies and Frequently Asked Questions about OCR and discrimination-related topics, and periodic all-employee “Announcements” on the homepage of the CFPB’s intranet
“EEO Tip of the Week” and “ADR Tip of the Month” feature on the homepage of the CFPB’s intranet
OCR’s Top 10 Tips Series
EEO-related notices on employee paystubs (containing a new notice each pay period)
Formal training and workshops including New Employee Orientation (NEO); mandatory annual No FEAR Act and harassment prevention trainings; mandatory Supervisory Development Seminar (SDS); mandatory Leadership Excellence Seminars (LES); mandatory one-day manager EEO training led by the OCR team; mandatory two-day diversity and inclusion training for new supervisors; mandatory diversity and inclusion training for all employees; mandatory Performance Management training; Structured Interview training for lead interviewers; DEIA workshops (e.g., Allyship in the Workplace); trainings for supervisors CN-61 and above through the Treasury Executive Institute
OCR’s <i>Civil Writes Blog</i> on SharePoint which included frequent blog posts by various OCR staff

Media Used to Distribute EEO Information to CFPB Employees
OMWI-led <i>Learn More/Take Action Dialogue</i> series open to all employees in a virtual setting (e.g., <i>Racism Has a Cost for Everyone</i> , <i>Understanding Gender Diversity</i> ; <i>Appraisal Bias: The Impact of Home Appraisals for Black and Brown Communities</i>)
OMWI resources on race (e.g., CFPB Race and Equity Resource Guide, Navigation Guide for Difficult Conversations about Race)
Presentations and materials throughout the agency and on the CFPB's intranet on the Conflict Coaching Program

E.4. Essential Element C: Management and program accountability

Management Directive 715 explains that a model Title VII and Rehabilitation Act program⁴³ will hold managers, supervisors, EEO officials, and personnel officers accountable for the effective implementation and management of the agency's EEO Program and Plan.⁴⁴ To uphold this essential element, the CFPB must take accountability with specific items described in the MD-715. In FY 2023, the CFPB met these requirements:

- CFPB personnel-related policies and procedures aid in the proactive prevention of discrimination and increase management and program accountability. The CFPB holds supervisory and management officials accountable for complying with the EEO-specific policies listed in Table 4 above, and with the additional policies and procedures listed in Table 7 below.

TABLE 7: CFPB POLICIES GOVERNING MAJOR PERSONNEL ISSUES AND PROGRAMS

Policies Governing Major Personnel Issues and Programs
Hiring, Promotion, and Internal Personnel Movements Policy
Attorney Hiring and Promotion Policy
Disciplinary and Adverse Action Policy
Policy and Procedures for Addressing Misconduct

⁴³ See MD-715, Model Agency Title VII and Rehabilitation Act Programs, at Section II.C.

⁴⁴ See MD-715 Instructions, at Section I.III. (Element C).

Policies Governing Major Personnel Issues and Programs

Policy Prohibiting Harassment and Bullying (and related enforcement procedures)

CFPB-NTEU Collective Bargaining Agreement Articles

- Appropriate CFPB staff were trained on the CFPB's revised *Disability Reasonable Accommodation and Personal Assistance Services Policy and Procedures* that were approved by the EEOC on October 6, 2021. These procedures are found on the CFPB's external website.⁴⁵
- On July 31, 2023, the CFPB rolled out its updated anti-harassment policy called the Policy Prohibiting Harassment and Bullying. The updated anti-harassment policy includes bullying and was signed and shared with the workforce by the Deputy Director. The updated policy outlines seven principles to help us create a work environment free of unwanted, unacceptable, and unlawful actions and there is a short video available for employees that provides the highlights. Effective September 18, 2023, the harassment and bullying investigation function and program were moved from the Office of Human Capital's Employee and Labor Relations team to the OHC Strategy team.
- The CFPB has a detailed policy for taking disciplinary action against CFPB employees – including for conduct that is inconsistent with Federal anti-discrimination laws and whistleblower protection laws. The CFPB's *Disciplinary and Adverse Action Policy* provides examples of actions deemed unacceptable, which may result in disciplinary or adverse action, up to and including removal from CFPB. The list includes “Engaging in discrimination, harassment, or other inappropriate conduct.”
- Additionally, in FY 2023, the OCR Director and staff regularly provided EEO updates to Executives, managers, and supervisors across the CFPB. The OCR Director meets regularly with Division heads and Office leads – some monthly – to provide regular reports on EEO metrics and consult on EEO-related issues.
- The OCR Director, OMWI Director, and the CHCO collaborate on numerous CFPB-wide workforce issues. This partnership facilitates overall collaborative efforts between these offices and their respective staffs. For example, in FY 2023:
 - ✓ OCR, OMWI (including DAPS), and OHC served together on several working groups to

⁴⁵ The procedures are available at <https://www.consumerfinance.gov/office-civil-rights/reasonable-accommodation-persons-disabilities/>.

identify barriers to equal opportunity in the workplace (e.g., conduct barrier analyses); collaborated on updates to the FY 2024 leadership performance standards; jointly draft the CFPB's Affirmative Action plan for people with disabilities; and prepare various annual reports for timely submission (e.g., MD-715, No FEAR Act, OMWI Annual Report, FEORP, DV AAP);

- ✓ OCR's Senior Advisor (EEO Data and Programs) supports the data requirements of OCR and OMWI (including DAPS) for particular projects. This Senior Advisor has, and shares, expertise on the CFPB's human capital management systems (e.g., HR Connect/Workforce Analytics, USAJobs/Monster Analytics/USAStaffing), and provides OCR and OMWI (including DAPS) with OHC demographic data and operational insights on a regular basis;
- ✓ OCR works closely with OHC to get demographic workforce data, applicant flow data, and information on fiscal year recruitment/selections/promotions/compensation rates/awards/training and development programs needed to complete the annual MD-715 Report (e.g., workforce data tables, Executive Summary, Part J), and similar annual reports;
- ✓ OCR prepared and delivered briefings on MD-715 and barrier analysis to Senior Leaders and other internal stakeholders, to raise awareness of the cross-cutting nature of this work, highlight intersections and areas for collaboration in report-writing and data gathering, and increase buy-in from partners across the CFPB;
- ✓ OCR and OHC worked together to revise and enhance various management and employee training modules (e.g., New Employee Orientation, Supervisory Development Seminars, and Structured Interviewing, among others). With the new Pregnant Workers Fairness Act, OCR noted places in training materials and other documents where these accommodations should be incorporated alongside disability accommodations and religious accommodations;
- ✓ OCR continued its MOU with the OHC Employee and Labor Relations team (ELR) to facilitate sharing of grievance and complaints data as appropriate and necessary for assessing election of forum for complaints and identifying trends under 29 C.F.R. Section 1614.301; and
- ✓ OCR collaborated with OHC's Anti-Harassment/Anti-Bullying Program to encourage referrals to the ADR Program in the event mediation or conflict coaching could help the employee resolve the issue they are having, whether it is an EEO or non-EEO issue. OCR

promptly reports harassment to the Anti-Harassment/Anti-Bullying Program.

- During FY 2023, OHC-Talent Management led a workgroup involving OHC, OCR and OMWI to update the FY 2024 leadership performance standards for Senior Leaders, Manager of Managers and First Line Supervisors. The language for Senior Leaders under the competency of Management Accountability reads in part: *Actively works to prevent illegal discrimination, harassment and retaliation and eliminate barriers. Monitors workforce and workplace issues and interests to proactively detect concerns and conflicts and to develop short and long-term approaches, as needed, to address systemic or ongoing workforce challenges. Demonstrates openness and responsiveness to reported issues. Promptly reports issues as required and seeks expert consultation (Office of Human Capital, Office of Civil Rights and/or Legal Division) on suspected or reported workforce and workplace issues and supports managers in seeking such consultation. Provides timely cooperation with workforce related investigations, (EEO, grievances, harassment claims, etc.) and reasonable accommodation requests and grants a reasonable amount of time for staff to participate in these processes. Advocates for, actively engages with and encourages employee participation in diversity, equity, inclusion and accessibility programs, equal employment opportunity programs, anti-harassment, respectful workplace and conflict resolution programs. Ensures staff can attend and comply with all mandatory training including DEIA, EEO, leadership and other topics and monitors completion.*
- In addition, the CFPB's Part 1614 complaints process (administered by OCR), safeguards employee civil rights and provides appropriate relief for statutory violations.⁴⁶ In FY 2023, OCR issued one finding of discrimination. When there are findings of discrimination OCR encourages CFPB officials to impose the maximum discipline supportable under the law and facts as relevant under the circumstances.⁴⁷ Where conduct was found to be inappropriate but not unlawful, the OCR Director may recommend particular improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO or managerial responsibilities through an After Action memo. With the finding of discrimination, OCR submitted a disciplinary action report to the EEOC, which is required by the Elijah E. Cummings Act. There was no management initiated formal disciplinary action for any employees as defined in 5 C.F.R. § 724.102⁴⁸ in connection with

⁴⁶ When OCR finds discrimination has occurred, OCR coordinates with the OMWI Director regarding the design and implementation of any remedies resulting from violations of civil rights statutes, regulations, or Executive orders (as required by the Dodd-Frank Act). See 12 U.S.C. § 5452(a)(3).

⁴⁷ See 29 C.F.R. § 1614.102(a)(6) (providing that, in supporting its EEO program, agencies shall “[t]ake appropriate disciplinary action against employees who engage in discriminatory practices”).

⁴⁸ Under 5 C.F.R. § 724.102, “discipline” means any one or a combination of the following actions: reprimand, suspension without pay, reduction in grade or pay, or removal. Counseling is not a form of discipline.

cases pending or resolved in U.S. district court or for violating CFPB policies related to conduct that is inconsistent with whistleblower protection laws.⁴⁹

- In November 2023, OCR staff shared three short videos with the workforce to demystify the EEO complaints process. These videos were made in collaboration with the Office of Technology & Innovation (T&I) and each video focuses on the roles and responsibilities of either a complainant, a responsible management official, or a witness in the EEO process, informs them of their duty to cooperate, and informs them what to expect from the process. Additionally, these videos are given as a resource to CFPB staff at the appropriate stages of the EEO process.
- Throughout FY 2023, progress was made on the affirmative action plan for persons with disabilities. Some details of the barrier analysis study, action items and accomplishments can be found at the end of the FY 2023 Affirmative Action Plan.
- Prior to preparing the FY 2023 MD-715 data tables, a data integrity issue was identified with the data feed between USAStaffing Onboarding Module and HRConnect related to the SF-181 (Ethnicity/Race), SF-256 (Disability) and Education form. It impacted the accuracy of some FY 2023 new hires for their respective data and CFPB worked to get the data corrected in the master file with NFC in October and November 2023. There is a corresponding action plan for this deficiency found at Part H-1 below.

E.5. Essential Element D: Proactive prevention

According to Management Directive 715:

Agencies have an ongoing obligation to prevent discrimination on the bases of race, color, national origin, religion, sex, age, reprisal and disability, and eliminate barriers that impede free and open competition in the workplace. As part of this on-going obligation, agencies must conduct a self-assessment on at least an annual basis to monitor progress, identify areas where barriers may operate to exclude certain groups and develop strategic plans to eliminate identified barriers.⁵⁰

⁴⁹ See 5 C.F.R. §§ 724.302(a)(5), (a)(6).

⁵⁰ See MD-715, Model Agency Title VII and Rehabilitation Act Programs, at Section II.D.; see also MD-715 Instructions, at Section I.IV. (Element D).

CFPB met these requirements in FY 2023:

- Throughout FY 2023, OCR continued to assess various data inputs to identify triggers. OCR continued the barrier analysis study it began in FY 2023 based on prioritized triggers identified in FY 2022. It is expected to conclude in May 2024.
- As in years past, during FY 2023, OCR reviewed publicly available No FEAR Act data from other Financial Institutions Reform, Recovery, and Enforcement Act (FIRREA) agencies to benchmark EEO activity, bases and issues that may be unique to CFPB as well as similar to these agencies. In addition to the benchmarking, OCR uses this multi-year data set to identify trends as part of the OCR's early warning system.
- OCR has worked as an “early warning system” for CFPB leadership, and has regularly analyzed CFPB-wide data (such as EEO complaints, grievances, harassment inquiries, etc.) to identify red flags or trends, and proposed actions for CFPB leadership to take to proactively prevent discrimination or other workplace issues from happening.
- At the end of FY 2023, the CFPB met or exceeded the EEOC’s 12% goal for Persons with Disabilities and the 2% goal for Persons with Targeted Disabilities in the higher salary grouping of the permanent workforce per the Section 501 Regulations. In FY 2023, CFPB implemented a salary reset, which impacted the number of individuals in the lower salary grouping (\$78,592 or less, which is the GS-11, step 1 on the D.C. locality pay table). There are less than ten total permanent employees in the lower salary grouping and because of this low number of total employees CFPB is not meeting the regulatory goals for individuals with disabilities and targeted disabilities in the lower salary grouping (detailed in the Part J/Affirmative Action Plan Section 1).
- During FY 2023, OCR provided updates to the PAPWG on the implementation of barrier analysis action plans related to the African American/Black and Hispanic/Latino barrier analysis study and the Disability barrier analysis study (detailed in Part I-1 and Part J/Affirmative Action Plan, respectively). As mentioned under Essential Element B, the PAPWG was intended to address issues raised through statutorily mandated analyses of all “people issues” in the workplace (e.g., Annual Employee Survey, barrier analyses, MD-715, etc.) as well as other data collections and information sources (e.g., exit surveys, employee pulse surveys, industry trends, etc.). Since this group was sunset in late FY 2023, the participating stakeholders will continue to work together during FY 2024 on these items and develop what comes next.

- In FY 2023, OCR achieved a permanent Authority to Operate (ATO) on the trigger identification tool. The software will assist the CFPB with more efficient trigger-identification which will aid OCR in conducting regular and interactive demographic analyses. The software's capability is expected to contribute to robust barrier-analysis and proactive prevention of discrimination.

E.6. Essential Element E: Efficiency

According to the MD-715 instructions, “[t]his element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process.”⁵¹ In FY 2023, CFPB adhered to these requirements:

- The CFPB maintains strict firewalls between OCR, DAPS, the Legal Division, OHC, and all other non-OCR Bureau leaders and staff regarding the EEO complaints process. To ensure EEO program independence and neutrality, in FY 2023 the CFPB ensured OCR had adequate legal resources to conduct its own legal sufficiency reviews. As of FY 2023, seven of the eleven employees in OCR were attorneys. The EEO Complaints Program Manager position became vacant in July 2023 and a backfill was onboarded in December 2023.
- During FY 2023, the CFPB used staff, contractors, and agreements with other agencies to carry out regulatory responsibilities related to both the informal and formal complaint processes. OCR employees oversee the work of the contractors, and quality control measures have been put in place to ensure that contractors and employees are providing quality work. These quality control measures include the use of “sufficiency” checklists for EEO Counselor Reports, Accept/Dismiss Letters, Investigative Plans, and Reports of Investigation (ROIs), and detailed reviews of all affidavits provided by witnesses to ensure responsiveness and completeness, which were highlighted as a best practice in the EEOC’s technical assistance letter. The OCR Complaints team works directly with OHC to obtain data needed for EEO cases.
- All aspects of the Part 1614 process are managed by a dedicated EEO Complaints Program Manager who conducts regular check-ins with staff overseeing investigations. Further, the EEO Complaints Program Manager meets regularly with all OCR staff with complaints-

⁵¹ See MD-715 Instructions, at Section I.V. (Element E); see also MD-715, Model Agency Title VII and Rehabilitation Act Programs, at Section II.E.

related responsibilities to discuss all open cases, share necessary information, set priorities, and maintain a collective team focus on overall program success. The EEO Complaints Program Manager directly supervises two Attorney-Advisers focused on the legal compliance of the formal complaints process, the EEO Counselor focused on the informal complaints process, and the EEO Investigator. During the absence of an EEO Complaints Program Manager, the OCR Deputy Director managed the complaints program.

- During FY 2023, OCR had a full-time ADR Attorney-Advisor/Program Manager for the ADR Program, which offers EEO and non-EEO ADR options as well as a Conflict Coaching Program. Additionally, this program was supported by a Presidential Management Fellow (PMF) for part of the fiscal year. OCR offers and encourages the use of ADR during the pre-complaint and formal complaint stages of the EEO process, including (on occasion) while cases are pending before the EEOC for hearing or on appeal. The ADR Program also offers mediation for non-EEO workplace disputes. The CFPB's ADR Policy makes clear that although ADR is voluntary for EEO filers, supervisors and managers must participate in good faith if a filer elects ADR and the ADR program office authorizes its use. In FY 2023, the CFPB did not meet or exceed the EEOC's goal of 50% for its pre-complaint ADR participation rate and there is a corresponding action plan for this deficiency found at Part H-2 below.
- During FY 2023, the full-time support for the ADR Program continued as one full-time position. This resulted in less outreach and active steps to improve conflict literacy at the CFPB, including the constant outreach needed to increase participation in the Conflict Coaching Program. During the fiscal year there were 25 individual Conflict Coaching sessions through the ADR Program's Conflict Coaching Program, which was less than the previous year. This independent CFPB-wide program was designed to help employees minimize workplace disputes at the lowest level possible.
- Throughout FY 2023 and continuing into FY 2024, OCR has placed the highest priority on delivering consistently excellent customer service and quality work products, while simultaneously adhering to all applicable Part 1614 timeframes and deadlines.

In FY 2023, OCR conducted all investigations of formal EEO complaints within the regulatory timeframes, decreasing the timeframes from the previous fiscal year in some

cases.⁵² The 4 investigations completed during FY 2023 were completed in an average of 161 days. With respect to formal complaint processing, in FY 2023:

- ✓ The average number of days in investigation for complaints pending for any length of time during the fiscal year (for which investigations were completed during the fiscal year) was 160.50 days, a decrease from an average of 224.82 days in FY 2022, and lower than the average of 218.91 days in FY 2021;
- ✓ The average number of days in investigation for complaints pending for any length of time during the fiscal year where a hearing was requested was 177.00 days, a decrease from an average of 218.55 days in FY 2022, and lower than the average of 191.50 days in FY 2021;
- ✓ The average number of days in investigation for complaints pending for any length of time during FY 2023 where a hearing was not requested was 111.00 days, a decrease from an average of 204.00 days in FY 2022, and lower than the average of 276.75 days in FY 2021;
- ✓ All investigations that were processed by the CFPB’s OCR in FY 2023 were completed timely;
- ✓ OCR provides complainants with the regulatorily required “180-day letter” if an investigation is expected to go over 180 days. This letter notifies complainants of the date by which OCR expects to complete the investigation and informs complainants of their immediate right to request a hearing before an EEOC Administrative Judge or to file a lawsuit. Of the four investigations completed during FY 2023, zero exceeded 180 days due to amendments that extended processing timelines under applicable regulations; in cases where ROIs are issued beyond 180 days, a “180-day letter” would be issued;⁵³
- ✓ As of the end of FY 2023, CFPB had zero pending complaints where investigations exceeded the required time frames;
- ✓ The average number of days in final-action status for complaints pending for any length of time during FY 2023 was 31.16 days, which was less than FY 2022 which was 34.56

⁵² See 29 C.F.R. § 1614.108(f).

⁵³ See 29 C.F.R. §1614.108(g).

days and, which was lower than FY 2021 which was 42.83 days. All FADS and Final Agency Orders (FAOs) were issued on time. During FY 2023, OCR issued one FAD and four FAOs (one of which had a finding of discrimination);

- ✓ In FY 2023, OCR issued one FAD on the merits. The average length of time for issuing this FAD was 52.00 days – under the regulatory requirement of 60 days;⁵⁴ and
- ✓ As soon as OCR receives notice that a complainant has requested an EEOC hearing before an Administrative Judge (AJ) or has filed an appeal of a final agency action with EEOC's OFO, OCR uploads all documents to FedSEP (the EEOC's online (password-protected) federal-sector EEO portal).⁵⁵
- During FY 2023, OCR continue to use Entellitrak's ETK EEO platform which is a web-based EEO case management solution that provides a broad range of capabilities for reporting (including No FEAR Act and Form 462), processing, tracking, and managing the overall effectiveness of the CFPB's EEO complaints program. There is a separate ADR module for tracking and analyzing ADR program-related data. Since the additional tracking required under the Elijah E. Cummings Federal Employment Antidiscrimination Act of 2020 has not been implemented by the vendor yet, OCR manually tracks the required information. During FY 2023, OCR submitted its first disciplinary action report to the EEOC, which is required when there's a finding of discrimination. Additionally, during FY 2023, OCR included the required class action data in the No FEAR Act report.⁵⁶
- In FY 2023, OCR's Senior Advisor (EEO Data & Programs) continues to partner regularly with OHC to obtain employee demographics (e.g., race, national origin, sex or disability) and other data for the required MD-715 reporting, to include applicant flow data and barrier analysis efforts. This position also leads a cross-agency workgroup of more than ten agencies focused on demographics data, MD-715 annual reporting and barrier analysis, among other related topics.
- With the updated Anti-Harassment/Anti-Bullying Policy in July 2023 and the move of the program in September 2023 to OHC-Human Capital Strategy, the program is working to ensure that all past and present cases are fully and accurately captured in the system. This is

⁵⁴ See 29 C.F.R. § 1614.110(b).

⁵⁵ See 29 C.F.R. § 1614.403(g).

⁵⁶ See No FEAR Act data at <https://www.consumerfinance.gov/office-civil-rights/no-fear-act-cummings-act/>.

critical for identifying trends, triggers and compliance with the policy and procedures. There is a corresponding action plan for this in Part H-3 below.

E.7 Essential Element F: Responsiveness and legal compliance

According to Management Directive 715, Federal agencies must:

- Ensure that they are in full compliance with the law, including EEOC regulations, orders, and other written instructions.
- Report Agency program efforts and accomplishments to EEOC and respond to EEOC directives and orders in accordance with EEOC instructions and time frames.
- Ensure that management fully and timely complies with final EEOC orders for corrective action and relief in EEO matters.⁵⁷

Throughout FY 2023, CFPB met these requirements:

- CFPB had a system of management controls in place to ensure that its officials timely comply with all EEOC orders/directives and final agency actions. OCR staff is tasked with monitoring and facilitating compliance (working with the Legal Division and other stakeholders) with all orders and directives issued by EEOC Administrative Judges (AJs) and the EEOC's Office of Federal Operations (OFO), as well as with any final agency actions issued by OCR, including monetary and other remedial relief. CFPB executives, managers, and supervisors are evaluated under Leader Performance Standards that require them to comply with settlements agreements and orders issued by the Agency (e.g., through OCR final actions, including final decisions on EEO complaints), EEOC (e.g., by AJs or by OFO on administrative appeals), and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority. Individuals who fail to adhere to these performance standards will be held accountable accordingly through the CFPB's performance management process. Relatedly, any CFPB employees responsible for compliance with EEOC orders will be held accountable for poor work product and/or delays connected to compliance with such orders as outlined above.

⁵⁷ See MD-715, Model Agency Title VII and Rehabilitation Act Programs, at Section II.F.

- When an EEO complainant requested a hearing or filed an appeal, OCR staff checked FedSEP regularly to ascertain whether the matter had been docketed. Regardless of docketing status, OCR staff uploads the complaint file as prescribed by EEOC orders and/or established regulatory timeframes for use by the EEOC (either by an EEOC AJ as part of hearing proceedings⁵⁸ or by OFO in adjudication of an appeal⁵⁹). During FY 2023, OCR submitted investigative files timely (i.e., within 15 days) to the appropriate EEOC hearing office when a complainant requested a hearing.
- Throughout FY 2023, CFPB timely responded and fully complied with all EEOC orders issued as part of the hearings and/or appeals process.⁶⁰ Where necessary, the CFPB promptly provided EEOC with required documentation for completing compliance with any such orders.⁶¹
- To date, CFPB has never been sanctioned by the EEOC for non-compliance with any directives or orders.
- In FY 2023, the CFPB continued to meet all regulatory requirements to submit an annual Form 462 Report, EEOC MD-715 Report, the FEORP Report, the DVAAP Report, and quarterly and annual No FEAR Act reports. In FY 2023, all annual reports were accurate, complete and submitted on time. Also in FY 2023, OCR posted all four quarterly No FEAR Act data reports on its public website, www.consumerfinance.gov,⁶² on time (i.e., within 30 days after the end of each fiscal year quarter).⁶³

E.8 Workforce analyses

At the end of FY 2023, CFPB's total workforce was comprised of 1,675 employees which was a net increase of 44 employees. The total workforce is comprised of 1,556 employees on permanent appointments and 119 employees on temporary appointments.

⁵⁸ See 29 C.F.R. § 1614.108(g).

⁵⁹ See 29 C.F.R. § 1614.403(e).

⁶⁰ See 29 C.F.R. § 1614.502.

⁶¹ See 29 C.F.R. § 1614.502.

⁶² The CFPB's most recent quarterly and annual No FEAR Act data and reports can be found at <https://www.consumerfinance.gov/office-civil-rights/no-fear-act/>.

⁶³ See 29 C.F.R. § 1614.704.

The total workforce is diverse, with 50% men and 50% women and 57% White employees and 43% minority employees and is unchanged from fiscal year 2022. Black women comprise the largest minority group (15%), followed by Black men (8%), Asian women (5%), Asian men (5%), Hispanic men (4%) and Hispanic women (4%). There is representation for men and women who identify as Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and Two or More Races (ranging from 0.06% to 0.72%).⁶⁴

When the overall workforce is compared to the National Civilian Labor Force (CLF),⁶⁵ Hispanic men and women, and White men and women have a lower-than-expected representation compared with their respective benchmarks by greater than one percentage point. The Hispanic representation, which continues to be lower than expected, will be monitored and reviewed as part of the ongoing barrier analysis work mentioned in Part I of this Report.

Regarding the CFPB's permanent workforce:

- Of the 56 executives, 50% are women and 52% are minorities, which includes individuals who identify as Asian, Black and Hispanic.
- Supervisory pay bands were implemented during FY 2023. Supervisors at the CN-71 were moved to the CN-72 pay band and supervisors at the CN-60 were moved to the CN-61 pay band. These are still equivalent to the GS-15 and GS-14, respectively. Of the 148 CN-72s, 49% are women and 38% are minorities. This includes 9% who identify as Asian, 20% Black, 7% Hispanic, and the remaining 2% as American Indian/Alaska Native or Two or More Races. Of the 127 CN-61s, 43% are women and 43% are minorities. This includes 11% who identify as Asian, 20% Black, 10% Hispanic and the remaining 2% as American Indian/Alaska Native or Two or More Races.
- At the CN-71 (GS-15 equivalent) there are 263 employees of which 52% are women and 27% are minorities. This includes 12% Asian, 10% Black, 4% Hispanic and the remaining 1% as American Indian/Alaska Native or Two or More Races. At the CN-60 (GS-14 equivalent)

⁶⁴ This report and the CFPB's OMWI Annual Report to Congress may differ given two different methodologies for aggregating ethnicity and race. In this report, if an individual identifies as non-Hispanic, White plus one minority race (e.g., Asian, Black, etc.), they are counted as the minority race.

⁶⁵ The CLF is derived from the 2014-2018 American Community Survey (ACS) Equal Employment Opportunity Tabulation (EEO Tabulation). The most recent EEO Tabulation was released by the U.S. Census Bureau on March 1, 2021. It provides external benchmarks to assist federal agencies in monitoring employment practices and enforcing workforce civil rights laws. Federal agencies are required to use the EEO Tabulation in preparing their annual MD-715 EEO Program Status reports. See <https://www.eeoc.gov/federal-sector/management-directive/eeoc-federal-sector-occupation-cross-classification-table>.

there are 343 employees of which 51% are women and 42% are minorities. This includes 10.5% who identify as Asian, 21% Black, 8% Hispanic and the remaining 2.5% as American Indian/Alaska Native, Native Hawaiian/Pacific Islander or Two or More Races. Then, at the CN-53 (GS-13 equivalent) there are 294 employees of which 51% are women and 44% are minorities. This includes 10% who identify as Asian, 26% Black, 6% Hispanic and the remaining 2% as American Indian/Alaska Native or Two or More Races. The CFPB's barrier analysis provides a mechanism to examine triggers and determine if there are any barriers that may be preventing equal employment opportunity for any group(s) into senior level positions.

- The CFPB is meeting and exceeding the EEOC's goals of 12% for persons with disabilities (PWD) and 2% for persons with targeted disabilities (PWTD), as defined in 29 C.F.R. § 1614.203(a)(9), in the permanent workforce in the higher salary cluster (\$78,592 or more). In the higher salary cluster, 15.6% are PWD and 2.7% are PWTD. Given the salary reset implemented during FY 2023, there are less than 10 employees in the lower salary cluster (less than \$78,592), none of which self-identify as a PWD or PWTD. If CFPB has available entry level positions that may fall in the lower salary cluster, efforts will be made to identify qualified PWD or PWTD to fill them. Additional information about PWD and PWTD can be found in the CFPB's Affirmative Action Plan.
- Black women comprise the largest minority group (16%; 242 employees) within the CFPB and are represented at a higher rate than their respective CLF of 6.6%. Black men comprise the second largest minority group (9%; 135 employees) within the CFPB and are represented at a higher rate than their respective CLF of 5.7%.
- Compared with FY 2022, Black women experienced the largest representation loss of 0.46% follow by White men at a loss of 0.27%. White women experienced the largest representation gain of 0.21% followed by Hispanic men of 0.18%, Asian men of 0.16%, Asian women of 0.15%, and Black men of 0.15%. The remaining minority groups experienced a ratio change of no more than 0.07% in either direction. Women experienced a representation loss of 0.13% and men experienced a net gain of 0.13%.
- Regarding separations, 61% were White employees and 39% were minorities. Of the separations from permanent appointments, 4% were Asian, 25% Black, 6% Hispanic and the remaining 4% were American Indian/Alaska Native or Two or More races. White women were a higher representation in the permanent employee separation pool (31%) when compared to their permanent workforce representation (25%). Generally, women were a

higher representation in the separation pool (52%) when compared to their representation in the workforce (50%).

- Regarding new hires, 48% were men and 52% were women. 57% of new hires were White and 43% of new hires were minorities, which included 10% Black men, 10% Black women, and 7% Hispanic men which exceeded their respective CLF of 5.7%, 6.6%, and 6.8%. Asian men and women comprised 6% and 5% of the new hires, respectively, which is also exceeded their respective CLF of 2.2% each. Hispanic women comprised 5% of new hire compared, which is lower than expected based on the CLF of 6.2%. While this is the first fiscal year there have not been triggers for Hispanic men new hires since implementing many aspects of the barrier analysis action plan in Part I of this report, the trigger for Hispanic female new hires persists and will continue to be monitored as part of ongoing barrier analysis efforts. No new hires self-identified as American Indian/Alaska Native, Native Hawaiian/Pacific Islander or Two or More Races.
- White men and White women see a consistent increase in representation by pay band level when moving from CN-52 (GS-12 equivalent) through CN-71/CN-72 (GS-15 equivalent). There are triggers for Black men and Black women who see the inverse when moving from CN-52 through CN-71/CN-72. These triggers will continue to be monitored and considered as part of the ongoing barrier-analysis work mentioned in Part I of this report.
- The CFPB has four mission critical occupations: 0110/Economists, 0301/Miscellaneous Administration and Program series, 0570/Examiners and 0905/Attorneys. In the permanent workforce, there are 55 Economists, 319 Misc. Admin. and Program staff, 380 Examiners, and 342 Attorneys.
 - Among Economists, women (47%) and minority representation (29%) overall exceed their corresponding Occupational Civilian Labor Force (OCLF),⁶⁶ however, not all minority groups are represented. Hispanic men (1.8%) and Black men (1.8%) are represented at a lower rate than expected when compared with their respective OCLF of 5.4% and 3.9%.
 - In the Misc. Admin. and Program series, Hispanic men (3%), White women (22%) and White men (27%) are represented at a lower rate than expected when compared to their respective OCLF of 4.3%, 32.2% and 36.2%.
 - Among Examiners, Hispanic women (3%), White men (36%), White women (16%), and

⁶⁶ See <https://www.eeoc.gov/federal/directives/oo-09opmcode.cfm>.

women (36%) in general are represented at a lower rate than expected when compared to their respective OCLF of 4.8%, 43.4%, 32.8% and 46.3%.

- Among Attorneys, women (56%) and minority groups (29%) exceed the relevant OCLF; however, CFPB had zero Native Hawaiian/Pacific Islander attorneys (the OCLF is 4%).

The FY 2023 data collected, as required by the EEOC, will be reviewed, considered, and analyzed as part of ongoing and future barrier-analysis projects.

As a result of the anonymous pilot Sexual Orientation and Gender Identity (SOGI) survey, 26% of the workforce voluntarily participated, which equated to over 400 employees participating. 22% of respondents indicated they identify as a member of the LGBTQIA+ community, 74% indicated they do not identify as a member of the LGBTQIA+ community, 2% did not know and 2% preferred not to answer. 13% of respondents indicated lesbian or gay best represents how they think of themselves, 74% indicated straight, that is not lesbian or gay best represents how they think of themselves, 5% indicated bisexual, 5% indicated they prefer or use a different term from the choices offered and 3% indicated they preferred not to answer. 55% of respondents indicated they identify as a woman, 43% indicated man and 2% indicated nonbinary. When asked as a two-step gender identity questions, the results reflected 55% female, 43% male and 2% preferred a different term (e.g., nonbinary, gender queer and gender fluid).

E.9 Accomplishments

In FY 2023, the CFPB's EEO program achieved significant milestones and successes. These included, but are not limited to:

- OCR ensured timely issuance of the annual EEO policy statements by CFPB Director Chopra.
- OCR created and launched a *Civil Writes Blog* on SharePoint with sub-blogs on the ABCs of OCR, ADR, Barrier Analysis, the EEO Process and the Unconscious Bias initiative. The blog posts are written by various OCR staff members and are written in engaging formats with pictures and/or pre-recorded videos. OCR also launched a monthly email newsletter sent out by the OCR Director to all CFPB staff that shares updates found on the *Civil Writes Blog* and allows staff to test their EEO knowledge.
- The OCR Director presented the State of the Agency briefing in a recording for senior leaders that used imagery from a trip to Greece to connect the leadership themes and expectations of

a model EEO program in a memorable and engaging way. It was also shared with all staff for the first time via the *Civil Writes Blog*.

- OCR assembled an internal workgroup (OMWI, OHC, Strategy and PRIDE ERG) to pilot a voluntary and anonymous survey to collect sexual orientation and gender identity (SOGI) information from CFPB federal employees. CFPB offered the pilot survey in January 2023 and shared aggregated and summarized results with the methodologists at the U.S. Office of Personnel Management (OPM), National Institutes of Health (NIH), and U.S. Census from the OPM-led workgroup to help inform the coordinated and consistent government-wide approach anticipated for roll out in FY 2024.
- Launched a CFPB-wide yearlong initiative to “Explore and Disrupt Unconscious Bias”, which is intended to help the workforce creatively and interactively, at all levels, recognize and disrupt unconscious bias. Every month there was an event and/or *Civil Writes Blog* content shared with staff on how unconscious bias impacts various groups of people, which typically corresponded with an observance or heritage month.
- The OCR Director serves as a standing member in the Technology Executive Steering Committee. The OCR Director also continued to serve as a member of the People Action Planning Work Group (PAPWG) prior to it being sunset at the end of FY 2023.
- OCR continued a barrier analysis study with a vendor, which is expected to conclude during FY 2024.
- A career development pilot program for administrative positions in Supervision, Enforcement and Fair Lending (SEFL) was successful and is expected to be further expanded during FY 2024.
- OCR was included in the creation of a new support structure to implement the CFPB’s *Management of Internal Policies* process. As part of this new policy, which went into effect in October 2022, OCR serves as a mandatory reviewer and subject matter expert for reviewing new workplace policies and revisions to existing policies, and providing targeted feedback on policies in accordance with the newly established CFPB policy life cycle. During FY 2023, OCR reviewed more than 20 policies.
- OCR reviewed select internal and external documents that came through the internal clearance process such as speeches, CFPB website posts, etc.

- The CFPB’s Leader Performance Standards for executives, manager of managers and first-line supervisors were updated to further integrate EEO/DEIA into the standards for FY 2024. This was a collaborative effort, led by OHC, and included OCR and OMWI.
- CFPB’s leadership coaching programs were expanded and all CFPB supervisors (regardless of grade level) are eligible to participate.
- The ADR Program recruited and trained three new Conflict Coaches for the CFPB’s Conflict Coaching Program.
- OCR offered a one-day EEO training for CFPB supervisors and managers. The training covered everything from EEO laws to harassment and retaliation, microaggressions, the EEO process, ADR, and reasonable accommodations for disabilities, religion, and pregnancy (and related medical conditions). It included many case scenarios to help solidify the breadth of material covered.
- The OCR Director issued After Action Memoranda following the completion of the EEO process, when appropriate, to provide recommendations to leaders on effective change that can be made where there may not be a legal violation but where OCR identified areas where improvements can be made to proactively prevent unlawful discrimination from happening in the future.
- OCR serves as an “early warning system” for CFPB leadership and has regularly analyzed CFPB-wide data (such as EEO complaints, grievances, harassment inquiries, etc.) to identify red flags or trends, and proposed actions for CFPB leadership to take to proactively prevent discrimination or other workplace issues from happening.
- OCR’s Senior Advisor (EEO Data and Programs) received direct access to OHC program data and develops a quarterly read out for CFPB leadership on trends across data sets.
- OCR assisted with agency-wide planning for compliance with the newly effective Pregnant Workers Fairness Act.
- OCR helped lead efforts to update and then implement the CFPB’s agency-wide anti-harassment policy, in part to provide greater specifics surrounding the prohibition on (and a reporting process for) bullying.
- OCR received an Authority to Operate for the trigger identification software that conducts statistical analysis and is helpful for barrier analysis studies.

E.10 Planned Activities

In FY 2024 CFPB's OCR intends to:

- Continue promoting and increase use of the CFPB's Conflict Coaching Program to de-escalate workplace conflict, resolve conflicts at the earliest stage, and enhance CFPB-wide proficiency in conflict resolution tools.
- Further enhance the ADR Program by focusing on preserving, rebuilding or repairing relationships, updating and expanding the ADR policy, and filling the vacant position that supports the program.
- Complete the action items in Part H-2 in order to meet the EEOC's goal of 50% for the pre-complaint ADR participation rate and eliminate this deficiency.
- Collaborate with OHC, as needed, to ensure the action items in Part H-1 and Part H-3 in order to eliminate these deficiencies.
- Conducting a Program Evaluation into harassment for a division. Hire an Industrial Organizational Psychologist using the STEM term hiring authority to support the Program Evaluation, barrier analysis and other priority projects.
- Determine whether to establish, in conjunction with relevant stakeholders and CFPB leadership, a cross-agency council that will replace the People Action Planning Working Group.
- Update existing policies, such as the EEO policy and the Non-Discrimination and Inclusion Policy for Transgender Applicants and Employees.
- Ensure timely issuance of the annual EEO policy statements by CFPB Director.
- Collaborate with OHC on the roll out of any new demographics forms by OPM.
- Continue monitoring progress on the barrier analysis action items outlined in Part I of this report and corresponding Affirmative Action Plan for Persons with Disabilities. Progress was made on both action plans during FY 2023.
- Continue working with OHC and our third-party service provider to collect interview data in USAStaffing, which is the applicant system the CFPB switched to during FY 2021.

More generally, the CFPB will focus on the following objectives during FY 2024:

- Continuing to incorporate the EEOC’s Six Essential Elements of a Model EEO Program to achieve greater program effectiveness;
- Briefing senior leadership on the state of the EEO program to reaffirm support for the program, provide awareness of issues and trends (systemic or otherwise), and solicit input on strengthening the CFPB’s EEO program;
- Continuing to process all informal and formal complaints and requests for ADR in compliance with 29 C.F.R. Part 1614 and EEOC’s MD-110;
- Maintaining accuracy and efficiency of EEO complaint data monitoring, tracking, and reporting through continued use of Entellitrak (called ETK EEO) and continued enforcement of robust internal controls related to data tracking and monitoring;
- Ensuring continued compliance with the Elijah E. Cummings Federal Employment Antidiscrimination Act of 2020;
- Increasing employee awareness of EEO statutes, including by distributing EEO-related information via various means and media (e.g., digital channels, informational brochures and fact sheets, individual and group training and outreach), blog and newsletter, three videos from the perspectives of the Complainant, the responsible management official, and a witness;
- Promoting communication and early intervention to help CFPB officials identify the issues and bases that may give rise to EEO complaints;
- Training supervisors and managers to provide proactive approaches to resolving issues stemming from alleged violations of personnel policies and practices;
- Fostering constructive, open, continuous communication between employees and management to help resolve workplace conflicts at the earliest possible opportunity, and ensuring that employees, management officials, and persons with settlement authority understand the purpose and value of ADR;
- Continuing to collaborate with stakeholders across the CFPB to analyze workforce demographic data, analyze triggers, identify and eliminate barriers to equal employment and to administer affirmative employment plans that ensure equal employment opportunity for all consistent with applicable law, rules, regulations, and guidance;
- Proactively providing subject matter expertise at the earliest stages of the development and

implementation of CFPB policies, procedures, practices, and decisions that impact the workforce;

- Reviewing feedback from employee surveys, exit interviews, listening sessions, and training to identify opportunities for improvement;
- Training supervisors and managers on leadership, management principles, communication techniques, legal compliance, and fostering diversity, equity, inclusion, and accessibility;
- Ensuring CFPB management is accountable for the success of the EEO program through transparency, by emphasizing measurable EEO and affirmative employment goals and objectives that are incorporated into Divisional strategic plans, and through the performance assessment of supervisors and managers;
- Cultivating an inclusive work environment, including by participating in cross-agency efforts, and supporting the implementation of ERGs, DICE, etc.; and
- Incorporating EEO best practices gained through the CFPB's coalitions with other Federal agencies, particularly financial regulatory agencies and other small- and medium-sized agencies.

Part F – Certification of establishment of continuing EEO programs

Melissa S. Brand, Director of the Office of Civil Rights, is the Principal EEO Official for the Consumer Financial Protection Bureau.

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

The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure, or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

**Melissa S. Brand
Director, Office of Civil Rights**

Date

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

Rohit Chopra
Director, Consumer Financial Protection Bureau

Date

[Signed versions are on file with the U.S. Equal Employment Opportunity Commission.]

Part G – EEO program self-assessment checklist

The CFPB conducted the mandatory self-assessment of its EEO Program by completing MD-715 Part G, the Self-Assessment Checklist. This checklist and supporting documentation and data have also been submitted to the EEOC via FedSEP.

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
 Compliance Indicator	A.1 – The agency issues an effective, up-to-date EEO policy statement.	Measure Met? (Yes/No/NA)	Comments
 Measures			
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	CFPB Director Chopra issued the CFPB's FY 2023 EEO and Anti-Harassment Policy Statement on September 6, 2023.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	

 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments
A.2.a	Does the agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	The updated policy preventing harassment and bullying became effective July 31, 2023 and was shared with the workforce by CFPB Deputy Director Martinez on this date.
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	

A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	CFPB's policy is available at https://www.consumerfinance.gov/office-civil-rights/reasonable-accommodation-persons-disabilities/ .
A.2.c	Does the agency inform its employees about the following topics:		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	Yes	This information is provided to all employees in a variety of ways at multiple points throughout each fiscal year (e.g., at new employee orientations, upon the Director’s issuance of the annual EEO and Anti-Harassment Policy Statement and No FEAR Act Notice to all employees, as part of mandatory annual No FEAR Act and Harassment-Prevention training, etc.). This information is also available and maintained on the OCR intranet (Wiki) and OCR Civil Rights SharePoint Blog (new in FY 2023), accessible by all employees at any time. Reminders are emailed to all staff a few times a year as

			part of the CFPB-wide weekly newsletter.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	This information is provided to all employees in a variety of ways at multiple points throughout each fiscal year. See answer to A.2.c.1.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	This information is provided to all employees in a variety of ways at multiple points throughout each fiscal year. See answer to A.2.c.1.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	Yes	This information is provided to all employees in a variety of ways at multiple points throughout each fiscal year. See answer to A.2.c.1.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	Yes	This information is provided to all employees in a variety of ways at multiple points throughout each fiscal year. See answer to A.2.c.1.
	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met?	Comments

Compliance Indicator ↓ Measures		(Yes/No/NA)	
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section.	Yes	The 2022 Director’s Mission Achievement Awards have award criteria that include “embrace diversity of thought and model inclusivity”. All employees are encouraged to recognize a colleague through the Superior EEO Achievement certificate program.
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	
<hr/> Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION <p>This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.</p>			

 Compliance Indicator  Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments
B.1.a	Is the agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If “yes,” please provide the title of the agency head designee in the comments.	N/A	
B.1.a.2	Does the agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	See https://www.consumerfinance.gov/about-us/the-bureau/bureau-structure/
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency’s EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	

B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comments column.	Yes	The OCR Director recorded this briefing and shared with the Director and senior staff on September 27, 2023.
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	
 Compliance Indicator	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments
 Measures			
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	

B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	N/A	The CFPB does not have subcomponents.

 Compliance Indicator  Measures	<p>B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.</p>	Measure Met? (Yes/No/NA)	Comments
B.3.a	<p>Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]</p>	Yes	
B.3.b	<p>Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.</p>	Yes	<p>The CFPB Strategic Plan for FY 2022-2026 makes CFPB leadership's commitment to EEO explicit in goal 4 which states the CFPB will foster operational excellence and further commitment to workforce equity to advance the CFPB's mission. There are specific strategies under objectives 4.1, 4.2 and 4.3 to further EEO and DEIA. For example, one strategy under 4.1 is to "Foster a positive, innovative work environment that promotes diversity, equity, integrity, inclusion, and trust for</p>

			all employees.” The CFPB’s complementary five-year DEIA Strategic Plan time period aligns with agency-wide Strategic Plan.
 Compliance Indicator	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments
 Measures			
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §	Yes	

	1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]		
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	N/A	
B.4.a.6	to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes	
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5]	Yes	

	USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]		
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty	Yes	

	employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?		
 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	

B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	
Compliance Indicator → Measures ↓	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

 Compliance Indicator	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments
 Measures			
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	N/A	The CFPB does not have components or field offices.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	N/A	The CFPB does not have components or field offices.
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	N/A	The CFPB does not have components or field offices.

 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	The updated Anti-Harassment and Anti-Bullying Policy and Procedures became effective July 31, 2023. Effective September 18, 2023, the Harassment and Bullying Investigation function and program were moved from the Office of Human Capital's Employee and Labor Relations team to the OHC Strategy team.
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC	Yes	

	Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006]		
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	

C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the	Yes	CFPB's current reasonable accommodation SOPs <i>generally</i> require accommodations to be provided in no more than 30 days, absent extenuating circumstances (which are strictly defined

	percentage of timely-processed requests in the comments column.		in the SOPs). Where extenuating circumstances exist, the CFPB will investigate whether there are temporary measures that can be taken to assist the requestor and provide temporary measures where feasible.
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes	
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	Yes	The procedures are posted at https://www.consumerfinance.gov/office-civil-rights/reasonable-accommodation-persons-disabilities/ .
 Compliance Indicator	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments
 Measures			

C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	

C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	

 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	No	A data integrity issue was identified with the data feed between USAStaffing Onboarding Module and HRConnect related to the SF-181 (Ethnicity/Race), SF-256 (Disability) and Education form. It impacted the accuracy of some FY 2023 new hires for their respective data

			and CFPB worked to get the data corrected in the master file with NFC in October and November 2023. There is a corresponding Part H action plan.
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	

 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	Yes	CFPB has a policy, but not a table of penalties.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	In FY 2023, OCR issued one finding of discrimination and in another case, the Anti-Harassment Program had a finding. In each case, the relevant manager left the CFPB.
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes	The OCR Director issues “After Action Memos” to appropriate senior officials in cases that were settled but a finding was likely, or in other cases where there may not have been a violation of the law but other red flags that need to be addressed before it becomes a violation of the law.

 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments
C.6.a	<p>Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.</p>	Yes	<p>The OCR Director provides the “State of the Agency EEO Program” briefing each year. The OCR Director meets regularly with the CFPB Director, senior leaders, divisions, offices, and team leads. OCR staff also presents throughout each year to all managers, regions and regional offices. Once a year, all employees also receive notice of submission/publication of the Agency’s annual MD-715 Report and annual No FEAR Act Report.</p>
C.6.b	<p>Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]</p>	Yes	

Essential Element D: PROACTIVE PREVENTION

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

Compliance Indicator 	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year. 	Measure Met? (Yes/No/NA)	Comments
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of	Yes	

	individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]		
 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity	Yes	Various sources of data, including the CFPB's MD-715 Reports; workforce data tables for multiple fiscal years; AES/New

	<p>groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.</p>		<p>Employee/Exit Survey data results; CFPB’s Form 462 and No FEAR act data and reports; complaints and reasonable accommodations data; “State of the Agency EEO Program briefing” materials; EEO complaint data, reasonable accommodations data, misconduct cases, grievance cases, performance action, disciplinary actions and anti-harassment/anti-bullying program data are reviewed. Other anecdotal reports from Diversity and Inclusion Council of Employees (DICE), CFPB Employee Resource Groups (ERGs), the union, external news reports and audit findings, EEOC issued Technical Assistance letters and feedback, and OPM memoranda were reviewed as well.</p>
 Compliance Indicator 	<p>D.3 – The agency establishes appropriate action plans to remove identified barriers.</p>	<p>Measure Met? (Yes/No/NA)</p>	<p>Comments</p>

Measures			
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	
 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? (Yes/No/NA)	Comments

D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	The AAP is available at https://www.consumerfinance.gov/office-civil-rights/eeo-policy-and-reports/ .
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	In FY 2023, CFPB implemented a salary reset, which impacted the number of individuals in the lower salary grouping per the Section 501 Regulations. CFPB is working on updating its Schedule A Directive, which will assist with hiring PWD and PWTD in the lower salary grouping. There are less than ten permanent employees in the lower salary grouping and CFPB is not meeting the regulatory goals for individuals with disabilities and targeted disabilities in the lower salary grouping.

Essential Element E: EFFICIENCY

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

➡ Compliance Indicator	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments
⬇ Measures			
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	Of the 15 formal complaints that were filed in FY 2023 the average length of time for issuing the acknowledgement letter was 2 calendar days.
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-	Yes	Of the formal complaints that were filed in FY 2023 the average length of time for issuing the Accept/Dismiss communication was 16 calendar days. In

	110, Ch. 5(l)? If so, please provide the average processing time in the comments.		FY 2023, CFPB dismissed 2 formal complaints; the average days such complaints were pending before dismissal was 25 calendar days.
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	
E.1.i	Does the agency issue final actions timely following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them	Yes	In the event that any contractor provides poor work product or causes inexcusable

	accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If “yes”, please describe how in the comments column.		delays in processing times, the contract could be terminated and/or key personnel could be replaced. The contractors’ performance would be reported via Contractor Performance Assessment Reporting System (CPARS).
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	Employees are held accountable for performance objectives through the CFPB’s performance management process consistent with merit system principles, due process rights, CFPB policies, and related applicable requirements.
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	
 Compliance Indicator 	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments

Measures			
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	The CFPB's EEO office (OCR) currently has eleven total permanent staff members and a Presidential Management Fellow (PMF). Seven of the eleven permanent staff members are attorneys including the OCR Director, OCR Deputy Director and EEO Complaints Program Manager (position became vacant mid FY 2023) who are in attorney positions. In addition, OCR staff includes a Senior Attorney-Adviser (Senior EEO Advisor), two Attorney-Advisers who function as formal complaints managers and an ADR Program Manager. OCR staff attorneys conduct legal sufficiency reviews of all EEO matters/work product, including drafting and reviewing acceptance letters/dismissal decisions related to formal complaints, preparing and reviewing Investigative Plans and ROIs, and drafting FADs and FAOs.

E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	OCR staff attorneys conduct legal sufficiency reviews.
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	OCR staff attorneys conduct legal sufficiency reviews.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	N/A	OCR staff attorneys conduct legal sufficiency reviews.
 Compliance Indicator	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments

 Measures			
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	In FY 2023, the ADR informal participation rate fell below the EEOC's goal of 50%. There is a corresponding Part H action plan.
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	

 Compliance Indicator	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments
 Measures			
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	In April 2021, the CFPB transitioned applicant flow systems from Monster Analytics to USAStaffing. Currently, USAStaffing does not allow for reporting on interview data, which is one of the five stages reported to the EEOC. This makes applicant flow analysis impossible for this stage of the hiring process. We

			request that EEOC reach out to USAStaffing about adding this field.
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	No	The Anti-Harassment Program is working to ensure that all past and present cases are fully and accurately captured in the system. There is a corresponding Part H action plan.
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
Compliance Indicator  	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations	Yes	CFPB regularly monitors trends in its EEO program to determine whether the CFPB is meeting its obligations under the workplace anti-discrimination laws.

	under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.		Every month in preparation for the OCR Director meeting with the CFPB Director and/or Deputy Director, and quarterly and/or annually in preparation for the Agency’s 462 Report and the No FEAR Act year-end report, OCR carefully examines EEO complaint processing times, top issues and bases, ADR resolution rates, grievances, Anti-Harassment and Bullying complaints, and workforce data to identify potential problems, spot troubling trends, and develop action plans.
E.5.b	Does the agency review other agencies’ best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	For instance, during FY 2023, OCR met and interacted regularly with other agencies to share best practices related to annual reporting, analyzing demographics data, barrier analysis and other topics. OCR also benchmarks other agencies regularly when looking to improve the Agency’s EEO Program. Separately, OPM asked CFPB to participate as an agency to pilot a sexual orientation and gender identity (SOGI) employee survey. The survey was launched during FY 2023 and summarized results were shared with

			survey methodologists and experts at NIH, Census and OPM.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE			
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
Compliance Indicator	F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments
Measures			
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	

F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	
 Compliance Indicator 	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	

F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
 Compliance Indicator	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments
 Measures			

F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	See https://www.consumerfinance.gov/office-civil-rights/no-fear-act/

Part H – EEO plan to attain the essential elements of a model EEO program

H.1. Action Plan – Data Accuracy

TABLE 8: FY 2023 EEOC MD-715 REPORT PART H-1

EEOC Form 715-01 Part H-1	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
Statement of Model Program Essential Element Deficiency:	

Type of Program Deficiency	Part G – C.4.c.
Brief Description of Program Deficiency	A data accuracy issue was identified for some FY 2023 new hires who completed their SF-181 and SF-256 forms using the USAStaffing Onboarding Module (implemented in July 2022) which impacts the workforce data tables.

Objective(s) and Dates for EEO Plan:

Objective	100% demographic data accuracy for new hires who submit these forms (e.g., SF-181 and/or SF-256 forms)
Date Initiated (mm/dd/yyyy)	10/24/2023
Target Date (mm/dd/yyyy)	09/30/2024
Modified Date (mm/dd/yyyy)	N/A
Date Completed (mm/dd/yyyy)	Not yet completed.

Responsible Official(s):

Title	Chief Human Capital Officer, Office of Human Capital
Name	Tyshawn Thomas

EEOC Form 715-01 Part H-1	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
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Performance Standards
Address the Plan? (Yes or No)
Yes

Planned Activities Toward Completion of Objective:

Target Date (mm/dd/yyyy) 09/30/2024

Action Plan Business Process Changes:

- CFPB's Office of Human Capital (OHC) will modify employee email notifications and New Employee Orientation (NEO) content to request submission of the SF-181 (ethnicity and race) and SF-256 (disability) forms on the first day of employment.
- If an employee fails to submit their required forms the first day of NEO, OHC will follow-up with the employee requesting their immediate completion the second day of NEO.
- After NEO is finished, the OHC third-party processing staff will pull newly submitted forms from USAStaffing. Where a form is still missing, the third-party processing staff will notify OHC personnel.
 - OHC personnel assign ethnicity/race in USAStaffing based on visual observation. Processing updates the ethnicity/race in the HR system and defaults disability to '01 – I do not wish to identify my disability ...'.
 - OHC notifies employees where ethnicity/race was assigned based on visual observation. Employees will be encouraged to use self-service HR systems to update this information.

Planned Activities

Action Plan System Changes to Improve the Process Will Be Investigated (these recommendations will take time to research and implement):

- HR personnel will work with our business partners to see if we can modify our HR systems to improve automation of the business process above.

Monitoring Process:

EEOC Form 715-01 Part H-1	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
	<ul style="list-style-type: none"> • OHC will timely audit (e.g., monthly or quarterly) all FY 2024 new hires to ensure quality data entry for ethnicity/race and disability data. • OHC will notify BFS of any discrepancies found and ensure timely correction in relevant systems. • OHC will notify the Office of Civil Rights (OCR) of any discrepancies found.
Sufficient Funding and Staffing (Yes or No)	Yes
Modified Date (mm/dd/yyyy)	N/A
Completion Date (mm/dd/yyyy)	Not yet completed.

Report of Accomplishments:

Fiscal Year	2023
Accomplishments	<p>New action plan for FY 2024.</p> <p>The Office of Civil Rights audited all FY 2023 new hire records. For each data error identified, the Office of Civil Rights worked with the Office of Human Capital and the Bureau of the Fiscal Service to correct the demographics data of FY 2023 new hires based on their submitted new hire forms prior to creating the FY 2023 MD-715 tables.</p>

H.2. Action Plan - ADR Participation Rate

TABLE 9: FY 2023 EEOC MD-715 REPORT PART H-2

EEOC Form 715-01 Part H-2	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
Statement of Model Program Essential Element Deficiency:	
Type of Program Deficiency	ADR Participation Rate
Brief Description of Program Deficiency	ADR Participation Rate, as defined by the EEOC, during the pre-complaint stage did not achieve the EEOC's goal of 50% in FY 2023

Objective(s) and Dates for EEO Plan:

Objective	Increase ADR Participation Rates during informal stage.
Date Initiated (mm/dd/yyyy)	10/01/2023
Target Date (mm/dd/yyyy)	09/30/2024
Modified Date (mm/dd/yyyy)	N/A
Date Completed (mm/dd/yyyy)	Not yet completed.

Responsible Official(s):

Title	Director, Office of Civil Rights Deputy Director, Office of Civil Rights EEO Complaints Manager, Office of Civil Rights ADR Program Manager, Office of Civil Rights
Name	Melissa Brand Lori Grant Megumi Fujita Kirsten Ivey-Colson
Performance Standards	
Address the Plan? (Yes or No)	Yes

Planned Activities Toward Completion of Objective:

Target Date (mm/dd/yyyy)	09/30/2024
Planned Activities	<ul style="list-style-type: none">• Hire a full-time ADR professional to backfill the position vacated Q4 2021, who will assist with, amongst other things, ADR Outreach, preparing the parties for mediations, ADR presentations and trainings. – By 6/30/2024• Hire a full-time EEO Complaints manager, to backfill the position vacated Q4 2023, who will audit the EEO process, including reviewing for patterns identified from Counseling stage that provide insights into ADR Program uptake – By 12/31/2023 (Completed 12/4/2023)• During informal EEO counseling, EEO Counselor will explain the benefits of the ADR Program's Conflict Coaching as a useful tool to help provide methods to address the underlying conflicts.• Update the ADR Policy by formalizing the original plan for an overarching CFPB-wide ADR HUB, which will standardize the

EEOC Form 715-01 Part H-2	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
	<p>ADR process for all workplace conflicts and create more awareness of ADR as a viable option for informal EEO. – By 6/30/2024</p> <ul style="list-style-type: none"> • Update the ADR Policy to formally include a hybrid transformative mediation which may be used to restore and repair workplace relationships. – By 6/30/2024 • Develop and implement a marketing strategy to rollout the updated ADR Policy, increase awareness about new ADR options and develop trust with the ADR Program. – By 6/30/2024 • Implement a multi-pronged targeted ADR Outreach plan that highlights key ADR concepts including communication, trust, improved relationships, and the collaborative nature of the Program—consultation, not litigation. – By 06/30/2024 • Host monthly outreach meetings for various working groups to revitalize the image and increase understanding of the ADR Program. – By 06/30/2024 • Update the informal EEO ADR survey to gather feedback on all participants, including the Management Official and the Management Official's representative. Distribute the survey to all participants. Obtain necessary OMB approval for survey updates. – By 09/30/2024 • Work with stakeholders such as the Legal Division, the Union, and the Office of Human Capital to gather data and analyze the customer experience in all areas of the informal EEO process, including ADR, to identify weaknesses and areas for improvement. – By 09/30/2024 • Have the OCR Director brief Management and the Legal Division about a new approach to ADR that incorporates creativity, centers good faith, and strives to reach flexible outcomes that protect the welfare of the agency and its employees. • Work with the Legal Division, Chief Operating Officer, and other stakeholders to support a shift in informal EEO mediation outcome goals to incorporate innovative approaches that promote the welfare of the agency and its employees and center a management approach grounded in good faith, unconstrained by the framework of traditional litigation's settlement procedures. Implement an evaluation process to assess effectiveness of this strategy and employee perception of management's approach to informal EEO mediation. – By 09/30/2024
Sufficient Funding and Staffing (Yes or No)	Yes
Modified Date (mm/dd/yyyy)	N/A

EEOC Form 715-01 Part H-2	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
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Completion Date
(mm/dd/yyyy) Not yet completed.

Report of Accomplishments:

Fiscal Year 2023

Accomplishments New action plan for FY 2024.

H.3. Action Plan - Anti-Harassment Data

TABLE 10: FY 2023 EEOC MD-715 REPORT PART H-3

EEOC Form 715-01 Part H-3	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
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Statement of Model Program Essential Element Deficiency:

Type of Program Deficiency Part G – E.4.a.6

Brief Description of Program Deficiency Data integrity is not consistent in Entellitrak, the case management system, to ensure complaints for the anti-harassment/anti-bullying program are accurately collected and monitored in order to be analyzed.

Objective(s) and Dates for EEO Plan:

Objective Consistent and timely data for anti-harassment program complaints.

Date Initiated (mm/dd/yyyy) 10/01/2023

Target Date (mm/dd/yyyy) 09/30/2024

Modified Date (mm/dd/yyyy) N/A

Date Completed (mm/dd/yyyy) Not yet completed.

Responsible Official(s):

Title Chief Human Capital Officer, Office of Human Capital

EEOC Form 715-01 Part H- 3	U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
Name	Tyshawn Thomas
Performance Standards Address the Plan? (Yes or No)	Yes
Planned Activities Toward Completion of Objective:	
Target Date (mm/dd/yyyy)	09/30/2024
Planned Activities	<ul style="list-style-type: none"> • CFPB's Office of Human Capital (OHC) will audit Anti-Harassment/ Bullying past, current, and future cases to ensure all complaints are received and documented in Entellitrak. Cases that rise to the level of harassment/bullying will be documented and an investigative summary will be forwarded to the deciding official and documented in Entellitrak. All cases will be completed in a timely manner. For those cases that are determined not rise to the level of harassment/bullying, a close out memo, which includes why it wasn't investigated and specific actions taken to make this determination will be entered into Entellitrak. • OHC will utilize the outcome field to provide consistent and complete information about whether an investigation was conducted, why one was or wasn't conducted and how the result of the case was determined. OHC will ensure this field and other relevant fields are accurately and fully filled out for past, present and future cases. • OHC will ensure the type of Harassment field is completed to indicate if harassment, bullying and/or specific protected bases were alleged. • OHC will ensure all available and accessible historical anti-harassment program data is entered into the required fields in Entellitrak, including the bases (or "other" if no bases), issues, individual alleging harassment/bullying, and the individual alleged to have conducted harassment/bullying. • OHC will continue to use the Entellitrak job aid to ensure consistency amongst Specialists. • OHC will update the Entellitrak job aid as needed to ensure all data elements are included. • OHC will develop reports to regularly monitor data for accuracy, completeness, and timely entry. • OHC will work with the vendor to improve the Advanced Search to generate all characters entered in the Case Description and Outcome fields to appear and be exportable. • OHC will work with the vendor, as needed, to add or amend fields to improve case management and reporting.

EEOC Form 715-01 Part H-
3 U.S. Equal Employment Opportunity Commission
Federal Agency Annual EEO Program Status Report (FY 2023)

- OHC will work with the OHC-Systems team to ensure there is funding for any training and/or updates needed by the vendor.
- OHC and OCR will attend the EEOC's free technical training on having a compliant Anti-Harassment Program and make improvements to the program based on recommendations received and best practices learned.

Sufficient Funding and Staffing (Yes or No)	No
Modified Date (mm/dd/yyyy)	N/A
Completion Date (mm/dd/yyyy)	Not yet completed.

Report of Accomplishments:

Fiscal Year	2023
Accomplishments	New action plan for FY 2024.

Part I – EEO plan to eliminate identified barriers

TABLE 11: FY 2023 EEOC MD-715 REPORT PART I-1

EEOC Form 715-01 Part I-1		U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
Statement of Condition That Was a Trigger for a Potential Barrier:		
Source of the Trigger		Workforce data tables for FY 2015, FY 2016, FY 2017, FY 2018; EEOC Technical Assistance Letter to CFPB (June 24, 2016); Memorandum from OPM/EEOC to Federal Agencies (Jan. 18, 2017) ⁶⁷
Specific Workforce Data Table		Various A Tables
Narrative Description of Trigger		In January 2016, the Equal Employment Opportunity Commission (EEOC) Office of Federal Operations (OFO) met with CFPB personnel to review several aspects of CFPB's EEO program. CFPB also provided additional information in response to a request for information (RFI) from the EEOC. After reviewing all the requested information, the EEOC recommended barrier analyses to further investigate potential issues for Black/African American employees within CFPB – specifically, the representation of Black/African American employees in Senior Level (i.e., Executive) positions at the CFPB. In 2017, due to what the EEOC and the Office of Personnel Management (OPM) deem persistent low representation of Hispanic/Latinos in the Federal workforce these agencies recommended that all agencies with at least 1,000 FTEs (such as the CFPB) conduct a barrier analysis on Hispanic/Latino employment and participation rates in the equivalent of Grades 12 through SES (CN-52 through the Executive levels at the CFPB).
EEO Group(s) Affected by Trigger:		
EEO Group(s)		Black/African American men Black/African American women Hispanic/Latino men Hispanic/Latina women
Barrier Analysis Process:		
Sources of Data	Source Reviewed (Yes or No)	Identify Information Collected

⁶⁷ This memorandum is available at <https://www.eeoc.gov/federal/directives/memorandum-hispanics.cfm>.

EEOC Form 715-01 Part I-1		U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)
Workforce Data Tables	Yes	Participation rates of affected groups Bureau-wide, in Mission Critical Occupations (MCOs), by Pay-Band Level, etc.
Complaint Data (Trends)	Yes	FY 2016/FY 2017/FY 2018 Form 462 Reports FY 2016/FY 2017/FY 2018 No FEAR Act Annual Reports
Grievance Data (Trends)	Yes	CFPB Office of Human Capital Employee and Labor Relations team grievance description spreadsheet
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	No relevant data identified to date.
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2016/FY 2017/FY 2018 Annual Employee Survey data by demographic breakdown
Exit Interview Data	Yes	Exit survey data from FY 2016/FY 2017/FY2018
Focus Groups	Yes	Detailed qualitative date on employee perceptions.
Interviews	Yes	Detailed qualitative date on employee perceptions.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	No relevant data identified to date.
Other (Please Describe)	Yes	Other sources of data include analyses of CFPB workforce data and applicant flow studies prepared by outside contractors.
Status of Barrier Analysis Process:		
Barrier Analysis Process Completed? (Yes or No)		No. CFPB continues implementing action items intended to eliminate the barriers.
Barrier(s) Identified? (Yes or No)	Yes	
Statement of Identified Barrier(s):		
Description of Policy, Procedure, or Practice		<ul style="list-style-type: none"> ▪ Perceived unequal access to information regarding advancement opportunities – primarily due to disparities in the networking opportunities and mentoring experiences of minority and female employees. ▪ Inadequate documentation and justification requirements for hiring, detail, and promotion decisions (in order to combat unconscious

EEOC Form 715-01 Part I-1	<p>U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)</p> <p>biases, favoritism).</p> <ul style="list-style-type: none"> ▪ Perceived overemphasis on Ivy League educational background in hiring and promotion decisions, which disadvantages Black/African American and Hispanic/Latino employees/applicants. ▪ Inconsistency in the emphasis of inclusion/diversity strategies across offices/divisions. ▪ Lack of succession planning within the organization. ▪ Continued drop-off in selection rates of Black/African American applicants (particularly from referred to selection stages) for certain Bureau positions.
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Objective(s) and Dates for EEO Plan:

Objective	Eliminate barriers identified; review impact to assess follow-up
Date Initiated (mm/dd/yyyy)	10/30/2018
Target Date (mm/dd/yyyy)	09/30/2021 and ongoing
Sufficient Funding & Staffing? (Yes or No)	Yes
Modified Date (mm/dd/yyyy)	09/30/2024
Date Completed (mm/dd/yyyy)	N/A

Responsible Official(s):

Title	Chief Operating Officer Chief Human Capital Officer Acting OMWI Director OCR Director
Name	Adam Martinez Tyshawn Thomas Stacie Jones Melissa Brand
Performance Standards Address the Plan? (Yes or No)	No

Planned Activities Toward Completion of Objective:

Target Date	09/30/2021 and ongoing
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EEOC Form 715-01 Part I-1	<p>U.S. Equal Employment Opportunity Commission Federal Agency Annual EEO Program Status Report (FY 2023)</p> <p>Work with internal stakeholders to continue implementation of the remaining action items for correcting identified barriers. Some of the planned activities for FY 2024 include:</p> <ul style="list-style-type: none"> ✓ Mandatory DEIA refresher courses offered to all staff; ✓ The creation of a more centralized career development site reflecting resources from OHC, OMWI and OCR; and ✓ Additional ad hoc applicant flow analyses for programs and announcements from which multiple selections are made. <p>The complete list of activities is available to the EEOC upon request.</p> <hr/>
Planned Activities	
Sufficient Funding & Staffing? (Yes or No)	Yes
Modified Date (mm/dd/yyyy)	09/30/2024
Completion Date (mm/dd/yyyy)	N/A
Report of Accomplishments:	
Fiscal Year	2023
Accomplishments	<p>When implementation of action items for this barrier analysis study began in FY 2020, it contained a large number of action items to address the six barriers to equal employment opportunity. Based on the quarterly updates on the action plan items with the Barrier Analysis Action Planning Working Group (BAAPWG), additional progress was made during FY 2023.</p> <p>Here are some notable accomplishments from FY 2023:</p> <ul style="list-style-type: none"> ✓ The Office of Civil Rights created and launched a yearlong Unconscious Bias initiative with monthly offerings to the entire workforce to include action-oriented recommendations for reducing unconscious bias; ✓ Evaluated the Supervision, Enforcement and Fair Lending (SEFL) career development pilot for administrative positions to

- identify best practices and lessons learned and planning began for further expansion;
- ✓ Improved transparency and equity in the salary setting process through the salary reset process;
 - ✓ OHC offers coaching program to all supervisors (regardless of grade level);
 - ✓ OHC offered an overview of the hiring process to responsible management officials and hiring managers;
 - ✓ OHC provides quarterly reports on structured interview usage to the Senior Leadership team (started in Sept 2023);
 - ✓ OCR created a Civil Writes Blog to share information with staff. Through the blog, the barrier analysis program shared a staff written article about how to *Unearth and Eliminate Education Bias* using a space theme, which included instructions on how employees can check and update their Education data in HRConnect. A short companion video was also developed and shared on the blog. Additionally, during the 2023 Annual Employee Survey (AES) administration window, the barrier analysis program shared information about why the AES demographics questions are so important and encouraged staff to provide their information; and
 - ✓ OCR examined applicant flow data for the Director's Financial Analyst (DFA) program and shared the results and recommendations with the relevant stakeholders, many of which were implemented beginning with the FY 2024 process.

Part J – Special program plan for the recruitment, hiring, advancement, and retention of persons with disabilities

CFPB's related Affirmative Action Plan for applicants and employees with disabilities will be available on www.consumerfinance.gov at <https://www.consumerfinance.gov/office-civil-rights/eeo-policy-and-reports/>.

FY 2023 EEO and anti-harassment policy statement

CFPB's latest version is available here, <https://www.consumerfinance.gov/office-civil-rights/eeo-policy-and-reports/>.

FY 2023 Notice on the No FEAR Act and whistleblower protection laws/prohibited personnel practices

CFPB's latest version is available here, <https://www.consumerfinance.gov/office-civil-rights/whistleblowers/>.