

FMCS

**FEDERAL MEDIATION &
CONCILIATION SERVICE**

FEDERAL MEDIATION AND CONCILIATION SERVICE

FISCAL YEAR 2022

**Diversity, Equity, Inclusion, and Accessibility (DEIA)
Strategic Plan**

FMCS DEIA Strategic Plan 2022

Agency Name:

Federal Mediation & Conciliation Service (FMCS)

Include Information About Components within the Agency Not Covered by this Agency DEIA Strategic Plan, as applicable: *As all components should be included within Agency DEIA Strategic Plans, please describe why components are not covered and where their strategic plans will be uploaded.*

All components of the agency are covered in this plan.

DEIA Implementation Team:

The FMCS DEIA Team consists of the following:
Chair: Agency Head
Vice Chair: Deputy Director for Field Operations
Members: National Representative, Two (2) Regional Directors and the Directors of the following offices: Equal Opportunity, General Counsel, Human Resources, Procurement and Operations, Budget, Public Affairs, Center for Conflict Education, OMBUDS, and the following individuals: reasonable accommodations specialist, LR/LER specialist, Union Representative, and the Chief Strategy Officer.

Chief Diversity Officer: *Identify the Chief Diversity Officer (CDO) of the agency, as described by recent [OPM guidance](#). If the agency does not have a CDO, describe the steps the agency is taking to establish this role.*

Identify Chief Diversity Officer	Laquetta Jones Bigelow
<i>If not currently established, what steps have been or will be taken to fill the role.</i>	Jones Bigelow is the EEO Director, however due to the agency size and resources will also implement the duties of the Chief Diversity Officer.

An overview of the collaboration between Agency DEIA Teams and Component DEIA Teams, including cross-functional processes used to develop this plan:

Space provided is only an example – take as much space as is needed

Since FMCS is a small agency with just over 200 Full Time Employees (FTEs), the DEIA Team has full scope and covers the entire agency.

State of the Agency: *Provide the agency’s mission statement and the agency’s DEIA vision statement. Include in this section the agency’s 3-5 most successful initiatives or programs, and 3-5 biggest challenges to advancing DEIA throughout the entire agency. Please use other reports or write-ups as relevant to complete.*

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FMCS Mission Statement:

- Promote the development of sound and stable labor management relationships.
- Prevent or minimize work stoppages by assisting labor and management to settle their disputes through mediation.
- Advocate collective bargaining, mediation, and voluntary arbitration as the preferred processes for settling issues between employers and representatives of employees.
- Develop and advocate the art, science, and practice of conflict resolution through alternative dispute resolution (ADR).
- Assist parties in conflict through the provision of conflict resolution services; and
- Foster the establishment and maintenance of constructive joint processes to improve labor-management relationships, employment security and organizational effectiveness.

FMCS DEIA Vision Statement:

FMCS will promote and advance policies, practices and processes that embed principles of Diversity, Equity, Inclusion and Accessibility throughout its workforce. FMCS will focus on ensuring equality for all people and building and sustaining a mission driven and inclusive culture.

FMCS remains committed to providing equal opportunity to all applicants and current employees. FMCS will continue to foster and support a diverse workforce where all employees feel included, connected, engaged and their skills and talents are fully utilized in its mission. The Plan aims to make FMCS a thriving workforce, where all employees are respected, quality of work life is valued, and employees reach full potential.

3-5 of FMCS most successful initiatives and programs:

1. Increase of DEIA related trainings throughout the agency.
2. Senior leadership prioritization of DEIA initiatives.
3. Updates to internal hiring directives and recruitment process to broaden the outreach to underserved communities.

3 biggest challenges to advancing DEIA throughout the agency:

1. Availability of resources
2. Geographically distributed staff requiring additional time and resources to provide training.
3. Updating and disseminating updated policies supporting DEIA initiatives.

Agency DEIA Strategic Plan Governance Structure & Team: *Description of leadership and teams advancing DEIA across the entire agency and within each component. This should include the governance structure being used to oversee DEIA progress of both the working teams and of leadership engagement. Explain how leadership of the agency will be actively engaged and supportive of DEIA efforts. In particular, describe how leadership will support internal quarterly goals and the process by which leadership will provide ongoing feedback. Agencies are encouraged to include information on the structure and management of their DEIA implementations teams and across components, as applicable.*

Leadership involved to champion and advance DEIA <i>(At the agency and component level)</i>	All FMCS Senior Executives to include the Acting Agency Head and all supervisors.
Cadence of leadership engagement	<p>Monthly: The EEO Director will collect metrics and report this information to the SES within FMCS.</p> <p>Quarterly: The Agency Head will chair the FMCS DEIA Implementation Team.</p> <p>Semi-Annually: The Agency Head and FMCS EEO Director will brief all employees of the agency our implementation of the agency’s DEIA plan.</p> <p>Annually: The FMCS EEO Director will draft a report providing our agency’s status implementing the DEIA plan. The Agency Head will approve and publish this plan.</p>
Mechanism of quarterly review by agency head	The Agency Head will chair the FMCS quarterly DEIA Implementation Team meeting.
Plan for integration of DEIA into decision-making, governance, mission, and goals	FMCS being a small agency, all key decision makers are on the implementation team and will ensure all requirements are implemented throughout all activities.

<p>Team members and structure (at agency and component level)</p>	<p><i>Include organization chart or graphic, if relevant</i> The FMCS DEIA Team consists of the following: Chair: Agency Head Vice Chair: Deputy Director for Field Operations Members: National Representative, Two (2) Regional Directors and the Directors of the following offices: Equal Opportunity, General Counsel, Human Resources, Procurement and Operations, Budget, Public Affairs, Center for Conflict Education, OMBUDS, and the following individuals: reasonable accommodations specialist, LR/LER specialist, Union Representative, and the FMCS Statistical Officer.</p>
<p>Governance: How team will work together</p>	<p>This team will utilize an agenda and will vote on proposals in a consensus manner. In the very unlikely event when consensus is not achievable the Agency Head reserves the right to make the decisions for this group.</p>

DEIA Budget: *Describe budget efforts that are supporting and advancing DEIA. Explain how the agency is directing resources to support the efforts described in this strategic plan. Include any requests for new resources included in the FY23 Budget, including staff, and any new requests anticipated for future years.*

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The FMCS has increased efforts to advancing DEIA initiatives by hiring a dedicated full-time EEO Director with no collateral duties and providing the new Director with detailed administrative support to assist with implementing all DEIA requirements. In addition, the agency has hired a contractor for the conducting of a barrier analysis, drafting of the MD-715, and providing additional EEO related trainings. The FMCS recently signed a MOU with the NLRB Inspector General to provide IG services for our agency.

DEIA and Interagency Initiatives: *Describe how the CDO and other executives responsible for DEIA will engage in and integrate with other interagency initiatives, such as the President’s Management Agenda, agency implementation of the Equity Executive Order, programmatic equity initiatives, etc.*

Space provided is only an example – take as much space as is needed.

The CDO and all members of the SES, as well as the FMCS DEIA Implementation Team will utilize the President’s Management Agenda, the Equity Executive Order, and all other appropriate guidance and resources to integrate into all agency planning and operations. The DIEA Implementation Team will review these resources and carefully evaluate all internal policies and directives to ensure DEIA is well integrated and sustained within FMCS. The FMCS 2022-2026 Strategic Plan lists advancing equity as an administration policy priority and will have several initiatives to meet this strategic priority. The FMCS operating principles are to utilize data and evidence-based decision-making; focus on continuous improvement; adopt a collaborative whole-of-agency mandate with partnership engagement; prioritize accountability and sustainability; and understand the perspective of the entire FMCS workforce and those who we provide services too.

Identification and Advancement of DEIA Priorities (DEIA Roadmap for Agency Action):

Identify 4-5 DEIA priorities/goals that the agency will focus on for calendar year 2022 and categorize the priorities/goals based on the Government-wide DEIA Plan. Please include at least one priority/goal per DEIA category (diversity, equity, inclusion, and accessibility). You may include priorities/goals for which the agency will have actions and activities that continue beyond 2022, but include measures that can be assessed quarterly and annually. These priorities should be in alignment with any potential barriers and challenges identified in the Agency DEIA Self-Assessment and feedback received about that assessment to your agency and components. Identify the priorities/goals as actionable.

For each of the identified DEIA priorities/goals, identify the strategies, action items and owners, and operational activities and outcomes needed to achieve the priority. Agencies should minimize the use of outcome measures that are based solely on the completion of a discrete task or activity. For each action item, include the responsible individuals or teams within the agency and resources that will be dedicated to advancing the priority.

As you are building out the goals and action items, identify how these priorities incorporate strategies to advance hiring, promotion, retention, recruitment, reasonable accommodations, inclusive culture, and your agency’s broader DEIA agenda. When identifying responsible individuals and teams, note when leadership engagement is needed.

We encourage your agency to include the metrics identified as part of this Agency DEIA Strategic Plan within its broader Agency Strategic Plan FY22-26 to embed DEIA goals and leadership accountability as broader priorities. See the list of sample metrics and measures at the end of this document for suggestions agencies may use.

Diversity (Recommend priority(ies): DEIA Program(s) structure and management)	
Priority/Goal	Recruit and promote the nation’s best talent reflective of the make-up of the nation utilizing merit-based principles.
Strategies	<ol style="list-style-type: none"> 1. Analyze demographics of the FMCS workforce 2. Review and update policies and procedures involving recruiting and hiring to determine needed modifications.

	<ol style="list-style-type: none"> 3. Increase outreach activities to underrepresented individuals and entities to improve FMCS diversity. 4. Review promotions to determine merit-based principals were followed
Actions	<ol style="list-style-type: none"> 1. Create multi-year hiring projections and develop an outreach and recruitment plan to seek a diverse applicant pool. 2. Evaluate post-audit applicant flow data regarding the recruitment process, initial hiring processes, and opportunities for current employees who apply for internal opportunities. 3. Selection panels and hiring officials' complete trainings that promote adherence to merit system principles. 4. Assess whether recruitment materials are effective in attracting a broad range of talent, including individuals from underserved communities. 5. Create training programs to assist in developing a diverse group of employees for additional responsibilities 6. Develop policies and procedures for reporting to an external Inspector General (IG).
Operational activities to measure progress (quarterly measures)	<ol style="list-style-type: none"> 1. Director of Human Resources 2. Director of Equal Opportunity 3. Chief Strategy Officer
Outcome measures (annual) to assess progress	<ol style="list-style-type: none"> 1. Annual projection report to cover past, current and the next FY. 2. Number of new employees hired and % of those who meet DEIA criteria. 3. Number of outreach activities and % to underserved populations. 4. % of hiring officials and panel members completing merit-based system principals training. 5. % of applicants and new employees report finding recruiting materials as either "very useful" or "useful" on post recruitment evaluation. 6. % of employees completing developmental programs as either "very useful" or "useful" with the ability to determine across demographic indicators 7. FEVS New IQ Index 8. % of SES with DEIA outcomes in their performance goals
Responsible individuals or teams	<ol style="list-style-type: none"> 1. Agency Head 2. Deputy Director for Field Operations 3. Director of Human Resources 4. Director of Equal Opportunity 5. Chief Strategy Officer

Dedicated Resources, such as funding	FMCS will provide additional resources if needed for the above priority goal.
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Equity (Recommended priority(ies): Pay & Compensation, Recruiting, Hiring, Promotion, and Retention)	
Priority/Goal	All FMCS employees have equal opportunities to advance in their careers and grow as leaders by mitigating any potential biases or barriers to professional development and promotion.
Strategies	<ol style="list-style-type: none"> 1. Assess policies and processes evaluating potential biases or barriers. 2. Develop professional developmental opportunities.
Actions	<ol style="list-style-type: none"> 1. Review internal pay demographics to ensure all staff are equitably compensated. 2. Review pay setting policies and determine appropriate compensation for positions. 3. Increase FMCS staff ability to serve in internal / external agency details for professional development. 4. Evaluate leadership and career development programs to increase access to opportunities, including for members of underserved communities. 5. Train supervisors enhancing their ability to provide career development advice and mentorship. 6. Ensure all support services are available to all individuals.
Operational activities to measure progress (quarterly measures)	<ol style="list-style-type: none"> 1. Director of Human Resources 2. Director of Equal Opportunity 3. FMCS Statistical Officer 4. Center for Conflict Resolution Education
Outcome measures (annual) to assess progress	<ol style="list-style-type: none"> 1. Variance (if any) by % and total dollar of similarly situated individuals' compensation. 2. Completion of pay setting review. 3. Number and % of individuals who served/serving on a detail by job series, location, and demographics. 4. Completion of the review of leadership and career development programs reporting all individuals partaking in these development programs. 5. % of supervisors who completed training on developing employees and serving as a mentor. 6. % of support services available to individuals.

	7. Number of individuals who have had the opportunity for professional development, details, or other opportunities.
Responsible individuals or teams	<ol style="list-style-type: none"> 1. Agency Head 2. Deputy Director for Field Operations 3. Director of Human Resource 4. Director of the Center for Conflict Resolution Education 5. Director of Equal Opportunity 6. Chief Strategy Officer
Dedicated Resources, such as funding	FMCS will provide additional resources if needed for the above priority goal.

Inclusion (Recommended priority(ies): Professional Development, DEIA Training, and Inclusive Workplace Culture)	
Priority/Goal	Enhance and sustain an inclusive workforce by strengthening feedback loops for employee input, including through listening sessions and climate surveys. Enhance employee engagement.
Strategies	<ol style="list-style-type: none"> 1. Conduct townhalls. 2. Increase communication efforts to improve information dissemination efforts. 3. Develop initiatives to enhance employee suggestions. 4. Increase reporting avenues for employees including developing policies, procedures, and guidance concerning reporting to an external IG. 5. Develop policies and procedures to improve the FMCS environment of employees' perception of their inclusion.
Actions	<ol style="list-style-type: none"> 1. Conduct quarterly townhalls and allow for questions and answers 2. Implement monthly internal communication efforts to all FMCS employees including DEIA information. 3. Develop procedures for employees to provide anonymous suggestions for improvements. 4. Create partnership with other agencies to create IG support services and create an interagency working group to support these efforts. 5. Create an anonymous email box for employees' suggestions. 6. Provide additional DEIA trainings to enhance efforts of FMCS inclusion. 7. Update FMCS Exit Survey including DEIA questions.
Operational activities to measure progress	<ol style="list-style-type: none"> 1. Office of the Director 2. Information Technology 3. Director of Equal Employment Office 4. Congressional and Public Affairs

(quarterly measures)	5. Center for Conflict Resolution Education
Outcome measures (annual) to assess progress	<ol style="list-style-type: none"> 1. Report the number of quarterly townhalls conducted 2. Report the number of agency communications to all employees. 3. Number of anonymous suggestions received. 4. Report completion of the IG partnership. 5. Number of DEIA trainings provided to FMCS employees.
Responsible individuals or teams	<ol style="list-style-type: none"> 1. Agency Head 2. Chief Strategy Officer 3. EEO Director
Dedicated Resources, such as funding	FMCS will provide additional resources if needed for the above priority goal.

Accessibility (Recommended priority(ies): Reasonable Accommodation (disability & religion), Physical Accessibility, Culture of Accessibility, and Safe Workplaces and Sexual Harassment)	
Priority/Goal	Design, develop, maintain facilities, technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.
Strategies	<ol style="list-style-type: none"> 1. Provide FMCS employees information on reasonable and religious accommodations and the process to request. 2. Ensure all FMCS products are 508 compliant 3. Assess all FMCS facilities to ensure all are accessible to individuals with disabilities. 4. Review FMCS policies concerning reasonable and religious accommodations. 5. Ensure appropriate resources are available to ensure FMCS meets all accommodation requirements. 6. Enhance virtual services to provide additional services to those who live in underserved locations.
Actions	<ol style="list-style-type: none"> 1. Review FMCS products to ensure all are 508 compliant. 2. Conduct a review of all FMCS reasonable and religious accommodation policies and trainings 3. Review FMCS budget and identify funds for accessibility requirements if needed.
Operational activities to measure progress (quarterly measures)	<ol style="list-style-type: none"> 1. Human Resources. 2. Procurement and Operations. 3. Budget Office. 4. Information Technology

<p>Outcome measures (annual) to assess progress</p>	<ol style="list-style-type: none"> 1. Number of trainings with participants who attended reasonable and religious accommodations. 2. % of FMCS products which are 508 compliant. 3. % of inspected FMCS facilities ensuring all accessibility requirements are met. 4. % of FMCS reasonable and religious accommodation policies reviewed. 5. Availability of funds to addressing accessibility needs.
<p>Responsible individuals or teams</p>	<ol style="list-style-type: none"> 1. Director of Human Resources 2. Director of Procurement and Operations 3. Director of Budget 4. CCRE 5. Information Technology
<p>Dedicated Resources, such as funding</p>	<p>FMCS will provide additional resources if needed for the above priority goal.</p>

FMCS Workplace Safety and Harassment Prevention and Response Plan

I. Self-Assessment

Assessment of Policies to Provide Support and Assistance to Federal Employees Who May Be Experiencing Domestic Violence, Sexual Assault, and Stalking

(A) Describe what actions the agency took to review agency programs to support employees who have experienced DV/SAS, including what method(s) of assessment were undertaken and identification of the agency subcomponents, locations and employee groups who provided input.

- FMCS has an anti-discrimination policy, security policies, and an Employee Assistance Program (EAP), however, there is no current policy provisions that provides support to employees experiencing DV/SAS. While there is no current policy specific to support of DV/SAS, the Office of Human Resources (OHR) takes appropriate action when DV/SAS matters are reported.
- FMCS will develop methods to routinely assess employee experiences related to DV/SAS
- The agency reviewed the OPM 2013 DV/SAS Guide as well as OPM and DOJ training and memos to draft a compliant DV/SAS policy.
- The agency reviewed other federal Department and Agency policies.
- The Office of Human Resources, The Office of General Counsel and the Office of Equal Employment Opportunity provided input to the FMCS DV/SAS policy, which is pending internal review and approval by its labor union.
- The Agency will be obtaining assessment data regarding employee experiences through a survey touching on various DEIA topics, including DV/SAS.

(B) Describe the results of the self-assessment. Agencies should summarize what they have learned from the self-assessment and what specific areas were identified for improvement.

- The results of the self-assessment demonstrated a significant gap in support for DV/SAS
- Areas identified for improvement:
 - communication of the updated policies that support DV/SAS including but not limited to flexible workplace and leave options.
 - implement appropriate Privacy Act considerations to ensure compliance; and
 - additional resources for training on DV/SAS and related topics is needed

II. Anti-Harassment and Safety Policy Review

Management Directive 715 (MD-715) requires all federal agencies to maintain an anti-harassment program with policies and procedures that promote a work environment free of all forms of harassment. Executive Order 14035 complements the requirements of MD-715 and compliance with the directive is a factor that is assessed in the sample Anti-Harassment and Safety Maturity Model (Attachment B).

Provide a narrative description of the actions the agency took to evaluate its current anti-harassment and retaliation policies and procedures. Agencies may use the attached sample Anti-Harassment and Safety Maturity Model for support in this process.

- A document is available on the internal share point site for employees to reference the options available if filing an anti-harassment complaint.
- The agency reviewed other federal Department and Agency policies for best practices.
- Agency used guidance provided in Government-Wide Strategic Plan
- Agency used U.S. Equal Employment Opportunity Commission guidance entitled “Model EEO Programs Must Have An Effective Anti-Harassment Program.”
- Drafted policy now has a form to report, has added in clarifying language for reporting to all management officials, clarifies difference between Anti-Harassment and EEO processes, and intensifies language regarding disciplinary action and other consequences for violations of policy by employees and managers.

Provide a narrative description of the actions the agency took to evaluate their programs to support federal employees who have experienced harassment. Agencies may use the attached sample Anti-Harassment and Safety Maturity Model for support in this process.

- The Agency will develop evaluation mechanisms to survey FMCS employees and will implement appropriate steps under the new policies/procedures to assist employees that have experienced harassment.

II. Priorities for Advancing Workplace Safety and Harassment

Agencies will identify priorities related to each of the five core principles that the agency will focus on advancing in calendar year 2022. Activities for these priorities may continue beyond 2022 but the agency will begin work on the priorities this year. Agencies will also identify 2-3 priorities related to providing support to federal employees who have experienced DVSA.

These priorities should be in alignment with any potential barriers and challenges identified in the Survey on the Use of DEIA Promising Practices and feedback provided to advance DEIA. These priorities should also be in alignment with advancing agency maturity. For each identified priority, the agency will specify action item(s) for advancing the priority in 2022. Include in that identification a timeframe by which the action item(s) will be accomplished. Also include the responsible individuals or teams within the agency and resources that will be dedicated to advance each priority (such as budgetary resources). In addition, identify data collection methods to monitor progress on each priority (operational activities are measured quarterly, and outcome measure are yearly metrics). When identifying responsible individuals and teams, be clear as to when and how leadership engagement is needed.

Core Principle: Committed and Engaged Leadership	
Priority/Goal <i>Identify 1-3 priorities related to this core principle that the agency will focus on for calendar year 2022.</i>	<ul style="list-style-type: none"> • Leadership communicating and exhibiting commitment to workplace safety and anti-harassment
Strategies	<ul style="list-style-type: none"> • Enhanced training to managers on responsibilities, have senior leadership constantly reiterate appropriate manager actions, hold managers accountable when there is evidence, they failed to uphold policies
Actions	<ul style="list-style-type: none"> • Roll out policy in Spring 2022
Operational activities to measure progress	<ul style="list-style-type: none"> • Pulse checks with staff to ensure managers are consistently following and applying policy
Outcome measures to measure progress	<ul style="list-style-type: none"> • Use of resources under policy
Responsible individuals or teams	<ul style="list-style-type: none"> • These programs have multiple components and responsibilities within OD, EEO, HR, and OGC.
Resources dedicated	<ul style="list-style-type: none"> • No additional resources

Core Principle: Consistent and Demonstrated Accountability	
Priority/Goal <i>Identify 1-3 priorities related to this core principle that the agency will focus on</i>	<ul style="list-style-type: none"> • Adding language to supervisory performance plans regarding anti-harassment responsibility for reporting and responding timely

<i>for calendar year 2022.</i>	<ul style="list-style-type: none"> Ensuring application of disciplinary action for supervisors found in violation of anti-harassment policies
Strategies	<ul style="list-style-type: none"> Roll out a top-down approach for accountability during the new performance cycle
Actions	<ul style="list-style-type: none"> Roll out new policies in Spring 2022
Operational activities to measure progress	<ul style="list-style-type: none"> Tracking number of violations by cases reported
Outcome measures to measure progress	<ul style="list-style-type: none"> Number of cases
Responsible individuals or teams	<ul style="list-style-type: none"> Senior Leadership
Resources dedicated	<ul style="list-style-type: none"> No additional resources

Core Principle: Strong, Comprehensive, and Consistently Applied Policies	
Priority/Goal <i>Identify 1-3 priorities related to this core principle that the agency will focus on for calendar year 2022.</i>	<ul style="list-style-type: none"> Communicate policies - publish to Agency SharePoint and distribute electronically, make publicly available as required and share with Contractors, etc.
Strategies	<ul style="list-style-type: none"> Ensuring employees acknowledge reading policies throughout agency.
Actions	<ul style="list-style-type: none"> Distribute policies and ensure supervisors communicate and direct employees to read policies and acknowledge
Operational activities to measure progress	<ul style="list-style-type: none"> Tracking that all employees have read and acknowledged policies
Outcome measures to measure progress	<ul style="list-style-type: none"> Tracking areas of violations of policies and identifying any offices that seem to need additional training or reminder of policy.
Responsible individuals or teams	<ul style="list-style-type: none"> Senior Leadership
Resources dedicated	<ul style="list-style-type: none"> No additional resources

Core Principle: Trusted and Accessible Complaint Procedures	
Priority/Goal	

<i>Identify 1-3 priorities related to this core principle that the agency will focus on for calendar year 2022.</i>	<ul style="list-style-type: none"> • Ensure policies are available for all employees in electronic format and complaint process easy to follow
Strategies	<ul style="list-style-type: none"> • Implement and roll-out new policy with standardized complaint reporting form. • Ensure contact information and links to policy information are on SharePoint. • Special emphasis on continually reminding employees of where to go and options available if they are harassed.
Actions	<ul style="list-style-type: none"> • Roll our policy for anti-harassment in Spring 2022, setup email box for submission of complaints
Operational activities to measure progress	<ul style="list-style-type: none"> • Obtain feedback from managers and employees on ease of filling out form
Outcome measures to measure progress	<ul style="list-style-type: none"> • Measure number of forms filled out and submitted correctly
Responsible individuals or teams	<ul style="list-style-type: none"> • OHR and IT
Resources dedicated	<ul style="list-style-type: none"> • No additional resources

Core Principle: Regular, Interactive and Tailored Training	
<i>Priority/Goal Identify 1-3 priorities related to this core principle that the agency will focus on for calendar year 2022.</i>	<ul style="list-style-type: none"> • Appropriate training for HQ and Field tailored to the work each performs and specific work environment. • Provide training at least bi-annually (coinciding with bi-annual EEO training or alternating)
Strategies	<ul style="list-style-type: none"> • Engage HR, OGC, EEO and Field to identify training. Field may identify training meeting their needs separate from HQ given unique work environment(s).
Actions	<ul style="list-style-type: none"> • Ensure NO Fear Act training incorporates all resource areas and applicable policies for anti-harassment and safe workplace

Operational activities to measure progress	<ul style="list-style-type: none"> • Training compliance reports
Outcome measures to measure progress	<ul style="list-style-type: none"> • Measure through completed training
Responsible individuals or teams	<ul style="list-style-type: none"> • EEO, OHR
Resources dedicated	<ul style="list-style-type: none"> • No additional resources

Provide Support and Assistance to Federal Employees Whose Working Lives are Affected by DVSAS	
Priority/Goal <i>Identify 1-3 priorities related to this core principle that the agency will focus on for calendar year 2022.</i>	<ul style="list-style-type: none"> • Publish and communicate new DVSAS policy to ensure awareness • Provide DVSAS training
Strategies	<ul style="list-style-type: none"> • Take advantage of resources offered through EAP • Outsource a presentation/training specifically on DVSAS and resources
Actions	<ul style="list-style-type: none"> • Implement new DVSAS policy in Spring 2022
Operational activities to measure progress	<ul style="list-style-type: none"> • Track reports and use of resources
Outcome measures to measure progress	<ul style="list-style-type: none"> • Track requests for use of DVSAS related resources
Responsible individuals or teams	<ul style="list-style-type: none"> • Senior leadership, Physical Security, OHR, EEO, OGC
Resources dedicated	<ul style="list-style-type: none"> • No additional resources

DEIA Maturity Model Overview

This Maturity Model is an example tool for agencies to consider employing to assess the effectiveness of Diversity Equity, Inclusion, and Accessibility (DEIA) within their workforce policies and culture. This DEIA Maturity Model supports agencies in effectively building an infrastructure for DEIA within their organization to improve efficiency, effectiveness, and equity within their workforce. This model can be adopted or adapted to meet an Agency/Component's unique structure and needs. The practices described here serve as examples within each level and are not exhaustive.

SIGNALS OF MATURITY	LEVEL 1 Foundational Capacity	LEVEL 2 Advancing Outcomes	LEVEL 3 Leading and Sustaining
DEIA approach	Focused on complying with non-discrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency/Component practices promote the values of DEIA, but DEIA may not yet be integrated across Agency/Component mission and strategic planning.	DEIA is an integral part of overall Agency/Component mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data-driven analysis, and continuous improvement. Agency/Component undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity framework	Definition of diversity confined to EEO categories.	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational structure	DEIA work may be under-resourced within the organization and/or decentralized across the Agency/Component.	DEIA work integrated across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of Agency/Component leadership with significant and sustained SES responsibility.
DEIA integration	DEIA work may be siloed within the Agency/Component and/or disconnected from mission and strategic planning.	DEIA goals reflected in Agency/Component strategic planning.	DEIA goals fully and strategically integrated with Agency/Component strategic planning, performance management, and learning agendas.

Workplace Anti-Harassment and Safety Maturity Model

This Maturity Model is a sample tool for agencies to consider to evaluate their current policies to address workplace harassment, including sexual harassment, and consider ways to provide support and assistance to federal employees whose working lives are affected by domestic violence, sexual assault, and stalking. This model can be adopted or adapted to meet an Agency’s unique structure and needs. The practices described here serve as examples within each level and are not exhaustive.

Signals of Maturity	LEVEL 1 Foundational Capacity: Achieves basic compliance.	LEVEL 2 Advancing Outcomes: Embeds best practices.	LEVEL 3 Leading and Sustaining: Embodies best practices.
Committed and Engaged Leadership	<p>Senior leadership regularly states that workplace harassment, including sexual harassment and retaliation, will not be tolerated in the agency.</p> <p>Senior leadership allocates sufficient resources and staff time to help prevent and respond to workplace harassment, including sexual harassment, and retaliation.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Senior leadership incorporates enforcement of, and compliance with, the agency’s anti-harassment policy into the agency’s operational framework.</p> <p>Senior leadership regularly monitors incidence of workplace harassment, including sexual harassment, and retaliation complaints and conducts climate surveys of the workforce.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>Senior leadership regularly assesses agency-specific harassment and EEO complaint data to identify potential trends, including reviewing climate surveys.</p> <p>Senior leadership promotes employee assistance programs, work-life programs, available on-site services, or referral services.</p>
Consistent and Demonstrated	<p>The agency has an Anti-harassment Coordinator and an anti-harassment procedure to address harassment allegations and closely coordinates with the EEO office.</p>	<p>Elements of Level 1 are achieved, and:</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p>

<p>Accountability</p>	<p>The EEO office promptly informs the anti-harassment program of all EEO counseling activity alleging harassment.</p> <p>The agency maintains a tracking system to collect and analyze data for its anti-harassment program.</p> <p>Concerns or complaints regarding the anti-harassment policy, reporting and investigation system, and/or training are addressed promptly and appropriately.</p>	<p>Senior leadership regularly evaluates the effectiveness of the agency’s anti-harassment strategies to prevent and address harassment.</p> <p>Metrics for harassment response and prevention are included in supervisory employees’ performance reviews.</p>	<p>The agency establishes a committee or council to review data related to harassment and responsive strategies.</p> <p>The agency uses exit interviews to ask departing staff about their assessment of anti-harassment policies and/or practices.</p>
<p>Strong, Comprehensive and Consistently Applied Harassment Policy</p>	<p>The agency has a compliant anti-harassment policy that prohibits unlawful harassment, provides a description of prohibited conduct, and describes the agency’s reporting and investigation system.</p> <p>The anti-harassment policy is communicated to employees on a regular basis in a manner that is accessible and through different methods of communication.</p> <p>The anti-harassment policy requires immediate and appropriate corrective action to prevent and eliminate harassing conduct and to prevent retaliation</p>	<p>Elements of Level 1 are achieved, and:</p> <p>The agency’s anti-harassment policy prohibits harassing conduct beyond that which is unlawful and includes the goal of maintaining safe, respectful, and inclusive workplaces.</p> <p>The agency’s anti-harassment policy addresses ways in which individuals, including those from underserved communities, may experience multiple forms of harassment that are compounded or exacerbated as a result of those intersections (e.g., sex, race, ethnicity, gender identity, sexual orientation, religion, age, disability).</p> <p>The agency’s anti-harassment policy encourages employees to report harassing conduct when encountered.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency establishes trauma-informed, culturally competent services such as a crisis line, and/or ombudsperson, to assist employees.</p> <p>The agency updates, as appropriate, and regularly provides relevant anti-harassment educational and support resources to managers, supervisors, and employees.</p>
<p>Trusted and Accessible Reporting and Investigation System</p>	<p>The agency’s reporting and investigation system includes a detailed description of the investigation process of harassment allegations.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Investigators of harassment complaints receive ongoing training in trauma-informed approaches to investigating complaints.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p>

	<p>The reporting and investigation system includes multiple avenues for reporting harassing conduct.</p> <p>The agency’s reporting and investigation system includes investigators who receive ongoing training. The system is also fully resourced and staffed, enabling the agency to respond promptly, thoroughly, and effectively to complaints.</p>	<p>The reporting and investigation system allow for anonymous reporting of harassing conduct.</p> <p>The agency regularly evaluates the effectiveness and timeliness of reporting mechanisms.</p> <p>The agency uses climate surveys to evaluate employee perceptions of harassment in the workplace.</p>	<p>The agency establishes an assessment team for instances of workplace harassment complaints.</p> <p>The agency deploys satisfaction surveys to those who used resources or reported harassment in order to determine the quality of services provided.</p>
<p>Regular, Interactive and Tailored Training</p>	<p>The agency provides regular compliance training for all employees at every level of the agency so they can recognize harassment, are aware of applicable agency policies, and know how to use the reporting system.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>The anti-harassment training for managers and supervisors provides clear, easy-to-understand and realistic methods for responding to harassment they observe, that is reported to them, or of which they have knowledge or information.</p> <p>Trainings promote maintaining a safe, respectful, and inclusive workplace, and may include bystander intervention and civility training.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency trains those responsible for receiving, investigating, and/or resolving complaints how to communicate in a trauma-informed manner with employees who have experienced harassment.</p>
<p>Support of federal employees who have experienced domestic violence, sexual assault, or stalking (“DVSAS”)</p>	<p>Agency’s support of employees who have experienced DVSAS may address the following components in a manner consistent with OPM Guidance:</p> <ul style="list-style-type: none"> • Workplace flexibilities • Training, awareness & Employee Assistance Programs (EAPs) • Building Safety & Security • Accountability 	<p>Agency may form a DVSAS Planning Group in a manner consistent with OPM guidance.</p> <p>Agency leadership supports and affirms DVSAS support and programs and the work of Agency DVSAS Planning Group.</p>	<p>Agency integrates DVSAS support and programs with broader DEIA efforts.</p> <p>Agency annually reviews and enhances its support and programs, including trainings, and access to resources and support for federal employees impacted by DVSAS.</p>