



U.S. Department of Commerce Diversity, Equity, Inclusion and Accessibility Strategic Plan 2022–2024





Thank you to all the talented Department of Commerce employees who devoted their energy and expertise to develop this strategic plan. The Department also offers our sincerest appreciation to The DesignPond for their outstanding contribution to the artistic design and layout of this plan.

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... [T]he Federal Government is at its best when drawing upon all parts of society, our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges, and all persons should receive equal treatment under the law.

*– President Biden
Executive Order 14035*

Equity is key to ensuring that our work unlocks the full potential of our economy ... America's diversity is a competitive advantage, but only if we give everyone an opportunity to participate and fulfill their potential.

*– Secretary Raimondo
Ogden Lecture*

Diversity challenges people to think differently and perform better ... It's not just the right thing to do – it's the right thing to do for our economy and our national competitiveness.

*– Deputy Secretary Graves
Interagency Convening on
Equitable Economic Growth*

Introduction

The Department of Commerce (Department) creates the conditions for economic growth and opportunity for our nation. The global reach of the Department ensures fair and reciprocal trade, accessible data to support commerce, innovative standards for conducting research, and engages in numerous programs that provide tools to support our nation’s economy. The Department is made up of the following subcomponents:

- Office of the Secretary
- Office of Inspector General
- Bureau of Economic Analysis
- Bureau of Industry and Security
- Census Bureau
- Economic Development Administration
- International Trade Administration
- Minority Business Development Agency
- National Institute of Standards and Technology
- National Oceanic and Atmospheric Administration
- National Technical Information Service
- National Telecommunications and Information Administration
- Office of the Undersecretary for Economic Affairs
- U.S. Patent and Trademark Office



Over 54,000 employees located in all 50 states and U.S. territories as well as in more than 86 countries must maximize innovation and productivity to ensure a prosperous economy that is able to sustain the lives of all Americans. The Department recognizes that this goal becomes more possible when its leaders and workforce embrace the tenets of Diversity, Equity, Inclusion and Accessibility (DEIA). Executive Order 14035 (*Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*), Executive Order 14020 (*Establishment of the White House Gender Policy Council*), and Executive Order 13985 (*Advancing Racial Equity and Support for Underserved Communities¹ Through the Federal Government*) create an integrated focus on DEIA which enhances the diversity of the Department's workforce and broadens its outreach to underserved communities. The Department's DEIA Strategic Plan (Plan) provides our roadmap for elevating DEIA across the enterprise with the objective of creating a workforce and an economy that includes and benefits all Americans. The Plan builds upon the preliminary work initiated by the Department's Office of Human Resources (OHRM) in prior years and is a product of the Office of Civil Rights' (OCR) collaboration with the newly established DEIA Council, Bureaus, employee and affinity resource groups, and other stakeholders. This collaboration resulted in the development of strategic goals, objectives, actions, and performance metrics that will drive the implementation, monitoring and enforcement of DEIA policies and programs for years to come. The OCR and OHRM will lead the implementation of DEIA at the Department in collaboration with the DEIA Council and its Committees.

The sections in this document relating to the Department's Mission, the Business Case for DEIA, and Context all set the stage. The next sections focus on Definitions, the Department's DEIA Mission, and Vision Statements, followed by an overview of how the DEIA Plan was developed, a high-level summary of the Strategic Goals and Objectives and a section describing how the DEIA Plan will be implemented. The last section is the Appendices, which include the full DEIA Goals and Objectives and other documents that are referenced in this Plan.

¹ The term "underserved communities" in Executive Order 14035 refers to populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. In the context of the Federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic, and Latino, Native American, Alaska Native, and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons. It also includes individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary (LGBTQ+) persons); persons who face discrimination based on pregnancy or pregnancy-related conditions; parents; and caregivers. It also includes individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers based on older age or former incarceration; persons who live in rural areas; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.

The Business Case for DEIA

The mission of the Department is to create the conditions for economic growth and opportunity. Fostering innovation in the U.S. marketplace is a major strategy for ensuring business and economic development. Research has shown that “leaders who give diverse voices equal airtime are nearly twice as likely as others to unleash value-driving insights.”² Those insights directly contribute to innovation that leads businesses to new heights of prosperity. The rapidly changing economic environment demands that organizations innovate quickly and in a manner that includes diverse perspectives to reach more markets and benefit more people.

The nation is becoming more and more diverse. Therefore, it is necessary to leverage the various talent pools of the nation’s population to maximize productivity. The underutilization of the workforce results in missed opportunities for innovation and productivity. In addition, workplace discrimination leads to financial losses related to losing and replacing workers. Committing to DEIA principles will help correct these operational and economical inefficiencies.

The Department is committed to delivering on the goals and values expressed in Executive Order 13985. The Department will better serve its workforce and customers if we reflect and leverage the nation’s diversity. A diverse workforce with a diverse leadership will be more likely to understand the needs of a diverse customer base. Including a variety of viewpoints and experiences will result in better solutions that will meet the nation’s future needs. Diversity in the workplace has been a point of discussion for decades, so now is the time to translate that discussion into action. The Department will embrace and act strategically about DEIA to hire and retain a genuinely diverse workforce at all organizational levels.

² Hewlett, S.A., Marshall, M., and Sherbin, L. (2013) “How Diversity Can Drive Innovation” Available at: [How Diversity Can Drive Innovation \(hbr.org\)](https://hbr.org) (Accessed: 3/7/2022)

Context

The Department of Commerce is committed to implementing Executive Order (EO) 14035 (which focuses on elevating DEIA internally within Federal agencies) and EO 13985 (which examines equity with respect to agencies' external programs and services). In the last quarter of Fiscal Year 2021, the OCR and OHRM completed the initial DEIA Assessment, required under EO 14035, to determine the major challenges or barriers associated with improving DEIA at the Department. We made the following findings:

- There is less diversity at higher grade levels (GS-13 through SES) and in Mission Critical Occupations (MCOs), with a significant need for employees in certain identified groups (particularly Hispanics, people with disabilities, and women).
- There is a lack of access to career advancement/professional development opportunities across the Department that start at GS-9 and go through GS-15 for employees of certain identified groups.
- There is a lack of managerial access to qualitative and accurate quantitative data and tools (databases) related to employees who are members of certain identified groups.
- There is a lack of Department-wide policies that ensure accountability and establish practices and procedures that are fair, equitable, consistent, and transparent for Commerce operations.

The Assessment also identified existing strengths that could be leveraged to meet our challenges and barriers. These strengths include:

- The institution of the First-Generation Professionals (FGPs) Initiative, which addresses the challenges of those who are the first in their family to complete a college degree and enter the professional workforce. Known as "FGPs", these individuals are recognized in EO 14035 as members of Underserved Communities. Identifying these FGPs as role models and bringing them together has provided the Department with an inspirational source of good ideas for workforce development.
- The use of OCR's Department-wide Retention Survey, designed by the Census Bureau and commissioned by the OCR which examines the separation rates for various demographic groups within DOC and explores potential strategies for retaining employees.
- The Department's active inclusion of over 70 Affinity and Employee Resource Groups (ERG), which serve as respected sources of communication for employees on work/life balance, training, and career development, while partnering with leadership to help with its recruitment, retention, and sponsorship activities.

The Assessment showed us that the Department's DEIA program is at the compliance level and highlighted the need to take significant concrete actions for DEIA to be fully embedded into our culture. So, the Department developed this Plan which identifies solutions to our challenges and barriers and provides the roadmap for how the Department will progress to higher levels on the DEIA Maturity Model.

The Basics: Definitions

Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

Inclusion

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.



Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

The Department of Commerce's DEIA Mission and Vision Statements



The Department of Commerce DEIA Mission Statement

The Department of Commerce, will drive innovation and productivity for economic growth and opportunity, drawing from the full diversity of the nation. The Department of Commerce will be positioned to serve as a model employer and will build a more inclusive economy for all Americans through a diverse, equitable, inclusive, and accessible culture, policies, and initiatives.

The Department of Commerce DEIA Vision Statement

Diversity, equity, inclusion, and accessibility will be advanced, embedded and interwoven into the fabric of the Department of Commerce workforce, and its customers, to the benefit of the nation's economy.

DEIA Infrastructure and Development of This Plan

The DEIA Infrastructure at Commerce

Departmental leadership recognizes the need for a senior level career leader specifically dedicated to lead and support the Department's DEIA Initiatives. To address this need, the Department established a Chief Diversity Officer (CDO) position at the Senior Executive Service level. The Office of the CDO is in the Office of Civil Rights, which organizationally is best position to have the widest Departmental and longest lasting impact. In December 2021, Department leadership selected a candidate for the position and the new CDO is expected to start in April 2022.

In September 2021, the Department chartered the Diversity, Equity, Inclusion and Accessibility Council, chaired by the Deputy Secretary. The Council is currently co-chaired by a Deputy Under Secretary, who is also the senior career executive who recently chaired the Departmental Management Council. The purpose of the DEIA Council is to lead the implementation of and to provide oversight and guidance to the Department's internal and external DEIA initiatives at the highest level. Council members include senior officials from the Office of Human Resources Management, the Office of Civil Rights, the Office of the General Counsel, and the Office of Acquisition Management. Members also come from senior political leadership, senior career leadership, and a representative from the Census Bureau, a large bureau that serves as the lead on several of the Departmental initiatives relating to data.

The Council is fully operational and meets monthly. Meetings are led by the Deputy Secretary and the Co-Chair. The Council is supported by a small steering group that meets weekly and includes the Executive Secretariat, a representative from Office of the Secretary's Office of Policy and Strategic Planning, the Acting Director for the Office of Civil Rights, and a representative from the Office of the Deputy Secretary. The steering group plans the meeting agendas and provides administrative support to the Council. Ultimately the goal is for the Council to be fully managed by the Office of Civil Rights.

To help plan and implement the programs and activities that ensure the Department is responsive to the Administration's Executive Orders and other directives, the Council has established seven Committees.

The Committees include:

- Race and Ethnicity
- Gender Equity
- Environmental Justice
- LGBTQI+
- Outreach to Underserved Communities and Businesses
- Agency Culture
- Accessibility

Each Committee has a specific focus and two leads. Membership in these committees includes representatives from stakeholders, including representatives from affinity and employee resource groups. The Race and Ethnicity Committee has taken the lead on EO 13985, while the Agency Culture Committee, led by the OCR and the OHRM, has taken the lead on developing the Department's DEIA Strategic Plan under EO 14035.

DEIA Council Preliminary Accomplishments

During the first and second quarters of FY 2022, the DEIA Council took several important foundational steps to elevate the importance of DEIA at the Department. These included:

- Forming and staffing the seven and assisting Committee leads to identify membership.
- Establishing the Council's and Department's "North Star" goals or pillars, which include:
 - **Equity in external service delivery:** working to ensure Commerce grants, services, personnel, and data are all accessible to underserved communities.
 - **DEIA in DOC's workforce:** looking inward to create a more diverse, inclusive, equitable, and accessible workplace at Commerce.
 - **Measurable progress:** creating systems to collect quantitative and qualitative data to measure our progress on equity.
 - **Institutionalizing equity:** building the infrastructure to institutionalize equity long term.
- Hosting an Equity Town Hall in January 2022 wherein the Secretary and Deputy Secretary spoke on the importance of equity in the Department's mission and within the workforce. The Deputy Secretary and the Co-Chair of the Council provided an overview of the DEIA Council, described the "North Star" goals, and described the role of the new Chief Diversity Officer.

Development of the DEIA Strategic Plan and Framework for a Safe and Inclusive Workplace

In August 2021, the Department submitted the Survey of Promising Practices and in October 2021 the Department submitted its Assessment as required under EO 14035. The Office of Civil Rights and the Office of Human Resources Management as co-leads of the Agency Culture Committee, took the lead in preparing and submitting both documents.

In January 2022, the Agency Culture Committee convened for the purpose of developing a plan that addressed the President's focus on elevating DEIA internally. The Committee created five strategic goals—Diversity, Equity, Inclusion, Accessibility, and Accountability and Infrastructure with specific strategies to achieve each goal. The Committee reasoned that each goal should be tied to the different phases of the employment cycle:

- **Diversity** focuses on recruitment and hiring.
- **Equity** focuses on pay and compensation, distribution of awards and recognition and distribution of disciplinary actions.

- **Inclusion** focuses on retention, career advancement (including professional development and promotions), DEIA training and workplace culture.
- **Accessibility** focuses on physical accessibility, digital accessibility, reasonable accommodation, and language access.
- **Infrastructure and Accountability** offers strategies relating to ensuring progress and ensuring that the agency's structure would support DEIA efforts across the enterprise.

After reviewing various sources of data, OCR and OHRM³ as the subject matter experts, took the lead in identifying strategies for Diversity (OHRM), Equity and Inclusion (OCR) and the Infrastructure and Accountability Goal. The DEIA Council's Accessibility Committee leads, and the Department's Disability Employment Program Manager developed the strategies relating to Accessibility. After strategies were developed for each goal, OCR, OHRM and the Accessibility Committee shared them with key Department stakeholders who were invited to review the strategies and to offer feedback. These stakeholders included members of the full Agency Culture Committee, Employee Resource Groups, the Office of the General Counsel, and members of other DEIA Council Committees, including the Gender Equity Committee, the Race and Ethnicity Committee, and the LGBTQI+ Committee. OCR and OHRM then facilitated meetings to review Diversity, Equity, Inclusion and the Infrastructure and Accountability goals and strategies. OCR and OHRM considered and incorporated feedback from all these stakeholders in the development of the plan. The final draft plan was then shared with the full DEIA Council and all Committees.

Framework for a Safe and Inclusive Workplace

The Census Bureau took the lead in developing the *Framework for a Safe and Inclusive Workplace (Framework)*. Although considered a distinct part of the DEIA Strategic Plan, the format of the Framework mirrors the DEIA Strategic Plan. The DOC Framework identifies specific strategies drawn from promising practices identified in the Department's DEIA Assessment, the Survey of Promising DEIA Practices and OPM's Government-wide Strategic Plan and Framework. The draft Framework was shared with key stakeholders, including OHRM, the Office of the General Counsel, the Gender Equity Committee, and Bureau EEO/DEIA Offices.

³ Strategies relating to Diversity, Equity, and Inclusion were driven by data from the Department's MD 715 Report for FY 21, OCR's Retention Survey, and the DOC Employee Viewpoint Survey results. Specific promising practices strategies were selected from the Survey of Promising DEIA Practices and the DOC DEIA Assessment.

Bureau Alignment to the DEIA Strategic Plan and Framework



All DOC bureaus are required to support and contribute resources to the DEIA Strategic Plan. The Department's largest bureaus that also have separate civil rights offices (the U.S. Patent and Trademark Office, the National Oceanic and Atmospheric Administration, the Census Bureau, the International Trade Administration, and the National Institutes of Standards and Technology) have all committed to developing their own DEIA Strategic Plans that will align with the Department's DEIA Strategic Plan.

Alignment to OPM's Government-wide Strategic Plan

The Department's Plan aligns closely to OPM's Government-wide Strategic Plan and comports with OPM's Operating Principles for DEIA. Those principles include:

- *Use data and evidence-based decision-making*

In the development of this plan, the Department consulted multiple existing data points, including the Management Directive (MD) 715 Report for FYs 2018-2021; results from the Federal Employee Viewpoint Survey from the last five years; various HR data reports; and the Office of Civil Rights' Retention Survey.

- *Focus on continuous improvement and Prioritize accountability and sustainability*

The Department acknowledges the importance of continuous improvement and prioritizes accountability and sustainability. This is evidenced by the inclusion of a distinct Strategic Goal relating to Infrastructure and Accountability.

- *Adopt a collaborative whole-of-agency mandate with partnership engagement*

Numerous stakeholders contributed to the development of this DEIA Plan, including bureau EEO/DEIA professionals, Departmental and bureau HR officials, members of employee resources groups, the Office of General Counsel, members of the DEIA Council Committees, and other interested employees.

- *Understand the perspectives of the workforce and the customers*

Given the importance of collecting input and feedback from employees and customers, the Department has taken deliberate care to include multiple strategies that include vehicles and methods for listening and directly engaging the workforce.



The Department's DEIA Strategic Plan also aligns with the Government-wide Strategic Plan and includes strategies that meet all Government-wide priorities, which include:

- *Safe Workplaces* (See the Framework for a Safe and Inclusive Workplace)
- *Chief Diversity Officer* (See the section relating to the DOC DEIA Infrastructure)
- *Data Collection* (See Strategic Goal 5)
- *Promoting Paid Internships* (See Strategic Goal 1)
- *Partnerships and Recruitment* (See Strategic Goal 1)
- *Professional Development and Advancement* (See Strategic Goal 3)
- *DEIA Training and Learning* (See Strategic Goal 3)
- *Advancing Equity for Employees with Disabilities* (See Strategic Goal 4)
- *Advancing Equity for LGBTQI+ Employees* (See Strategic Goal 2)
- *Pay Equity* (See Strategic Goal 2)

With regards to the last government-wide priority, *Expanding Employment Opportunities for Formerly Incarcerated Individuals*, the Department is awaiting additional guidance from OPM and the EEOC on promising practices that focus on this specific underserved community. Once such strategies are shared, the Department will develop specific strategies and incorporate them into the plan under the appropriate goal.

Looking Forward: Implementation of the DEIA Strategic Plan and Framework for a Safe and Inclusive Workplace

Departmental Level

The DOC DEIA Council, OCR, OHRM and the Agency Culture Committee, which includes representation from the bureaus, are charged with oversight of the implementation of the DEIA Strategic Plan. Performance metrics have been identified for each goal and strategic objective and will be monitored and reported on by OCR and OHRM, the co-leads of the Agency Culture Committee, to the DEIA Council, to the Deputy Secretary, and to the Secretary on the quarterly basis. Progress will also be reported to the Departmental Management Council and other Councils at least twice a year. The Chief Diversity Officer will also play an instrumental role in implementing and monitoring the progress of the plan.

Bureau Level

The Department's large bureaus, including the National Institutes of Standards and Technology, the National Oceanic and Atmospheric Administration, the Census Bureau, the Patent and Trademark Office, and the International Trade Administration are all completing their own DEIA Strategic Plans that align with the Department's plan and OPM's Government-wide Plan. This approach is consistent with the Management Directive 715 Reporting Process. Bureau DEIA officials and leadership will be expected to report out on achieving progress under the bureau DEIA Strategic Plans through the DEIA Council and through the Departmental Management Council.

Small bureaus, too, will be required to support and take actions that align with the Department's DEIA Strategic Plan. The OCR and Chief Diversity Officer will help the small bureaus in the absence of a DEIA office. In addition, small bureau leadership will also be expected to report to the DEIA Council and the Departmental Management Council on their respective bureau's progress in achieving DEIA goals at least biannually.

Representatives from both small and large bureaus are also very engaged in the DEIA Council Committees. Participation in the seven Committees provides a direct connection between the bureaus, ERGs, and the Department on DEIA matters. Additionally, under the *Infrastructure and Accountability* portion of the DEIA Strategic Plan, several strategies have been proposed that will assist the Department and bureaus implement, monitor, and gauge the success of their DEIA strategies.

Resource Alignment to Support DEIA

To support the Department's internal and external DEIA related initiatives, OCR has been building greater capacity both in terms of fulltime equivalents (FTEs) and budget. For example, OCR has:

- received approval and budget to recruit and hire a new Chief Diversity Officer at the Senior Executive Service level.
- received approval for two additional FTEs for FY 23 that will support the CDO in implementing and monitoring internal DEIA initiatives.
- submitted program increases for FY 24 to support the DEIA initiative, including the addition of three new senior level FTEs dedicated to the new DEIA Division, as well as additional funding to support contracts to boost outreach to underserved communities, conduct climate assessments and pulse surveys, and to collect feedback from underserved communities about their experiences accessing the Department's programs and services.

For the foreseeable future, OCR will evaluate the need for additional resources and will submit strong program increases and justifications for additional resources in future budget years.

The Department's robust DEIA infrastructure, including the DOC DEIA Council and its seven Committees, the Department's ERGs, and the bureaus and their DEIA focused infrastructure will all play an important role in the implementation of the DEIA Strategic Plan. OCR will leverage the engagement of this infrastructure to help embed DEIA into the fabric of the organization.

Alignment to Executive Actions

OCR's Acting Director and OCR Staff are fully involved in all the Department's DEIA streams of work. OCR contributed to the development of the Department's new Strategic Plan for FY 2022-26. The goals and strategies of the DEIA Strategic Plan align with the Department's Strategic Plan Goal 5, *Provide 21st Century Service with 21st Century Capabilities*, as well as Strategic Objective 5.2, *Optimize workforce and diversity, equity, and inclusion practices*. In addition, the DEIA Strategic Plan's Goal 3, *Create and Promote an Organizational Culture that is Inclusive and Supports a Sense of Belonging*, aligns with the Priority Questions for Strategic Objective 5.2 in the Department's Learning Agenda for FY 2022-26.

The DEIA Strategic Plan also aligns with President Biden's Management Agenda. The DEIA Strategic Goals and Objectives/Sub Objectives and strategies all support Priority 1: *Strengthening and Empowering the Federal Workforce* and Priority 2: *Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience*.

In addition, OCR has been a key partner in the development of the Department's Equity Plan, developed under Executive Order 13985, *Advancing Racial Equity and Outreach to Underserved Communities*, and is a member of the Race and Ethnicity Committee. OCR is also a member of the LGBTQI+ Committee and the Outreach to Underserved Communities and Businesses Committee. The Committee structure encourages cross committee collaborations and contributions to the multiple streams of equity related work across the Department.

OCR has also contributed to the Department's Gender Equity Strategy and the National Security Memorandum 3, *Revitalizing America's Foreign Policy and National Security Workforce, Institutions and Partnerships*, both of which intersect with the work under EO 14035.

Overview of Goals and Objectives, Timeline, Owners, and Metrics

On page 20 of this document is a high-level overview of the Department's DEIA Strategic Goals and Objectives. Called an "At-a-Glance" view of the DEIA Strategic Plan, the purpose of this table is to give the reader a sense the breadth of the plan in a digestible, quick way. However, the full plan, which includes Goals, Objectives, Sub Objectives, Actions, Annual and Quarterly Metrics, Timelines and Owners is found in Appendix 1.

It is important to note that this Plan may evolve and is subject to change. During the implementation phase, leaders, DEIA professionals and other stakeholders may determine that some strategies need to be adjusted. At the same time, new strategies may be added as experiences and ideas evolve. The metrics associated with the DEIA Plan may also change and require special attention or adjustment. Some Objectives still require baseline data. It continues to be a challenge to identify a good quarterly metric that is based on data that is immediately available to the implementation team and leaders. OCR is working on identifying additional data to help implementation.

With respect to the timelines, the scope of this plan is for one-to-three years. As the plan is being issued in the middle of Fiscal Year 2022, it's possible that the timeline for the actions relating to each Objective/Strategy will go beyond Fiscal Year 2022 and into Fiscal Year 2024.

Closing

There is no doubt that the Department's DEIA Strategic Plan is ambitious. However, with the support of leadership at the Departmental and bureau level, with the full engagement of the DEIA Council and Committees, the employee affinity and resources groups, HR professionals and EEO/DEIA professionals, the Department of Commerce is well positioned to successfully elevate DEIA and to effect change that benefits the entire workforce, and, by extension, the American Public.



Department of Commerce Diversity, Equity, Inclusion and Accessibility Strategic Plan At-A-Glance

<p>Goal 1: Create and Promote an Organizational Culture That Is Diverse Through Enhanced Recruitment and Hiring Practices</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> 1.1 Enhance Strategic Outreach and Recruitment to Create a More Diverse and Inclusive Applicant Pool 1.2 Establish Hiring Policies and Procedures Designed to Build a Diverse and Representative Workforce Inclusive of Individuals from Underserved Communities Through an Open and Fair Process Consistent with Merit Systems Principles
<p>Goal 2: Create an Organizational Culture That Is Equitable</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> 2.1 Enhance Equity in Pay and Compensation Policies/Practices 2.2 Enhance Equity in Recognition, Awards, and Disciplinary Policies and Practices 2.3 Enhance Equitable Employee Access to Benefits/Services
<p>Goal 3: Create and Promote an Organizational Culture That Is Inclusive and Supports a Sense of Belonging</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> 3.1 Enhance Employee Retention 3.2 Enhance Career Advancement – Professional Development and Promotions 3.3 Enhance and Promote DEIA Training 3.4 Monitoring the Health of the Department’s Work Environment
<p>Goal 4: Create and Promote an Organizational Culture That Is Accessible</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> 4.1 Ensure That the Department’s Physical Work Environment is Accessible 4.2 Ensure That the Department’s Digital Presence, Work Products and Services are Accessible 4.3 Ensure That the Department’s Websites, Work Products and Services are Available to Individuals with Limited English Proficiency (LEP)
<p>Goal 5: Accountability and Strengthening the Department’s DEIA Infrastructure to Ensure Sustainability</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> 5.1 Ensure Accountability 5.2 Strengthen DEIA Infrastructure 5.3 Communicate DEIA Initiatives and Progress in Achieving Goals
<p>Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> F.1 Proactively Prevent Workplace Harassment F.2 Provide Sufficient Resources to Respond and Address Allegations of Workplace Harassment F.3 Demonstrate Leadership Commitment and Promote Respectful Workplaces and Bystander Intervention F.4 Enhance Anti-harassment Education F.5 Sustainability and Continued Improvement

Appendix 1. Detailed Strategic Objectives and Actions





Strategic Goal 1 – Create and Promote an Organizational Culture That Is Diverse Through Enhanced Recruitment and Hiring Practices

Strategic Goal 1 Annual Metrics

- Percent of bureaus with established Strategic Outreach and Recruitment (SOAR) working groups
- Percent of bureaus with SOAR Plans targeting individuals from underserved communities
- Number of social media platforms used to market Commerce employment opportunities to underserved communities
- Percent of announcements posted to social media platforms to advertise Commerce employment opportunities
- Number of SOAR partnership with institutions and organizations which primarily serve underserved communities
- Percent of recruitment events (in-person or virtual) bureaus participated in which target individuals from underserved communities
- Percentage of hiring officials who completed the annual mandatory training on recruitment and hiring
- Number of policies and procedures developed which support transparent hiring and meet the Department’s mission, goals, and objectives
- Number of veterans hired through all sources (Veterans Preference; VEOA, VRA, 30% disabled veteran authorities)
- Number of military spouses hired under the Special Hiring Authorities (SHA) for Non-competitive Hiring of Military Spouse Program
- Number of individuals hired under Schedule A hiring authority for persons with disabilities
- Partnership for Public Service Best Places to Work ranking

Objective 1.1 Enhance Strategic Outreach and Recruitment to Create a More Diverse and Inclusive Applicant Pool

Objective 1.1 Quarterly Metrics

- Number of bureaus with established Strategic Outreach and Recruitment (SOAR) Working Groups
- Number of bureaus with completed SOAR Plans
- Number of SOAR Partnerships with organizations, including those which primarily serve underserved communities
- Number of recruitment events participated in with a focus on individuals from underserved communities

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>1.1a Develop Strategic Outreach and Recruitment (SOAR) working groups and SOAR Plans</p>	<ul style="list-style-type: none"> ● Each bureau (in conjunction with their Serving Human Resources Office (SHRO) and EEO/DEIA office), will establish a SOAR working group to analyze bureau applicant flow data, previous year’s MD-715 Report, Federal Equal Opportunity Recruitment Program Report (FEORP), and other sources as appropriate, to inform on recruiting and hiring practices as related to targeting individuals from underserved communities. The working group will include practitioners from HR, EEO, and DEIA. Individuals who perform corporate recruitment activities on behalf of the bureau should also be invited. 	End of FY 23, Q1	Bureaus
	<ul style="list-style-type: none"> ● The SOAR working group will submit recruitment recommendations for reaching individuals from underserved communities to their respective bureau’s SHRO for inclusion in the bureau’s annual SOAR Plan. The Bureau of Labor Statistics Civilian Labor Force (CLF) indicators will inform recruitment goals and targets. 	End of FY 23, Q1	Bureaus
	<ul style="list-style-type: none"> ● Each bureau must submit a SOAR Plan to the Department (OHRM) annually, which includes specific planned activities and goals in support of the Department’s DEIA efforts to expand the diversity of the applicant pool. 	End of FY 23, Q1	OHRM

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>1.1b Establish SOAR partnerships with institutions and organizations, including those which focus on underserved communities</p>	<ul style="list-style-type: none"> Bureaus (in conjunction with their SHROs and respective EEO/DEIA offices) must identify all current documented partnerships with organizations and institutions, including those which primarily serve individuals from underserved communities, i.e., Historically Black Universities and Colleges (HBCUs), Minority Services Institutions (MSIs), League of United Latin American Citizens (LULAC), Federal Asian Pacific American Council (FAPAC), Vocational Rehabilitation Centers, Veteran Services Offices (VSO), Black MBA Association. Bureaus with ten (10) or more current documented partnerships, must increase their partnerships by 10%, focusing on organizations which primarily serve the demographic(s) which is/are least represented within the bureau as compared to the Civilian Labor Force (CLF) data. Bureaus with less than ten (10) documented partnerships must establish partnerships immediately, and increase those partnerships by 25% each year, until ten (10) documented partnerships are developed. 	<p>End of FY 22, Q4</p> <p>End of FY 23, Q4</p> <p>End of FY 23, Q4</p>	<p>OCR</p> <p>Bureaus, SHROs, EEO/DEIA offices, OHRM</p> <p>Bureaus, SHROs, EEO/DEIA offices, OHRM</p>
<p>1.1c Enhance SOAR marketing of employment opportunities to individuals from underserved communities</p>	<ul style="list-style-type: none"> Bureaus (in conjunction with their SHROs) must develop marketing materials which are culturally sensitive, inclusive, and accessible, for outreach activities, including activities targeting individuals from underserved communities. Bureaus (in conjunction with their SHROs) must establish a partnership with social media platforms to advertise employment opportunities throughout their respective bureaus (i.e., LinkedIn, indeed, Facebook). The Department will develop Commerce-wide marketing material which will be distributed at all bureau recruitment events in addition to the bureau specific recruitment materials mentioned above. The Department and bureaus will leverage ERGs in support of SOAR marketing strategies and activities, to include attending in-person recruitment events and/or participating in virtual recruitment events. 	<p>End of FY 23, Q2</p> <p>End of FY 23, Q1</p> <p>End of FY 23, Q2</p> <p>End of FY 23, Q3</p>	<p>Bureaus, SHROs, OHRM</p> <p>OHRM</p> <p>OHRM</p> <p>OHRM, OCR</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
1.1d Participation in recruitment events that target individuals from underserved communities	<ul style="list-style-type: none"> Bureaus/SHROs must identify a SOAR Program Manager to oversee all SOAR related recruitment activities for the bureau. The Department will develop targeted DEIA recruiting tips for individuals conducting corporate recruitment activities or attending recruitment events on behalf of the organization. Bureaus/SHROs must report number of recruitment activities they participated in which targeted individuals from underserved groups on annual basis through the Federal Equal Employment Opportunity Report (FEORP). 	End of FY 22, Q3 End of FY 23, Q3 End of FY 23, Q1	Bureaus OHRM, OCR OCR
1.1e Determine Return on Investment (ROI) regarding SOAR efforts	<ul style="list-style-type: none"> Department and Bureau SOAR working groups will jointly develop metrics to evaluate the ROI of partnerships and adjust partnering relationships accordingly. The Department will create a SOAR Community of Practice (CoP) to leverage best practices and maximize Department-wide ROI regarding strategic partnerships. 	End of FY 23, Q4 End of FY 22, Q4	OHRM, OCR, Bureaus, SHROs, EEO/DEIA, ERGs OHRM

Objective 1.2 Establish Hiring Policies and Procedures Designed to Build a Diverse and Representative Workforce Inclusive of Individuals from Underserved Communities Through an Open and Fair Process Consistent with Merit Systems Principles

Objective 1.2 Quarterly Metrics

- Percent of hires made using various hiring authorities, to include VRA, VEOA, Schedule Hiring Authorities, and military spouse non-competitive appointing authority
- Percent of hiring managers trained in inclusive hiring practices in the last 12 months

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
1.2a Create policies, practices, and procedures which may enhance transparency, diversity, equity, and inclusion in hiring practices	<ul style="list-style-type: none"> ● Based on the 2021 DOC DEIA Maturity Model Assessment, the Department will analyze current hiring policies and procedures to identify systematic barriers, if any, that could hinder building a diverse and inclusive workforce in accordance with merit system principles. The Department will initiate actions to remove barriers, if any, and create policies and procedures to enhance diverse and inclusive hiring practices. 	End of FY 23, Q1	OCR
	<ul style="list-style-type: none"> ● The Department will encourage hiring managers to be trained in inclusive hiring practices. 	End of FY 23, Q2	OHRM
	<ul style="list-style-type: none"> ● The Department will develop a Commerce Hiring Guide for hiring officials and HR practitioners which will outline standardized practices, procedures, and tips for assessing candidates, conducting interviews, and selecting candidates for employment consistent with merit principles. 	End of FY 23, Q2	OHRM
1.2b Expand use of hiring flexibilities which support a diverse and inclusive workforce in accordance with merit system principles and existing authorities	<ul style="list-style-type: none"> ● Bureaus/SHROs will inform hiring officials on hiring flexibilities and Special Hiring Authorities (SHA). 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> ● Bureaus will track and report the number of applicants applying to opportunities using SHA and percentage of SHA candidates selected. 	End of FY 23, Q1	OHRM

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>1.2c Expand use of paid internships and ensure that they are inclusive of underserved communities</p>	<ul style="list-style-type: none"> ● The Department will encourage paid internship opportunities. Each bureau/SHRO will report number of paid internships offered in FY21 and establish targets for increasing internship opportunities by ten (10) percent by the end of FY23. ● The Department will require all internship opportunities be communicated at a minimum to our documented SOAR institutions and organizations which primarily served individuals from underserved communities. ● Expand the use of non-competitive internship programs, i.e., Workforce Recruitment Program (WRP), Wounded Warrior and Department of Defense (DoD) Skills Bridge Programs, which allows non-competitive conversion to a permanent appointment once the intern shows the necessary skills to perform the duties and responsibilities satisfactory. 	<p>End of FY 22, Q4</p> <p>Start FY 23, Q2</p> <p>On-going</p>	<p>OHRM</p> <p>OHRM</p> <p>OHRM</p>
<p>1.2d Explore the use of diverse interview panels</p>	<ul style="list-style-type: none"> ● The Department will explore the use of diverse interview panels in accordance with the merit system principles and other authorities, for all supervisory positions (regardless of grade), and all non-supervisory positions at or above GS-13 (or equivalent). 	<p>End of FY 22, Q4</p>	<p>OHRM, OCR</p>
<p>1.2e Blind Resume/application</p>	<ul style="list-style-type: none"> ● The Department will further explore the use of evaluation resumes/applications to support DEIA efforts to remove/mitigate the potential for unconscious bias in the hiring process. 	<p>End of FY 22, Q4</p>	<p>OHRM, OCR</p>



Strategic Goal 2 – Create an Organizational Culture That Is Equitable

Strategic Goal 2 Annual Metrics

- Establish a baseline for measuring the percentage differences in equity indicators associated with employees who are members of underserved communities.

Objective 2.1 Enhance Equity in Pay and Compensation Policies/Practices

Objective 2.1 Quarterly Metric

- No metric has been established at the time of the DEIA Plan’s Submission. However, the Department will establish a baseline for measuring the percentage differences in equity indicators associated with employees who are members of underserved communities.

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>2.1a The Department and bureaus will conduct pay equity audits to assess whether different demographic groups are equitably compensated (assessing whether similarly situated individuals are equitably compensated for similar work)</p>	<ul style="list-style-type: none"> ● The Department will establish a DOC Pay Equity Assessment Team (PEAT) that includes representatives from OHRM, OCR, OGC and at least three bureaus who will plan an initial pay equity audit. The Team will identify trained professionals to conduct the audit. ● The Team will determine the purpose, goals, scope and focus of the initial pay equity audit. ● The Team will be responsible for reviewing and approving all Bureau/Operating unit plans for conducting a Pay Equity Assessment conducted outside of the PEAT purview. ● The Team will gather and review initial audits/ assessments that have been conducted across the Department. ● The Team will secure the appropriate entities to conduct benchmarking and will gather information about how to conduct pay equity audits within the context of a federal government agency. ● The Team will ensure that individuals with the appropriate training and expertise such as an industrial psychologist conduct the initial audit and any subsequent audits that may occur. 	<p>End of FY 23, Q1</p>	<p>DEIA Council, Gender Equity Committee, Agency Culture Committee, OHRM, OCR, OGC, Bureaus</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>2.1a The Department and bureaus will conduct pay equity audits to assess whether different demographic groups are equitably compensated (assessing whether similarly situated individuals are equitably compensated for similar work) (continued)</p>	<ul style="list-style-type: none"> ● The DOC PEAT will identify and examine the Department’s Pay Practices and Policies, including, the Department’s pay structure and: <ul style="list-style-type: none"> ● Merit increase policies. ● Promotional pay policies. ● Starting pay (pay setting) policies. ● Records retention policies and practices. 	End of FY 23, Q2	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC PEAT will determine which employees do comparable (similar) work in accordance with applicable law. 	End of FY 23, Q4	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC PEAT will gather the relevant data that fits the scope of the initial pay equity audit. 	End of FY 23, Q4	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC PEAT will analyze the data (or contract out the work or enter an IAA within a DOC bureau) and will identify pay disparities. 	End of FY 23, Q4	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC PEAT will prepare a report that shares the outcomes of the audit with recommendations. 	End of FY 23, Q4	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC PEAT will explore ways to correct/remediate pay disparities, if any, in accordance with applicable law. 	End of FY 23, Q4	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● Based on this initial equity pay audit, the DOC PEAT will make recommendations, in accordance with applicable law, on: <ul style="list-style-type: none"> ● Any follow up to the initial pay equity audit. ● The focus of future equity pay audits. ● The cadence of future audits. ● The need to develop a more structured policy and procedures for establishing regular pay equity audits, such as the creation of a Departmental Administration Order to govern the process. 	End of FY 24, Q2	DEIA Council, Gender Equity Committee, Agency Culture Committee, OHRM, OCR, OGC, Bureaus

Objective 2.2 Enhance Equity in Recognition, Awards, and Disciplinary Policies and Practices

Objective 2.2 Quarterly Metric

- No metric has been established at the time of the DEIA Plan’s Submission. However, the Department will establish a baseline for measuring the percentage differences in Recognition, Awards, and Disciplinary Policies and Practices associated with employees who are members of underserved communities

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>2.2a The Department and bureaus will assess whether employees receive equal recognition for employee work</p>	<ul style="list-style-type: none"> ● The Department will establish a DOC Employee Recognition Audit Team (ERAT) that includes representatives from OHRM, OCR, OGC and at least three bureaus who will plan an initial employee recognition equity audit. The Team will identify trained professionals to conduct the audit. <ul style="list-style-type: none"> ● The Team will determine the purpose, goals, scope and focus of the initial employee recognition equity audit. ● The Team will be responsible for reviewing and approving all Bureau/Operating unit plans for conducting an Employee Recognition Audit conducted outside of the ERAT purview. ● The Team will gather and review initial awards/ recognition audits/assessments that may have already been conducted across the Department. ● The Team will conduct benchmarking and will gather information about how to conduct employee awards/ recognition equity audits within the context of a federal government agency. ● The Team will ensure that individuals with the appropriate training and expertise, such as an industrial psychologist, conduct the initial audit and any subsequent audits that may occur. 	<p>End of FY 23, Q1</p>	<p>DEIA Council, Gender Equity Committee, Agency Culture Committee, OHRM, OCR, OGC, Bureaus</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>2.2a The Department and bureaus will assess whether employees receive equal recognition for employee work (continued)</p>	<ul style="list-style-type: none"> ● The DOC ERAT will identify which awards and recognition policies and procedures should be examined. 	End of FY 23, Q2	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC ERAT will gather the relevant data that fits the scope of the initial awards/recognition equity audit, including data from the Departmental MD 715 Report. 	End of FY 23, Q2	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC ERAT will analyze the data (or contract out the work or enter an IAA within a DOC bureau). 	End of FY 23, Q2	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC ERAT will prepare a report that provides the outcomes of the audit and recommendations. 	End of FY 23, Q2	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● The DOC ERAT will explore ways to correct/remediate recognition/award disparities, if any, in accordance with applicable law. 	End of FY 23, Q2	OHRM, OCR, OGC, Bureaus
	<ul style="list-style-type: none"> ● Based on this initial awards/recognition audit, the DOC ERAT will make recommendations on: <ul style="list-style-type: none"> ● Any follow up to the initial awards/recognition equity audit. ● The focus of future awards/recognition equity audits. ● The cadence of future audits. ● The need to develop a more structured policy and procedures for establishing regular awards/recognition equity audits, such as the creation of a Departmental Administration Order to govern the process. 	End of FY 24, Q2	DEIA Council, Gender Equity Committee, Agency Culture Committee, OHRM, OCR, OGC, Bureaus

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>2.2b The Department and bureaus will regularly assess whether employees face disparities in disciplinary actions</p>	<ul style="list-style-type: none"> ● The Department will establish a DOC Disciplinary Action Audit Team (DAAT) that includes representatives from OHRM, OCR, OGC and at least three bureaus who will plan an initial DOC disciplinary action equity audit. The Team will identify trained professionals to conduct the audit. <ul style="list-style-type: none"> ● The Team will determine the purpose, goals, scope and focus of the initial disciplinary equity audit. ● The Team will be responsible for reviewing and approving all Bureau/Operating unit plans for conducting a Disciplinary Action Audit conducted outside of the DAAT purview. ● The Team will gather and review initial audits/assessments that have been conducted across the Department. ● The Team will conduct benchmarking and will gather information about how to conduct disciplinary action equity audits within the context of a federal government agency. ● The Team will ensure that individuals with the appropriate training and expertise, such as an industrial psychologist, conduct the initial audit and any subsequent audits that may occur. 	<p>End of FY 23, Q4</p>	<p>DEIA Council, Gender Equity Committee, Agency Culture Committee, OHRM, OCR, OGC, Bureaus</p>
	<ul style="list-style-type: none"> ● The DOC DAAT will identify which Departmental disciplinary policies need to be examined. 	<p>End of FY 23, Q2</p>	<p>OHRM, OCR, OGC, Bureaus</p>
	<ul style="list-style-type: none"> ● The DOC DAAT will gather the relevant data that fits the scope of the initial disciplinary equity audit. 	<p>End of FY 23, Q2</p>	<p>OHRM, OCR, OGC, Bureaus</p>
	<ul style="list-style-type: none"> ● The DOC DAAT will analyze the data (or contract out the work or enter an IAA within a DOC bureau). 	<p>End of FY 23, Q2</p>	<p>OCR</p>
	<ul style="list-style-type: none"> ● The DOC DAAT will prepare a report that provides the outcomes of the audit and recommendations. 	<p>End of FY 23, Q2</p>	<p>OCR</p>
	<ul style="list-style-type: none"> ● The DOC DAAT will explore ways to correct/remediate disciplinary disparities, if any, in accordance with applicable law. 	<p>End of FY 23, Q2</p>	<p>OCR</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>2.2b The Department and bureaus will regularly assess whether employees face disparities in disciplinary actions (continued)</p>	<ul style="list-style-type: none"> ● Based on this disciplinary audit, the DOC DAAT will make recommendations on: <ul style="list-style-type: none"> ● Any follow up to the disciplinary equity audit. ● The focus of future disciplinary equity audits. ● The cadence of future audits. ● The need to develop a more structured policy and procedures for establishing regular disciplinary equity audits, such as the creation of a Departmental Administration Order to govern the process. 	<p>End of FY 24, Q2</p>	<p>DEIA Council, Gender Equity Committee, Agency Culture Committee, OHRM, OCR, OGC, Bureaus</p>

Objective 2.3 Enhance Equitable Employee Access to Benefits/Services

Objective 2.3 Quarterly Metric

- No metric has been established at the time of the DEIA Plan’s Submission. However, the Department will establish a baseline for measuring the percentage differences in access to benefits/services associated with employees who are members of underserved communities

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
2.3a The Department and Bureaus will provide employees and their eligible dependents, including LGBTQI+ employees, with equitable access to support services	<ul style="list-style-type: none"> The Department will develop, prepare, and issue a Gender Identity Protections Departmental Administrative Order. The Department and bureaus will also: <ul style="list-style-type: none"> Widely promote the new DAO. Develop and offer training that includes concepts in the DAO. 	End of FY 23, Q1	LGBTQI+ Committee
	<ul style="list-style-type: none"> The Department will convene a Working Group that will identify ways the Department and bureaus can improve employees’ and beneficiaries’, including LGBTQI+ employees and beneficiaries’, access to the full range of benefits afforded under the law and consistent with OPM. The Working Group will: <ul style="list-style-type: none"> Identify and review all benefits and the way they are promoted at the Department and bureaus. Develop recommendations on how the Department and bureau and improve all employee and beneficiary (including LGBTQI+ employee) access to these benefits. 	End of FY 23, Q1	DEIA Council, LGBTQI+ Committee, OCR, OHRM, OGC, Commerce Pride, Bureaus
	<ul style="list-style-type: none"> The Department and bureaus will use gender neutral language in agency policies and procedures, websites, and other documents to the greatest extent possible. The Department and bureaus will: <ul style="list-style-type: none"> Develop guidance and/or a guidebook on the use of gender-neutral language and will distribute it widely and will be available on agencies’ websites. 	End of FY 23, Q1	DEIA Council, LGBTQI+ Committee, OCR, OHRM, OGC, Commerce Pride, Bureaus



Strategic Goal 3 – Create and Promote an Organizational Culture That Is Inclusive and Supports a Sense of Belonging

Strategic Goal 3 Annual Metrics

Diversity, Inclusion, and Engagement:

- Federal Employee Viewpoint Survey (FEVS) Question: My supervisor is committed to a workforce representative of all segments of society
- FEVS New IQ Index
- FEVS Employee Engagement Scores of Employees from Underserved Communities

Promotion:

- FEVS Question: My supervisor is committed to a workforce representative of all segments of society
- FEVS Question: Supervisors in my work unit support employee development
- FEVS Question: Percent of promotions made using a diverse interview panel

Professional Development (including rotations, details, acting assignments, and temporary promotions):

- FEVS Question: I am given a real opportunity to improve my skills in my organization
- FEVS Question: Supervisors in my work unit support employee development

Objective 3.1 Enhance Employee Retention

Objective 3.1 Quarterly Metric

- Attrition rates of employees who are members of underserved communities

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.1a The Department and bureaus will examine the reasons employees, including those from underserved communities, either stay or leave the agency and will take concrete steps to address or enhance these factors</p>	<ul style="list-style-type: none"> ● The Department will build on and continue the Office of Civil Rights’ (OCR) Retention Survey, which examines inclusion. <ul style="list-style-type: none"> ● OCR will sponsor a cross bureau team who will work with Census and or contractor on framing and rolling out the second phase of Retention Survey, building on preliminary results. (Phase Two includes conducting focus groups.) ● Bureaus will review their exit/stay/retention surveys and will align them to the Department’s Retention Survey tool (including posed questions) to identify common questions and to help build consistent, Department-wide data. ● The Department and bureaus will develop and implement preliminary action plans to address attrition/and or to help retain employees based on survey results. 	<p>End of FY 23, Q4</p> <p>End of FY 23, Q2</p> <p>End of FY 23, Q4</p>	<p>OCR, Bureau of the Census, Center for Behavioral Methods and Science, Bureau EEO/DEIA Offices, and Professionals in Human Resources Management (PHRM)</p> <p>Bureau EEO/DEIA and PHRMs, OCR, OHRM</p> <p>OHRM, OCR, Bureau EEO/DEIA and PHRMs</p>
<p>3.1b The Department and bureaus will collaborate with Employee Resources Groups/Affinity Groups to identify practices that improve employee retention</p>	<ul style="list-style-type: none"> ● The Department will facilitate a virtual Department-wide summit with ERG leaders to help identify specific practices to improve retention. 	<p>End of FY 23, Q2</p>	<p>OCR, OHRM</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.1c The Department and bureaus will strengthen and promote ERGs/Affinity groups</p>	<ul style="list-style-type: none"> ● The Department will issue revised DAO on ERGs. 	End of FY 23, Q2	OCR
	<ul style="list-style-type: none"> ● The Department will establish a comprehensive webpage that identifies all the ERGs (including generic points of contact) across the Department. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> ● The Department will develop and promote a factsheet, handbook, or similar document available on-line to bureaus, leaders and supervisors that promotes the importance of ERGs, their role and impact on belonging, career advancement and retention, and how to optimize their value. 	End of FY 23, Q2	OHRM, OCR
	<ul style="list-style-type: none"> ● The Department and bureaus will encourage more Senior Leaders to serve as ERG Sponsors. <ul style="list-style-type: none"> ● Senior Leaders will link ERG Sponsorship to SES performance plans. ● Senior Leaders at the Department and Bureaus, with the support of OHRM, OCR and bureau EEO/DEIA Offices, and ERG leaders, will facilitate information sessions about the role of a sponsor and the benefits. 	End of FY 23, Q2	Deputy Secretary, CFO/ASA, DASA, and Bureau Senior Leaders
	<ul style="list-style-type: none"> ● The Department’s and bureaus will develop a link from their ERG related webpages (on OHRM’s, OCR’s and bureau EEO/DEIA websites) to OPM’s ERG/Sponsors ERG Community of Practice and OMB Max sites. This will serve as a resource to ERGs. 	End of FY 23, Q1	OHRM, OCR, Bureau EEO/DEIA Offices
	<ul style="list-style-type: none"> ● The Department will Re-invigorate the First-Generation Professionals (FGP) Initiative, including the FGP DEIA training initiative. The FGP Initiative and ERGs will be consulted on and involved in the Department’s targeted recruitment, retention, and professional development initiatives. 	End of FY 23, Q1	OCR, OHRM, Bureau EEO/DEIA Offices and PHRMs
	<ul style="list-style-type: none"> ● The Department will promote and support the establishment of FGP ERGs in the bureaus. 	End of FY 24, Q4	OCR, OHRM, Bureau EEO/DEIA Offices

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.1d The Department will promote succession planning and the positive impact it has on employees, including employees from underserved communities</p>	<ul style="list-style-type: none"> ● The Department will promote OHRM’s OS Succession Planning Model and encourage its use in all bureaus. ● The Department will draft a Succession Planning Department Administrative Order, ensuring inclusive language and embed DEI intervention strategies in the succession planning process. ● The Department will develop succession planning assessment model that is competency-based emphasizing the skills, qualifications, and criteria necessary for success in senior leadership roles prior to exploring candidate succession with attention to fairness in the succession planning process. ● The Department and bureaus will evaluate its talent development strategies, policies, and candidate selection process to ensure inclusivity and fair access to development programs, thereby embedding business strategy and actions in training and development as a workforce strategy. 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>End of FY 23, Q4</p>	<p>OHRM</p> <p>OHRM</p> <p>OHRM</p> <p>OHRM, SP COP, Bureaus, CLO</p>
<p>3.1e The Department will strengthen the sense of belonging agency-wide, from the Departmental level down to the individual work unit</p>	<ul style="list-style-type: none"> ● The Department will establish and widely promote core values which highlight DEIA. ● The Department will explore a campaign that highlights how every employee supports and enables the mission of the Department, regardless of job, location, or organization. The driving question of this campaign would be: “Why are we here and why is my job important” . ● The Department will expand OCR’s <i>Inclusion is on Us</i> Campaign across the Department. <ul style="list-style-type: none"> ● OCR will roll out series of video clip broadcasts featuring DOC leaders and employees discussing what DEIA means to them. 	<p>End of FY 23, Q2</p> <p>End of FY 23, Q4</p> <p>End of FY 23, Q4</p>	<p>Office of the Deputy Secretary, OCFO/ASA, DEIA Council Agency Culture Committee</p> <p>DOC OPA, Bureau Public Affairs Offices</p> <p>OCR and Bureau EEO/ DEIA Offices, DOC OPA, and Bureau Public Affairs Offices</p>

Objective 3.2 Enhance Career Advancement – Professional Development and Promotions

Objective 3.2 Quarterly Metric

- Percent of employees who are members of underserved communities who are promoted

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.2a The Department and bureaus will establish or expand existing professional development programs to help create a talent pipeline, to help build leadership experience for individuals who are members of underserved communities</p> <p>Strategy based on the following data: 5-year trend analysis of MD 715 data, FY 17-22; preliminary results from OCR's Retention Survey</p>	<ul style="list-style-type: none"> • The Department will establish and promote Department-wide Mentoring Program. (Coach Connect and Opportunities through OPM) <ul style="list-style-type: none"> • OHRM and OCR will lead a cross bureau working group to identify the specific steps the Department need to take to stand up a Department-wide Coaching Program following available bureau models. • OHRM and OCR will take the recommended steps to stand up the DOC Mentoring Program and will determine a date the program will be rolled out. • OHRM will promote other mentoring opportunities available to DOC employees through OHRM's website, through broadcasts and in new employee orientation materials. 	End of FY 23 Q2	OHRM, OCR, Bureau CLOs
	<ul style="list-style-type: none"> • The Department will establish and promote Department-wide Coaching Program based on funding. <ul style="list-style-type: none"> • OHRM and OCR will lead a cross bureau working group to identify the specific steps the Department needs to take to stand up a Department-wide Coaching Program following available Bureau models. • OHRM and OCR will take the recommended steps to stand up the DOC Coaching Program and will determine a date the program will be rolled out. • OHRM will promote the Department's Coaching Program and other coaching opportunities available to DOC employees through OHRM's website, broadcasts and in new employee orientation materials. 	End of FY 23, Q1	OHRM

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.2a The Department and bureaus will establish or expand existing professional development programs to help create a talent pipeline, to help build leadership experience for individuals who are members of underserved communities</p> <p>Strategy based on the following data: 5-year trend analysis of MD 715 data, FY 17-22; preliminary results from OCR's Retention Survey</p> <p>(continued)</p>	<ul style="list-style-type: none"> ● The Department and bureaus will promote the use of career developmental assignments to build skills and expand new experiences. <ul style="list-style-type: none"> ● OHRM will develop an information sheet on career developmental assignments, including the steps for arranging for such assignment and the specific paperwork requirements for securing approval. 	End of FY 23, Q2	OHRM, PHRMs
	<ul style="list-style-type: none"> ● The Department and bureaus will promote the usage of Individual Development Plans (IDPs) and the importance of cross training experiences to supervisors. <ul style="list-style-type: none"> ● OHRM will promote and clarify to supervisors the connection between IDPs and the Commerce Learning Center. ● OHRM will develop such a sheet and will provide it to all new supervisors. 	End of FY 23, Q2	OHRM, PHRMs
	<ul style="list-style-type: none"> ● The Department will re-establish and resource a department-wide Emerging Leaders Career Development Program (CDP) focused on grades below GS-14 or equivalent. <ul style="list-style-type: none"> ● OHRM will establish a working group to identify the specific steps the Department needs to take as well as any barriers, to stand up a Departmental Emerging Leaders CDP, including the required resources and approaches. ● The working group will share recommendations and findings to the Chief Human Capital Officer (CHCO) and the Director of OCR. ● The CHCO and Director of OCR will present findings and recommendations to the Chief Financial Officer/ Assistant Secretary for Administration (CFO/ASA), the DMC and to the DEIA Council's Agency Culture Committee for approval and action. 	End of FY 23, Q3	OHRM

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.2a The Department and bureaus will establish or expand existing professional development programs to help create a talent pipeline, to help build leadership experience for individuals who are members of underserved communities</p> <p>Strategy based on the following data: 5-year trend analysis of MD 715 data, FY 17-22; preliminary results from OCR's Retention Survey</p> <p>(continued)</p>	<ul style="list-style-type: none"> ● The Department's Emerging Leaders CDP will be linked to similar CDPs at the bureau level and the program requirements should align. ● The Department will explore the feasibility of re-establishing upward mobility programs. <ul style="list-style-type: none"> ● The working group established for the Emerging Leaders CDP should also explore upward mobility programs and make recommendations on the potential use or establishment of such programs. 	<p>End of FY 23, Q3</p> <p>End of FY 23, Q1</p>	<p>OHRM</p> <p>OHRM</p>
<p>3.2b The Department and bureaus will engage employees from underserved communities to identify best practices relating to career advancement</p>	<ul style="list-style-type: none"> ● The Department and bureaus will conduct listening sessions with individuals who are members of underserved communities from the DOC workforce and ERGs/Affinity Groups to understand their experience navigating the promotions process. <ul style="list-style-type: none"> ● OHRM and OCR will consider the experiences and recommendations of employees from underserved communities as they reshape, develop, or modify policies, practices and procedures relating to promotions and career advancement. ● The Department and bureaus will also convene focus groups of supervisors to better understand how they utilize the hiring process. <ul style="list-style-type: none"> ● OHRM and OCR will consider the experiences and recommendations of supervisors as they reshape, develop, or modify policies, practices and procedures relating to promotions and career advancement. 	<p>End of FY 23, Q2</p> <p>End of FY 23, Q2</p>	<p>OHRM, OCR</p> <p>OHRM, OCR</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.2c The Department and bureaus will identify and implement policies, practices and procedures that mitigate bias in career advancement (including professional development) and promotion processes</p>	<ul style="list-style-type: none"> ● The Department will examine existing policies, procedures and practices relating to promotions and professional development to identify possible gaps or barriers to EEO groups/employees from underserved communities. ● OHRM and OCR will convene a cross bureau working group that will include employees from underserved communities to examine existing policies, practices, and procedures. The purpose of the working group will be to determine how existing Departmental and bureau policies negatively impact employees from those communities, and if so, whether they can be modified to have a positive impact. If new policies, practices, and procedures are needed, the working group will identify and recommend what they should be. 	End of FY 23, Q2	OHRM, OCR
	<ul style="list-style-type: none"> ● Taking into consideration the recommendations from the cross bureau working group, the Department will develop and implement standardized policies, practices, and procedures to enhance professional development and promotion. (An example would be establishing a Blind promotion process.) 	End of FY 23, Q3	OHRM
	<ul style="list-style-type: none"> ● The Department and Bureaus will develop training for supervisors on any new and revised policies, practices, and procedures relating to professional development and promotions. 	End of FY 23, Q4	OHRM, PHRM

Objective 3.3 Enhance and Promote DEIA Training

Objective 3.3 Quarterly Metrics

- Percent of employees who have completed DEIA training in the last 12 months
- Percent of DEIA training attendees who believe the training enhanced their understanding of DEIA issues
- Number of DEIA training courses offered to employees
- Number of DEIA programs and events hosted and offered

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.3a The Department will strengthen and centralize the approach to EEO and DEIA Training</p>	<ul style="list-style-type: none"> ● The Department will develop, implement, and promote roles based EEO DEIA curriculum that focuses on behavioral change. The roles will include all employees, supervisors/hiring managers, HR professionals, and emerging leaders/leaders. ● The Office of Civil Rights (OCR), in collaboration with bureau EEO/DEIA Offices, will identify specific training courses that fall into each of these categories. ● All bureau EEO/DEIA Training must fall into the three categories identified above and course curricula must be shared with the OCR for approval and concurrence. ● OCR and OHRM will track all DEIA related training offered throughout the Department on an annual basis. 	End of FY 23, Q1	OCR
	<ul style="list-style-type: none"> ● OCR will incorporate its current menu of EEO and DEIA training (Proactive Prevention Training series, Basic DEIA Training, Civil Treatment and True Colors) into the roles-based training framework. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> ● The OCR Training page will be updated and reorganized to reflect the new approach to training. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> ● OCR will provide a list of all EEO and DEIA training available, by role, with links to the bureau EEO and DEIA Training pages. 	End of FY 23, Q2	OCR
	<ul style="list-style-type: none"> ● If they do not have a page already, bureaus will create EEO/DEIA training pages that will link to OCR's Training page on the OCR website. 	End of FY 23, Q2	Bureau EEO/ DEIA Offices

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.3b EEO and DEIA Training on the Commerce Learning Center (CLC) will be easy to find and organized</p>	<ul style="list-style-type: none"> ● OCR and OHRM will collaborate to organize and promote EEO and DEIA Training on the CLC. ● OCR will work with OHRM to create an EEO/DEIA training landing page. ● OCR and OHRM will identify all pre-loaded (modules not created by the Department) EEO/DEIA Training on the CLC and will make it available/perusable from one location. ● OCR will work with OHRM to create EEO/DEIA certifications. ● OCR will identify gaps in EEO/DEIA training currently available on the CLC and will work with OHRM to procure/add training modules that address those gaps. 	<p>End of FY 23, Q1</p> <p>End of FY 23, Q2</p>	<p>OCR</p> <p>OCR</p>
<p>3.3c The Department will make continuous learning, growth, and self-awareness a requisite for advancing into supervisory and leadership roles</p>	<ul style="list-style-type: none"> ● Departmental leadership will promote continuous learning not as a "luxury" or "additive", but as central to being an effective leader. ● Senior leaders will communicate through broadcasts, video clips and other vehicles about the importance of self-awareness, continual growth and education in leadership roles and will link these competencies to greater employee engagement, productivity, belonging. ● The Department and bureaus will implement and promote 360 evaluation tools, or an equivalent, for all supervisors. These evaluations/tools will assist supervisors in becoming aware of Blind spots and helping identify areas of growth. ● OHRM will assess what bureaus are using 360 tools and which tools can be made readily available to all supervisors. 	<p>End of FY 23, Q2</p> <p>End of FY 23, Q2</p>	<p>OHRM</p> <p>DOC Senior Leaders, DOC DEIA Council, OHRM, Professionals in Human Resources Management (PHRM)</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>3.4a The Department will monitor and assess the health and climate of the work environment on a regular basis to ensure a safe and inclusive work environment (continued)</p>	<ul style="list-style-type: none"> ● The Department will roll-out the initial climate assessment. 	End of FY 23, Q4	DOC DEIA Council, Bureaus, OHRM, OCR, PHRMs, Bureau EEO/ DEIA Offices
	<ul style="list-style-type: none"> ● The Department and bureaus will promote the assessment and will encourage employees to participate. 	End of FY 23, Q4	DOC DEIA Council, Bureaus, OHRM, OCR, PHRMs, Bureau EEO/ DEIA Offices
	<ul style="list-style-type: none"> ● The Department will analyze the results of the assessment and formulate action plans that address the results within the scope of the Department’s ability and authority. 	End of FY 24, Q2	DEIA Council, Bureaus, OHRM, OCR, PHRMs, Bureau EEO/ DEIA Offices
	<ul style="list-style-type: none"> ● The Department and bureaus will clearly communicate updates regarding the major findings of the initial climate assessment and the action plans that leadership will develop to respond to these findings. 	End of FY 24, Q3	DEIA Council, Bureaus, OHRM, OCR, PHRMs, Bureau EEO/ DEIA Offices
	<ul style="list-style-type: none"> ● The Department will utilize pulse surveys to gauge and measure success of action plans. 	End of FY 24, Q3	OHRM, OCR
	<ul style="list-style-type: none"> ● The Department and bureaus will determine the cadence of future assessments and will use the initial assessment results as a baseline. 	End of FY 24, Q2	DOC DEIA Council



Strategic Goal 4 – Create and Promote an Organizational Culture That Is Accessible

Strategic Goal 4 Annual Metrics

- Once established: Annual Percentage Improvements in Accessibility Assessment Score
- The number of accessibility training opportunities offered annually
- The average time for resolution of reasonable accommodation requests

Objective 4.1 Ensure That the Department’s Physical Work Environment is Accessible

Objective 4.1 Quarterly Metric

- The DEIA Council’s Accessibility Committee will establish a baseline for measuring physical accessibility on a quarterly basis

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>4.1a The Department and bureaus will establish an accessibility assessment process for physical building spaces and other used spaces</p>	<ul style="list-style-type: none"> ● Department of Commerce has facilities across the country, including many facilities with multiple bureaus as tenants. For each office location, the Department will establish Facility Accessibility Coordinator (FAC). The FAC may be someone from the facilities team, the Reasonable Accommodation Coordinator (RAC), or other appropriate party. ● The Department will develop an Accessibility Assessment Checklist and Standard Operating Procedure. Once established, the Accessibility Assessment Checklist will be used by the Facility Accessibility Coordinators to conduct annual accessibility assessment of facilities. ● The Department will establish who will own oversight of this process. Ownership responsibilities include providing remediation prioritization criteria and collecting the annual accessibility assessments from the Department’s facilities. 	<p>End of FY 23, Q1</p> <p>End of FY 23, Q1</p> <p>End of FY 23, Q1</p>	<p>Office of Facilities and Environmental Quality (OFEQ), NIST, NOAA, CENSUS, NTIA, USPTO, NTIS</p> <p>OFEQ</p> <p>OFEQ, OHRM, OCR</p>
<p>4.1b The Department will provide training and guidance to make physical environments including common and individual environments, equitable spaces</p>	<ul style="list-style-type: none"> ● The Department will establish a physical accessibility community of interest. Participants will include interior designers, architects, and facility managers from across the Bureaus. This will allow for more efficient and effective dissemination of training opportunities, guidance, and important information. ● The Department will provide annual training on physical accessibility laws, regulation and best practice as well as working group sessions. 	<p>End of FY 23, Q3</p> <p>Completed</p>	<p>OFEQ</p> <p>OFEQ, OCR</p>

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>4.1c The Department will enhance the accommodation request process for individuals with disabilities</p>	<ul style="list-style-type: none"> ● The Department will identify ways to improve communication with employees who need reasonable accommodations to ensure the process accessible and transparent. 	End of FY 23, Q1	OCR
	<ul style="list-style-type: none"> ● The Department will assess the average time for resolution of accommodation requests for individuals with disabilities and implement practices to enhance efficiencies, if necessary. 	End of FY 23, Q1	OCR
	<ul style="list-style-type: none"> ● The Department will ensure training on Reasonable Accommodation Procedures is mandatory for all managers and supervisors. 	End of FY 23, Q3	OCR

Objective 4.2 Ensure That the Department’s Digital Presence, Work Products and Services are Accessible

Objective 4.2 Semi-Annual Metrics

Web Compliance Metrics:

- Number of Internet webpages evaluated
- Percent of Internet Webpages found to be conformant
- Number of Intranet webpages evaluated
- Percent of Intranet Webpages found to be conformant

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>4.2a The Department of Commerce and its Bureaus will ensure that all information and computer technology (ICT) that is developed, procured, maintained, or used by the Federal Government is accessible, in accordance with Section 508 of the Rehabilitation Act of 1973</p>	<ul style="list-style-type: none"> ● The Department of Commerce and its Bureaus will develop a plan and schedule for completing a baseline assessment for Section 508 with respect to websites and procurement. The Department will use baseline assessment standards established by the Federal CIO Council Accessibility Community of Practice (ACOP). Website baseline standards are located at https://ictbaseline.access-board.gov/. Other testing methods can be found at https://www.section508.gov/test/. 	End of FY 23, Q3	OCIO, OAM
	<ul style="list-style-type: none"> ● A standard template will be developed for agencies to use in reporting baseline measures and progress against those measures. 	End of FY 23, Q3	OCIO, OAM
	<ul style="list-style-type: none"> ● The Department of Commerce will ensure procurement solicitations incorporate Section 508 contract language into Statements of Work and Performance Work Statements. The Department of Commerce’s Section 508 Checklist will be updated and utilized by any stakeholder intending to make a procurement within the Department. This checklist will ensure procurement solicitations incorporate Section 508 contract language into Statements of Work and Performance Work Statements. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> ● Update will require use of Voluntary Product Accessibility Template. (VPAT) 	End of FY 22, Q4	OCR

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>4.2a The Department of Commerce and its Bureaus will ensure that all information and computer technology (ICT) that is developed, procured, maintained, or used by the Federal Government is accessible, in accordance with Section 508 of the Rehabilitation Act of 1973 <i>(continued)</i></p>	<ul style="list-style-type: none"> ● The Department of Commerce will ensure all public-facing official agency business content, as well as specific categories of non-public-facing content that is official agency business, is accessible. To assess compliance, the Department and bureaus will complete an accessibility assessment of technology utilized including websites, virtual meeting spaces and tools on an annual basis. ● The Department of Commerce Section 508 Compliance Manual will be updated to address the revised Section 508 Standards. ● The Department of Commerce will develop a clear process to track and resolve incoming Section 508 complaints. A clear process for addressing and tracking Section 508 complaints. It is necessary to provide for effective communication with complainants, to validate Section 508 non-compliance claims, to support an appropriate agency response aimed at minimizing legal exposure, costs, and loss of administrative time, and to serve as input into decisions related to resource and work planning. 	<p>End of FY 23, Q4</p> <p>End of FY 23, Q4</p> <p>End of FY 23, Q4</p>	<p>OCIO</p> <p>OCIO</p> <p>OCIO</p>
<p>4.2b The Department of Commerce will educate their workforce and integrate IT accessibility into existing and new ways of doing business</p>	<ul style="list-style-type: none"> ● The Department will develop training for stakeholders on roles and responsibilities related to Section 508 compliance. Mandatory training needs will be established and tracked. This includes, but is not limited to, training for web and software developers, acquisition professionals, and communications specialists. ● The Department of Commerce will create a platform to share Section 508 related content. ● The Department of Commerce will eliminate barriers for people with vision, mobility, cognitive and other disabilities by ensuring virtual, in-person, and hybrid meeting are accessible to all attendees. The Department will provide guidance to employees on creating accessible meetings. 	<p>End of FY 23, Q1</p> <p>End of FY 23, Q1</p> <p>End of FY 23, Q1</p>	<p>OCIO</p> <p>OCIO</p> <p>OCIO</p>

Objective 4.3 Ensure That the Department’s Websites, Work Products and Services are Available to Individuals with Limited English Proficiency (LEP)

Objective 4.3 Quarterly Metric

- Number of Department’s Websites, Work Products and Services that are Available to Individuals with Limited English Proficiency (LEP)

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
4.3a The Department of Commerce and its Bureaus will take reasonable steps to make their programs, services, and activities accessible by eligible persons with limited English proficiency	<ul style="list-style-type: none"> ● The Department will develop a Language Access Plan which establishes a strategy for ensuring meaningful access to DOC websites by individuals with LEP. The Department’s Language Access Plan identifies specific steps that DOC agencies must take to implement the Department’s policy at the program level. 	End of FY 23, Q4	OCR
	<ul style="list-style-type: none"> ● The Department will establish a steering committee to oversee the development and implementation of agency-specific Language Access Plans. 	End of FY 23, Q4	OCR



Strategic Goal 5 – Accountability and Strengthening the Department’s DEIA Infrastructure to Ensure Sustainability

Strategic Goal 5 Annual Metric

- Increase in the number of affirmative responses to OPM’s DEIA Maturity Model Checklist

Objective 5.1 Ensure Accountability

Objective 5.1 Quarterly Metric

- No metric has been established at the time of the DEIA Plan’s Submission. However, the DEIA Council will establish quarterly baseline metrics for measuring Departmental and Bureau accountability toward improving DEIA across the enterprise

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
5.1a Departmental and Bureau organizational leaders will be held accountable for DEIA progress	● Finalize Departmental and bureau performance DEIA non numerical metrics with DEIA Council input.	End of FY 22, Q4	DEIA Council
	● Develop quarterly and annual Departmental and bureau performance metric reports.	End of FY 23, Q1	OCR
	● Establish a process for providing feedback on results of metric reports to Departmental and bureau leadership.	End of FY 23, Q1	OCR and DEIA Council
	● Develop Departmental and Bureau DEIA Performance Dashboard.	End of FY 23, Q2	OCR and DEIA Council
	● Schedule semiannual feedback meetings with Bureaus and Deputy Secretary.	End of FY 23, Q2	OCR
	● Conduct a DEIA Town Hall to present the DEIA Strategic Plan Goals, Objectives, and Strategies.	End of FY 23, Q4	OCR and DEIA Council
5.1b The Department and bureaus will develop DEIA performance standards into employee and supervisors’ plans	● Develop language for SES Performance Plans relating to DEIA non numerical metrics/progress with input from the DEIA Council, Executive Resources, and OGC.	End of FY 23, Q1	OCR, OHRM, and DEIA Council
	● Develop a critical element for bureaus’ chief diversity officers’ performance plans regarding progress toward achieving DEIA goals and assign rating authority for that element to OCR.	End of FY 23, Q4	OHRM
	● Develop and incorporate DEIA into employee performance elements.	End of FY 24, Q4	OHRM
	● Develop and incorporate DEIA into supervisory performance elements.	End of FY 23, Q4	OHRM

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>5.1c The Department will incorporate DEIA Bureau score cards into the annual Agency Performance Report.</p>	<ul style="list-style-type: none"> ● Create a Departmental and bureau dashboard (that includes charts, graphs) that shows progress towards achieving DEIA goals. ● Augment the Department’s and large bureaus’ Management Directive 715 State of the Agency Briefings with DEIA Scorecard information which s hould be included in the Agency Performance Report. 	<p>End of FY 23, Q2</p> <p>End of FY 23, Q4</p>	<p>DEIA Council, OCR, OHRM, PHRMs and Bureau EEO/ DEIA Offices</p> <p>DEIA Council, OCR, OHRM, PHRMs, and Bureau EEO/ DEIA Offices</p>
<p>5.1d The Department will incorporate DEIA into an annual awards program</p>	<ul style="list-style-type: none"> ● Incorporate DEIA into the Department’s Annual EEO Awards Program. 	<p>End of FY 23, Q4</p>	<p>OCR, OHRM, and DEIA Council</p>

Objective 5.2 Strengthen DEIA Infrastructure

Objective 5.2 Quarterly Metrics

- Percentage of Bureaus with a DEIA Council
- Percentage of Bureaus with CDO or equivalent advocate
- Percentage of Bureaus with dedicated resources to DEIA

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>5.2a The Department and bureaus will create a DEIA Infrastructure that will support, promote, sustain and DEIA across the enterprise</p>	<ul style="list-style-type: none"> ● Strengthen the connection between the DOC DEIA Council and Committees to Bureau DEIA Infrastructure. 	End of FY 22, Q4	DEIA Council
	<ul style="list-style-type: none"> ● Strengthen organizational structure within OCR to support DEIA and build synergy with existing functions relating to Affirmative Employment and Special Emphasis Programs. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> ● Clearly delineate DEIA related roles and functions of the DEIA Council, Committees, OHRM, OCR, PHRMs and Bureau EEO/DEIA Offices on DEIA to eliminate confusion and maximize efficiencies. 	End of FY 22, Q4	DEIA Council, OCR
	<ul style="list-style-type: none"> ● Establish DEIA Council. 	Completed	OCR and DEIA Council
	<ul style="list-style-type: none"> ● Hire and onboard Chief Diversity Officer. 	Completed	O/S
	<ul style="list-style-type: none"> ● Finalize Departmental Administrative Order on Equity (DEIA). 	End of FY 23, Q1	OPSP
	<ul style="list-style-type: none"> ● Create a DEIA website easily navigable from the Department’s main page, with a portion of the website dedicated to internal DEIA matters. 	End of FY 22, Q4	DEIA Council
	<ul style="list-style-type: none"> ● Hire additional EEO/DEIA specialists to interface with Bureaus on DEIA matters. 	End of FY 23, Q4	OCR
	<ul style="list-style-type: none"> ● Secure DEIA Assessment and Program Development Contractual Support. 	End of FY 23, Q4	OCR

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Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
<p>5.2b The Department and bureaus will robustly support and fund DEIA infrastructure and initiatives</p>	<ul style="list-style-type: none"> ● Gain support for annual Working Capital Fund budget line item for DEIA. ● DEIA Council will collaborate with OCR for annual budget submission. 	<p>End of FY 23, Q4</p> <p>End of FY 23, Q2</p>	<p>OCR</p> <p>OCR and DEIA Council</p>
<p>5.2c The Department and bureaus will enhance data collection and transparency to foster easy cross bureau access to data driven decision making</p>	<ul style="list-style-type: none"> ● Improve efforts to collect sexual orientation and gender identity (SOGI) data from employees and applicants. ● Create DEIA broad data driven dashboards (to avoid re-identification and PII) available to leadership and then all employees. ● Identify and unify workforce data points within OCR and OHRM where there are significant differences in definitions, meaning, and reporting requirements. ● Establish a recurring vehicle for OCR and bureau EEO/DEIA Offices to share workforce data with Departmental and bureau leadership to help inform decision making. ● Share updates on workforce data across the employment cycle on a regular basis, through town halls, listening sessions. 	<p>End of FY 23, Q4</p> <p>End of FY 23, Q4</p> <p>End of FY 24, Q1</p> <p>End of FY 24, Q1</p> <p>End of FY 24, Q2</p>	<p>OHRM, PHRMs, OCR, Bureau EEO/DEIA Offices</p> <p>OCR, OHRM, Bureau EEO/DEIA Offices</p> <p>OCR and OHRM</p> <p>OCR and Bureau EEO/DEIA Offices</p> <p>OCR, OHRM, PHRMs, Bureau EEO/DEIA Offices</p>

Objective 5.3 Communicate DEIA Initiatives and Progress in Achieving Goals

Objective 5.3 Quarterly Metric

- No metric has been established at the time of the DEIA Plan’s Submission. However, the DEIA Council will establish quarterly baseline metrics for measuring communications relating to DEIA across the enterprise

Sub Objective (Strategy)	Actions to Achieve Sub Objective	Timeline	Owners
5.3a The Department and bureaus will communicate the value and process for developing DEIA Programs	<ul style="list-style-type: none"> ● Develop a toolkit for the Bureaus that helps them develop and sustain a DEIA program. 	End of FY 23, Q3	OCR
	<ul style="list-style-type: none"> ● Conduct listening Sessions to determine solutions to addressing DEIA issues. 	End of FY 23, Q2	Internal Committee
	<ul style="list-style-type: none"> ● Develop a DEIA Communication Plan for the Department that includes timeline for Special Emphasis Groups’ Programs, Training events. 	End of FY 23, Q2	DEIA Council and Committees, OCR, and Bureau EEO/DEIA Offices
5.3b The Department and bureaus will Communicate on a consistent basis to employees and the public its progress in achieving DEIA Goals	<ul style="list-style-type: none"> ● Conduct an Annual Department-wide DEIA Summit. 	End of FY 23, Q2	OCR, Bureau EEO/DEIA Offices
	<ul style="list-style-type: none"> ● OCR will routinely provide input of DEIA content to the Department’s DEIA Website. 	End of FY 23, Q4	OCR
	<ul style="list-style-type: none"> ● Utilize existing communication vehicles, such as broadcasts, virtual newsletters, and webpages to tout DEIA progress. 	End of FY 23, Q1	OCR, OHRM, DEIA Council and Committees
	<ul style="list-style-type: none"> ● Host Quarterly DEIA Learning Webinars available to employees across the Department. 	End of FY 23, Q2	OCR



Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment

Under the Executive Order 14035, agencies will adopt a comprehensive framework to prevent and address workplace harassment, including updating policies and practices; promoting multiple mechanisms for reporting misconduct, including anonymous reporting; promoting respectful workplaces and bystander intervention; improving training and monitoring; and creating a culture that does not tolerate workplace harassment, discrimination, or retaliation.

Framework Annual Metrics

- Number of allegations of harassment raised under DAO 202-955
- Number of EEO Complaints alleging harassment and/or hostile work environment
- Number of inquiries under DAO 202-955 that result in findings of harassment and/or hostile work environment
- Number of EEO complaints that result in findings of harassment and/or hostile work environment
- Compliance percentage for mandatory training of supervisors/managers
- Compliance percentage for mandatory training of employees
- Number of agency head Safe and Inclusive Leadership (SIL) engagements
- Annual Issuance of EEO and Anti-Harassment policy statement

Framework Quarterly Metrics

- Number of allegations of harassment raised under DAO 202-955
- Number of EEO Complaints alleging harassment and/or hostile work environment
- Number of inquiries under DAO 202-955 that result in findings of harassment and/or hostile work environment
- Number of EEO complaints that result in findings of harassment and/or hostile work environment

Objective F.1 Proactively Prevent Workplace Harassment

Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.1a The Department and Bureaus will embed an anti-harassment and safety⁴ emphasis at every level of the organization. The Department will also ensure leadership engagement in harassment prevention and response efforts</p>	<ul style="list-style-type: none"> ● Develop accountability language for SES and supervisor/managers performance plans. Performance standards should address the duty to act upon notification of allegations of harassment. 	End of FY 23, Q4	OHRM
	<ul style="list-style-type: none"> ● Provide clarity as to which processes employees can utilize to address harassment. 	End of FY 23, Q1	OHRM, OCR, OSY, Bureau EEO/DEIA, HR, and Security Offices
	<ul style="list-style-type: none"> ● Update internal and external webpages with compelling messages that illustrate DOC's commitment to a safe and inclusive workplace. 	End of FY 23, Q1	OHRM, OCR, OSY, Bureau EEO/DEIA, HR, and Security Offices
	<ul style="list-style-type: none"> ● Ensure anti-harassment and safety policies, procedures and statements are prominently displayed on its internal and external websites; included in recruitment and onboarding materials; and highlighted during New Employee Orientations. 	End of FY 23, Q2	OHRM, OCR
	<ul style="list-style-type: none"> ● Develop a Safe and Inclusive Leadership (SIL) communications plan for SES, managers, and supervisors to support DEIA efforts in engaging the workforce. The SIL communications plan will include talking points, tools, and best practices for year-round engagement regarding safe workspaces. 	End of FY 23, Q1	OHRM, OCR, OSY, Bureau EEO/DEIA, HR, and Security Offices

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⁴ Workplace safety is multi-dimensional and includes all efforts to minimize risks to the physical, mental, and emotional well-being of the federal workforce, including providing support for federal employees who have experienced domestic violence, sexual assault, or stalking. Source: OPM Government-wide Plan.

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Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.1b The Department will update its anti-harassment policy and procedures</p>	<ul style="list-style-type: none"> ● Review and update the Department’s anti-harassment DAO to ensure compliance with Executive Order 14035 and Equal Employment Opportunity Commission directives and regulations to ensure an effective anti-harassment program. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> ● Provide updated DAO, policies, and procedures for bureaus to adopt, implement, and distribute. 	End of FY 22, Q4	OHRM, OCR, OGC, OSY
	<ul style="list-style-type: none"> ● Issue updated DAO, through an agency-wide communication from the Secretary. 	End of FY 22, Q4	OHRM, OCR, OGC, OSY
<p>F.1c The Department will establish or update workplace policies that are supportive of federal employees who have experienced domestic violence, sexual assault, or stalking</p>	<ul style="list-style-type: none"> ● Review and update, as applicable, its policy and procedures on the Federal Workplace Responses to Domestic Violence, Sexual Assault and Stalking to ensure the inclusion of supportive strategies to create a safe work environment for employees who experienced domestic violence and sexual assault. 	End of FY 23, Q4	OHRM
	<ul style="list-style-type: none"> ● Update workplace safety policies and procedures relating to sexual assault, domestic violence, or stalking. 	End of FY 23, Q4	OHRM
	<ul style="list-style-type: none"> ● Ensure EAP refers callers who raises a sexual harassment, stalking, domestic violence, or sexual assault issue is referred to the appropriate offices that take complaints and provide support. 	End of FY 23, Q4	OHRM
	<ul style="list-style-type: none"> ● Provide updated policies and procedures to bureaus to adopt, implement, and distribute. 	End of FY 23, Q4	OHRM
	<ul style="list-style-type: none"> ● Issue the new policies and procedures through an agency-wide communication from the Secretary. 	End of FY 23, Q4	OHRM

Objective F.2 Provide Sufficient Resources to Respond and Address Allegations of Workplace Harassment

Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
F.2a The Department will stand-up an anti-harassment program that is fully resourced and includes a harassment inquiry tracking system	<ul style="list-style-type: none"> ● Review and assess the existing Departmental Anti-harassment Program and identify enhancement opportunities. 	End of FY 23, Q4	OHRM, OCR, OGC, OSY
	<ul style="list-style-type: none"> ● Explore the inclusion of contractors in the Department's anti-harassment Policy and Procedures. 	End of FY 23, Q4	OHRM, OCR, OGC, OSY
	<ul style="list-style-type: none"> ● Determine if anonymous reporting mechanisms exist and if not, explore the feasibility of establishing an anonymous reporting mechanism. 	End of FY 23, Q4	OHRM, OCR, OGC, OSY
	<ul style="list-style-type: none"> ● Build on initial assessments to determine sufficient resources and accessibility. 	End of FY 23, Q4	OHRM, OCR, OGC, OSY
	<ul style="list-style-type: none"> ● Develop and implement a marketing and branding campaign to engage employees regularly and communicate key initiatives and programs relating to safe and inclusive workspaces. 	End of FY 23, Q4	OHRM, OCR, OGC, OSY
F.2b The Department and bureaus will ensure that federal employees (or contractors) responsible for receiving, conducting, and/or resolving allegations of harassment are well-trained to perform their functions promptly, fairly, and in a trauma-informed manner	<ul style="list-style-type: none"> ● Ensure that bureaus have Department-approved Standard Operating Procedures (SOPs) and/or Statement of Works (SOWs) for conducting inquiries into allegations of harassment. 	End of FY 23, Q4	OHRM, OCR and Bureau EEO/DEIA and HR Offices
	<ul style="list-style-type: none"> ● Explore the feasibility and value of establishing an in-house cadre of Departmental employees who have the necessary skills to conduct harassment inquiries. 	End of FY 23, Q4	OHRM, OCR and Bureau EEO/DEIA and HR Offices
	<ul style="list-style-type: none"> ● Consider the use of surveys at the end of inquiries as a mechanism to obtain feedback on the quality of inquiry services provided. 	End of FY 23, Q4	OHRM, OCR and Bureau EEO/DEIA and HR Offices

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Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.2c The Department and Bureaus will allocate sufficient resources for effective implementation of prevention strategies and for effective responses to allegations of discrimination, harassment, and retaliation</p>	<ul style="list-style-type: none"> ● Assess current resources and allocate, as needed, additional funds and staffing (federal employees and/or contractors) to ensure timely and sufficient inquiries and resolution of related inquiries. 	End of FY 23, Q4	OHRM, Bureau HR Offices
	<ul style="list-style-type: none"> ● Designate additional staff, as needed, to focus on prevention strategies, communication, and branding. 	End of FY 23, Q4	OHRM, Bureau HR Offices
<p>F.2d The Department and Bureaus will provide support for federal employees who have experienced domestic violence, sexual assault, and stalking</p>	<ul style="list-style-type: none"> ● Identify and promote specific services available to employees who are harmed and/or impacted by domestic violence, sexual assault, and stalking. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> ● Identify and promote best practices and approaches for agency coordinated responses to crises impacting communities in which employees live and serve. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> ● Identify vendor services to provide trauma informed communication training to SES leaders, managers, and supervisors. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> ● Promote resources such as FMLA, reasonable accommodations, short-term disabilities, and other supportive resources available to employees who have experienced domestic violence, sexual assault, and stalking. 	End of FY 22, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR, and Security Offices
	<ul style="list-style-type: none"> ● Identify and promote additional resources, tools, and services available to employees who have experienced domestic violence, sexual assault, and stalking. 	End of FY 22, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR, and Security Offices

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Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.2e In an effort to encourage and reduce the stigma of reporting workplace harassment, domestic violence, sexual assault and stalking, the Department will promote trauma-informed and culturally responsive/competent training</p>	<ul style="list-style-type: none"> ● Provide training and toolkits for SES, managers, supervisors, and employees on trauma informed communications and how to avoid behaviors which create a chilling effect on an individual’s willingness to report and/or seek help. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Launch Lunch & Learn Myth Busting series to dispel myths about the EEO process and anti-harassment process. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Request EAP to identify external vendor services to provide training on trauma informed communications for counselors, in-house mediators, personnel who conduct harassment inquires and EEO complaint investigations. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Explore updating SOWs and SOPs to require that companies who provide contracted services to the Department provide appropriate training on trauma informed communications for contractor employees who conduct harassment inquiries and EEO complaint investigations. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Develop Fact Sheets/Toolkits on trauma informed practices and approaches. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices

Objective F.3 Demonstrate Leadership Commitment and Promote Respectful Workplaces and Bystander Intervention

Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.3a The Department and Bureaus will take steps to update and provide relevant educational, harassment prevention resources to supervisors, bystanders, and federal employees, and explore making resources readily available through multiple channels such as hotlines, onsite staff, and employee assistance services</p>	<ul style="list-style-type: none"> ● Develop anti-harassment fact sheets for senior leadership, managers, and supervisors. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Develop anti-harassment fact sheets for employees. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Provide toolkits and other educational and learning opportunities for SES leaders, managers and supervisors regarding anti-harassment laws, roles and responsibilities, the duty to act and the duty to take prompt, corrective, remedial action. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Launch an anti-harassment campaign to enhance visibility and knowledge of anti-harassment protections, reporting mechanisms, and resources. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Ensure anti-harassment and safety policies, procedures, statements, and access to OIG hotlines and other reporting mechanism are prominently displayed on its internal and external websites; included in recruitment and onboarding materials; and highlighted during New Employee Orientations. 	End of FY 23, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices

Objective F.4 Enhance Anti-harassment Education

Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.4a The Department and Bureaus will promote anti-harassment training annually</p>	<ul style="list-style-type: none"> ● Update and promote annual anti-harassment training and ensure sufficient mechanisms are in place to track compliance. 	End of FY 22, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Issue a quarterly and annual mandatory training compliance report. 	End of FY 22, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR Offices, and Security Offices
	<ul style="list-style-type: none"> ● Assess and expand current training curriculum to include empathy-based training, bystander training, trauma informed communications implicit and unconscious bias, and Civil Treatment for all managers, supervisors, and employees. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> ● Launch a monthly or quarterly Lunch and Learn series on Safe and Inclusive Workspaces. 	End of FY 22, Q4	OHRM, OCR, OSY, and Bureau EEO/DEIA, HR, and Security Offices
	<ul style="list-style-type: none"> ● Develop a training and facilitation cadre to include train-the-trainer certification courses in Civil Treatment and Bystander Intervention Training to readily provide in-house subject-matter expertise and services to support Department and Bureau training initiatives. 	End of FY 23, Q4	OCR/OHRM

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Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
<p>F.4b The Department and Bureaus will regularly and effectively educate supervisors and managers about how to prevent, recognize, and respond to conduct that, could rise to the level of prohibited harassment, discrimination, or retaliation</p>	<ul style="list-style-type: none"> ● Provide toolkits and other educational and learning opportunities for SES leaders, managers and supervisors regarding anti-harassment and discrimination laws, roles and responsibilities, the duty to act and the duty to take prompt, corrective, remedial action. ● Require SES, managers, and supervisors to receive DEIA related education that will help strengthen conflict resolution and leadership competencies. 	<p>End of FY 23, Q4</p> <p>End of FY 23, Q4</p>	<p>OHRM, OCR, and Bureau EEO/DEIA and HR Offices</p> <p>OHRM, OCR, and Bureau EEO/DEIA and HR Offices</p>

Objective F.5 Sustainability and Continued Improvement

Promising Practice	Plan/Actions to Implement Practice Across the Department	Timeline	Owners
F.5a The Department will collect statistical data relating to harassment inquiries and complaints of discrimination, harassment (including sexual harassment), and retaliation	<ul style="list-style-type: none"> Require data collection and reporting on harassment inquiries from Department and Bureau anti-harassment programs. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> Analyze data relating to 202-955 inquiries. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> Analyze data relating to anti-harassment complaint data. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> Provide annual briefings on outcomes through State of the Agency briefings and other forms of communications. 	End of FY 22, Q4	OHRM
	<ul style="list-style-type: none"> Ensure No Fear Act reports are published annually on Department and Bureau internal and external websites. 	End of FY 22, Q4	OCR
F.5b The Department and bureaus will track compliance with mandatory anti-harassment training requirements	<ul style="list-style-type: none"> Ensure mechanisms are in place to track compliance with anti-harassment trainings. 	End of FY 23, Q1	OHRM
	<ul style="list-style-type: none"> Ensure mechanisms are in place to track compliance with No FEAR trainings. 	End of FY 22, Q4	OCR
	<ul style="list-style-type: none"> Require quarterly and annual agency-wide reporting on compliance and post compliance reports on internal sites. 	End of FY 23, Q1	OCR
	<ul style="list-style-type: none"> Hold relevant offices accountable for non-compliance. 	End of FY 23, Q2	OCR
F.5c The Department and bureaus will track compliance with mandatory No FEAR training requirements for supervisors and managers	<ul style="list-style-type: none"> Ensure mechanisms are in place to track compliance with No FEAR trainings. 	End of FY 22, Q4	OCR



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