



Office of Personnel Management (OPM)

Government-wide DEIA: Our Progress and Path Forward to Building a Better Workforce for the American People

Annual Report | 2022

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A Letter from Director Ahuja



I am pleased to share the Diversity, Equity, Inclusion, and Accessibility (DEIA) Annual Report from the Office of Personnel Management's (OPM's) Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA). This overview provides the Federal workforce and the public with transparency into the Federal government's DEIA demographics, highlights accomplishments aligned to the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce, and offers insight into agencies' DEIA strategic plans in compliance with Executive Order 14035. Additionally, it offers a preview of upcoming initiatives that will continue enabling, supporting, and advancing DEIA across the Federal workplace. This is the inaugural DEIA Annual Report that will be published on a yearly basis by the ODEIA within OPM to provide transparency around DEIA in the Federal workforce.

There is more work to be done to ensure our Federal workplaces consistently embody and model all DEIA principles. However, the Biden-Harris Administration is deeply committed to achieving that goal, and OPM is proud to play a key role by helping to implement Executive Order 14035. The efforts outlined in this report will help ensure every service-minded individual feels welcomed and supported in contributing their talents to the Federal workforce.



Overview

The Federal government strives to be a model for diversity, equity, inclusion, and accessibility (DEIA), where all employees are treated with dignity and respect. Given the Federal government is the largest employer in the United States, it is vital to cultivate a workforce that draws from the full diversity of the nation. To do so, we must strengthen our ability to recruit, hire, develop, promote, and retain our nation's talent; remove barriers to equal opportunity; and be our country's model of excellence for DEIA. Meeting this mandate requires all of us – public servants at all levels of every agency – to contribute to advancing DEIA in the Federal workforce.

The U.S. Office of Personnel Management (OPM) serves as the chief human resources agency and personnel policy manager for the Federal government. OPM provides human resources leadership and support (e.g., employee management services, retirement benefits, healthcare and insurance programs, merit-based and inclusive hiring into the civil service, and a secure employment process) to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people.

The OPM Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) is the leading DEIA office within the Federal government, providing Federal agencies concrete strategies and best practices to recruit, hire, include, develop, retain, engage, and motivate a diverse, results-oriented, high-performing workforce. The ODEIA examines policy options, government-wide data trends, and employee survey findings that affect OPM's management of DEIA throughout the Federal government from a business and national security imperative. Federal departments and agencies best serve the American people when they can recruit and retain talented individuals from all communities. Thus, ODEIA shares evidence-based methodologies and strategies, such as those implemented in Federal agencies, the private sector, local governments, and academia, to drive and integrate DEIA practices throughout the Federal government. ODEIA also advises departments and agencies on how to accomplish their varied missions as they develop a strategic focus on DEIA, allowing them to prepare for shifting workforce demographics, improved services to all populations, and innovation to address and solve 21st century problems.

On June 25, 2021, the Biden Administration signed Executive Order (EO) 14035, which states that:

“...affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of our Government. To further advance equity within the Federal Government, this order establishes that it is the policy of [the] Administration to cultivate a workforce that draws from the full diversity of the Nation.”

EO 14035 specifically tasked the DEIA Initiative, led by the Director of OPM and the Deputy Director for Management of the Office of Management and Budget (OMB) – in coordination with the Chair of the Equal Employment Opportunity Commission (EEOC), and in consultation with the Secretary of Labor, the Director of the Office of Science and Technology Policy, the Assistant to the President for National Security Affairs, the Assistant to the President for Domestic Policy (APDP), the Director of the National Economic Council, and the Co-Chairs of the Gender Policy Council – with the following responsibilities:

- 1 Reestablishing a government-wide initiative to promote diversity and inclusion in the Federal workforce and expanding its scope to include equity and accessibility, and providing agencies with resources to assess the current state of DEIA in their workforce;
- 2 Issuing a government-wide DEIA Strategic Plan;
- 3 Establishing a system for agencies to submit strategic plans for DEIA;
- 4 Aiding and providing guidance on the execution of EO 14035;
- 5 Promoting a data-driven approach to increase transparency and accountability;
- 6 Consolidating implementation efforts and reporting requirements for advancing DEIA through different mandates, Presidential directives, and regulatory requirements; and
- 7 Supporting agency efforts to conduct research evaluation and other evidence-building activities to identify promising practices for broadening opportunities for advancement in Federal employment, and to assess and promote the benefits of DEIA for Federal performance and operations and barriers to achieving these goals.

DEIA is a mission-critical imperative for the Federal government, and the Demographic Diversity Data section of this report provides transparency into Federal workforce demographic data. OPM is committed to expanding methods to collect data on underserved communities and will also share methods and strategies it plans to implement to begin filling gaps in demographic data collection.

The Federal DEIA Accomplishments section highlights programs and initiatives prompted by the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce. Developed by the DEIA Initiative, the Government-wide Strategic Plan:

- Provides vision and mission statements;
- Establishes five operating principles to advance and sustain DEIA within agencies;
- Further outlines the DEIA priorities expressed in the Executive Order;
- Details strategies for advancing DEIA;
- Provides a sample maturity model to support growth;
- Outlines steps to create a comprehensive framework to address workplace harassment; and
- Explains next steps for advancing DEIA.

The strategic plan also incorporates the 11 priorities identified in EO 14035:



Since the implementation of the strategic plan, OPM has begun leading, launching, and implementing programs and initiatives to meet the priorities of EO 14035, which will be detailed in the Federal DEIA Accomplishments section.

The Agencies’ DEIA Assessments & Strategic Plans section provides insight into OPM’s accountability for supporting agencies’ DEIA self-assessments and strategic plans as mandated by EO 14035. OPM and its partners have developed a DEIA Maturity Model and templates for agencies’ use, reviewed agencies’ self-assessments and strategic plans, developed Promising DEIA Practices to help agencies advance the state of DEIA within their organizations, and provided ongoing technical assistance with agencies’ DEIA strategic plans.

Finally, the Outlook section will include programs, policies, practices, and initiatives for the public and agencies to anticipate from OPM between now and the next publication.

Demographic Diversity Data

From Fiscal Year (FY) 17-FY21, there were minor changes in the percentages of the Total Workforce Profile’s race categories, which can be seen in the appendices. There were also minor changes in the percentages of the Federal workforce’s race Senior Executive Service (SES) categories as seen in the appendices.

Racial Diversity Overview of Total Workforce Profile FY21

Race Category	Total Workforce	Senior Executive Service (SES) Level
American Indian / Alaskan Native	1.62%	1.24%
Asian	6.49%	4.68%
Black / African American	18.19%	11.66%
Hispanic / Latino	9.53%	5.07%
More Than One Race	2.01%	1.35%
Native Hawaiian / Pacific Islander	0.56%	0.16%
Unspecified	0.40%	0.17%
White	61.20%	75.67%

Gender Diversity Overview of Total Workforce Profile FY21

From FY17-FY21, there were minor changes in the percentages of the Total Workforce Profile's gender categories, which can be seen in the appendices. There were also minor changes in the percentages of the Federal workforce's gender categories within the SES as seen in the appendices.

Gender Category	Total Workforce	Senior Executive Service (SES) Level
Women	44.44%	37.85%
Men	55.56%	62.15 %



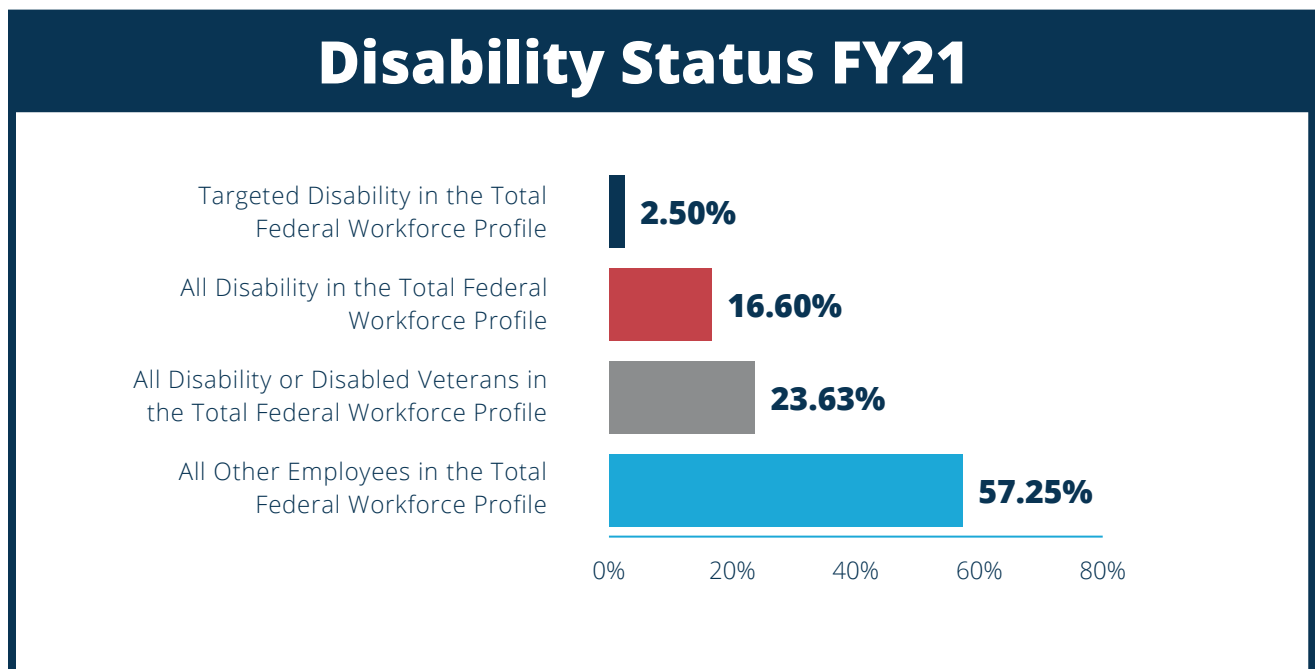
Total Workforce Profile and Current Appointment Authority

The tables and graphics that follow show the Total Workforce Profile percentages for Veterans; Disability Status; Military Spouses; and current appointment authority percentages for the Pathways Program, including interns, recent graduate, and Presidential Management Fellows (PMF) hires.

Veterans in Total Federal Workforce Profile FY20

Category	Percentage
Veterans in the Total Federal Workforce	30%
Veterans with Preference in the Total Federal Workforce	26%
Disabled Veterans in the Total Federal Workforce	15%
30% or More Disabled Veterans in the Total Federal Workforce	10%

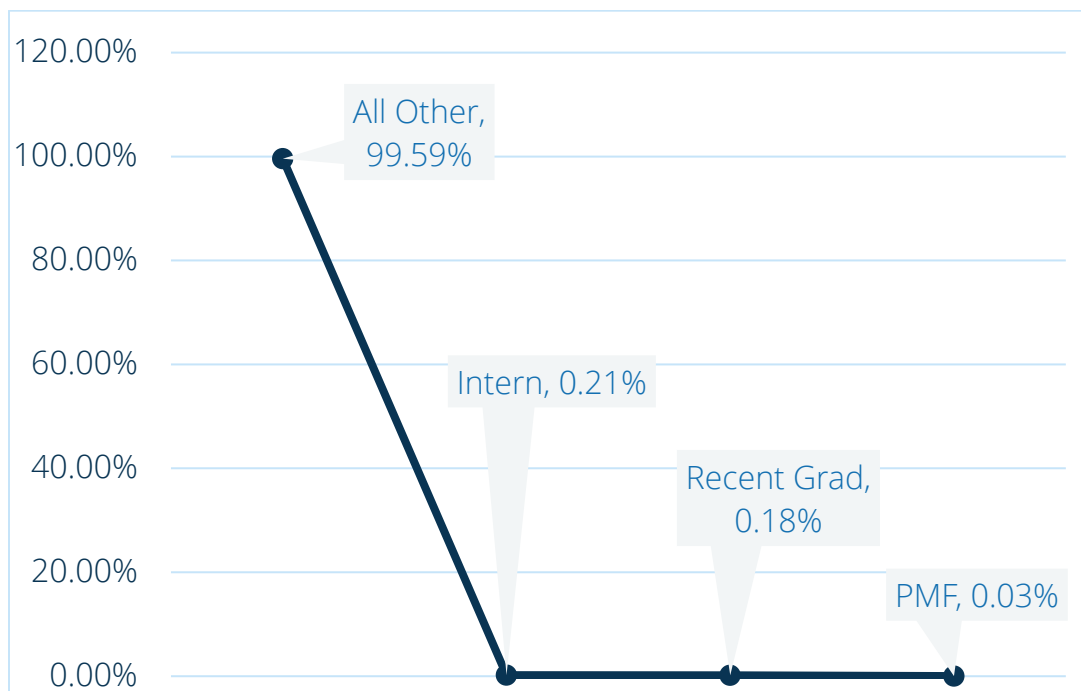
Disability Status FY21



Military Spouses FY21

Category	Percentage
Non-Military Spouse	99.69%
Military Spouse	0.31%

Pathways Program FY21



OPM continues to evolve in its demographic data reporting. In response to EO 14035 and the evolving needs of agencies as they implement their strategic plans, OPM is working to expand its reporting capabilities to meet those needs. One example of a future reporting change is providing more options in gender categories in efforts to be inclusive of people of all gender identities. OPM is researching ways to report more data on the underserved communities outlined in EO 14035 to identify gaps and community needs to develop better strategies to reach these communities.



Federal DEIA Accomplishments

Since the release of EO 14035, OPM and partnering agencies have been working on programs and initiatives to begin addressing the Government-wide DEIA Strategic Plan priorities. The accomplishments that follow are some programming highlights since the EO's release.

Accomplishment 1: Chief Diversity Officers Executive Council

Launched on September 29, 2022, the Chief Diversity Officers Executive Council is the principal interagency forum to implement and sustain a national strategy for DEIA across the Federal government and position the Federal government as a model for DEIA. EO 14035, issued on June 25, 2021, and entitled *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, set forth the authorities supporting development of this Council, including:

- Federal merit system principles include that the Federal Government's recruitment policies should "endeavor to achieve a work force from all segments of society" and that "[a]ll employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management" (5 U.S.C. 2301(b)(1), (2)).
- As set forth in Executive Order 13583 of August 18, 2011 (*Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*), the Presidential Memorandum of October 5, 2016 (*Promoting Diversity and Inclusion in the National Security Workforce*), Executive Order 13988 of January 20, 2021 (*Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation*), the National Security Memorandum of February 4, 2021 (*Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships*), and Executive Order 14020 of March 8, 2021 (*Establishment of the White House Gender Policy Council*), the 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.

Additionally, Director Ahuja's Memo dated January 5, 2022, "[Agency Opportunities to Establish Chief Diversity Officer or Diversity and Inclusion Officer Pursuant to Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#)" directed OPM to create a forum to engage agency Chief Diversity Officers and/or Diversity and Inclusion Officers, create learning opportunities, and provide technical assistance to agencies. As a result, ODEIA has

led the development of an interagency council supported by a council charter. The Chief Diversity Officers Executive Council members include key stakeholders from ODEIA, OMB, and EEOC in addition to a diverse group of government-wide DEIA leaders to ensure representation across the Federal government and the national landscape of diversity leadership.

The Council will:

- Collaborate on broad strategic and operational matters, projects or programs across the Federal government related to DEIA.
- Collaborate with member agencies and public and private stakeholders, as appropriate, on DEIA policies and programs in the Federal government and across other employment sectors.
- Assist with setting clear strategies, benchmarks, and metrics for DEIA standards of excellence and accountability to be employed across the Federal government.
- Support and advise member agencies on their DEIA strategic plans.
- Promote the DEIA priorities outlined in EO 14035, and incorporate the following operating principles:
 - Accountability and sustainability
 - Use of data and evidence-based decision-making
 - Continuous improvement and learning
 - Broad engagement with diverse stakeholders and partners

Accomplishment 2: Employee Resource Group Summit

The Federal Employee Resource Group (ERG) Summit was held April 22, 2022, in response to the Government-wide Strategic Plan to Advance DEIA. The Summit was conceived in January 2022 by ODEIA and leveraged the collective knowledge and experiential capital of ODEIA, the Patent and Trademark Office, and several non-government entities to present a virtual, full-day workshop.

The Summit was designed to equip Federal employees in ERGs to better support agencies' efforts to strategically advance DEIA and impact mission outcomes. Summit topics included: Building and Evolving ERGs Toward the Future of Work, Leveraging ERGs to Foster a Culture of Belonging, Effective Strategic Planning, and Aligning ERG Goals to the Government-wide Strategic Plan to Advance DEIA. Stakeholders, including ERG Leaders, ERG members, ERG Program Managers, and Executive Sponsors, gained clarity surrounding their roles in the development, execution,

advocacy, and optimization of ERGs. Coming out of the summit, ERGs were better informed, connected, and strategically positioned to leverage the Government-wide DEIA Strategic Plan, aligning their own agency's DEIA Strategic Plan to achieve Federal ERG initiatives.

Accomplishment 3: DEIA Summit 2022: A Whole-of-Government Approach to Disability Employment

OPM ODEIA held the first government-wide summit for diversity, equity, inclusion, and accessibility on December 6-8, 2022. The event, titled DEIA Summit 2022: A Whole-of-Government Approach to Disability Employment, was fully virtual and featured remarks and presentations from over 70 leaders and experts from the Federal government, academia, and non-profit and private sector organizations. Leaders discussed promising practices and strategies to improve employment for people with disabilities in the Federal workforce. The summit:

- 1) Set the expectation for all Federal agencies to not only comply with the legal requirements, but also adhere to the original intention of the Rehabilitation Act, as amended, and the Architectural Barriers Act (ABA); and
- 2) Set the standard for equity and accessibility for individuals with disabilities, showcasing the Federal government as the nation's model employer.

Open to all Federal employees, with a target audience of Chief Diversity Officers; Chief Human Capital Officers; Chief Information Officers; Chief Data Officers; Equal Employment, Human Resources, Civil Rights, and Diversity and Inclusion Directors and practitioners; disability-related Employee Resource Group leaders and members; and Federal employees with disabilities, the summit was attended by nearly 1,700 Federal employees and others in various public and private sectors. Participants were:

- Equipped with knowledge and skills to fortify their ability to develop, implement, and evaluate concrete strategies for employing individuals with disabilities;
- Immersed in meaningful conversation to fuel curiosity, innovation, and willingness to improve upon the status quo; and
- Empowered to champion measurable and sustainable progress.

Accomplishment 4: Gender Affirming Care in the FEHB Program

EO 14035 directs OPM to take actions to promote equitable healthcare coverage for LGBTQI+ employees, beneficiaries and eligible dependents, including comprehensive gender-affirming care, through the Federal Employees Health Benefits (FEHB) Program.

[As of January 1, 2016](#), no participating FEHB plan may have a general exclusion of services, drugs or supplies related to the treatment of gender dysphoria. OPM's [Technical Guidance](#) for 2022 plans reiterated that FEHB plans must provide benefits for all covered services when medically necessary for the covered member and directed FEHB Carriers to include a gender affirming care services category in the plan brochure index that clearly articulates where to find information on covered services to make it easier for enrollees to review gender affirming care coverage and select a plan to best fit their needs.

The FEHB [Call Letter](#) and [Technical Guidance](#) for 2023 benefits proposals strongly encouraged Carriers to:

- Adopt an acceptable standard of care by looking at one or more recognized entities for coverage of gender affirming care and services, such as the World Professional Association of Transgender Health, the Endocrine Society, and the Fenway Institute, for evidence-based clinical guidance to inform their medical policies and benefits coverage;
- Provide any individual diagnosed with or undergoing evaluation for gender dysphoria the option to use a Care Coordinator to assist and support them as they seek gender affirming care and services; and
- Ensure the use of gender inclusive terminology in communication materials, member-accessible resources, and the FEHB Brochure.

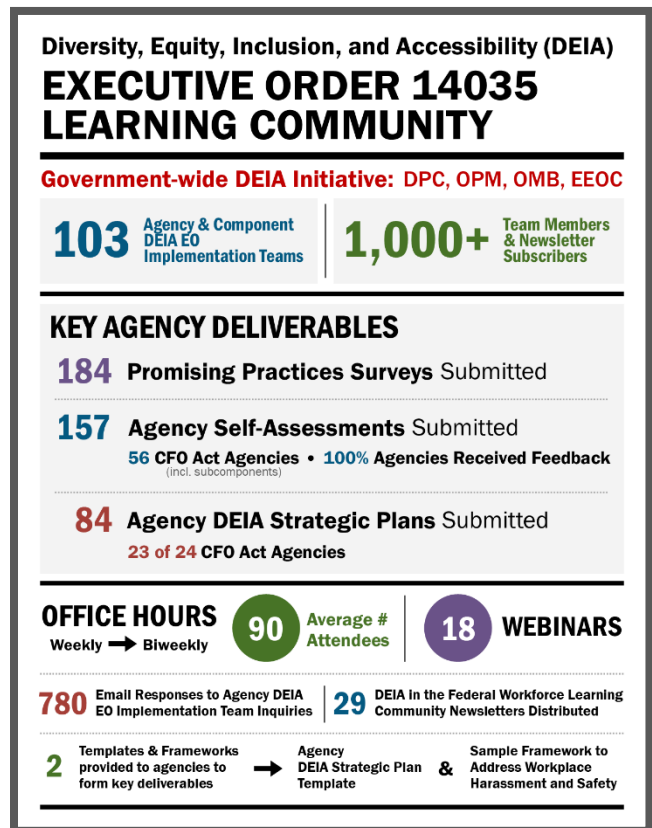
Accomplishment 5: 2022 DEIA OPM FEVS Items

Starting in 2021, the OPM Federal Employee Viewpoint Survey (OPM FEVS) Team collaborated extensively with ODEIA, with input from several OPM subject matter experts and various Federal agencies and communities of practice, to develop draft DEIA survey items, as well as updates to the existing sexual orientation and gender identity (SOGI) demographic questions on the OPM FEVS. The purpose of this initiative was to transform the existing OPM FEVS diversity and inclusion index, "New Inclusion Quotient," into an index that assesses employee experiences with DEIA policies, practices, and procedures regarding their agency and its leaders. The items were included in the FY21 distribution of the OPM FEVS and participants were able to "opt in" and respond to the test items. Validity and reliability statistical analyses revealed the FY21 DEIA items – with a few

minor revisions – were effective in assessing employee experience regarding diversity, equity, inclusion, and accessibility. The new items were included in the FY22 Government-wide OPM FEVS distribution and were used to create a new Diversity, Equity, Inclusion and Accessibility Index, which shows 69 percent of respondents report positive perceptions of agency practices related to DEIA. The index is specifically designed to align with EO 14035 and features the four components in the EO: diversity, equity, inclusion, and accessibility. These government-wide results will serve as a baseline to assess future changes, as well as benchmark comparisons for agency DEIA initiatives.

Accomplishment 6: DEIA Learning Community

Following the release of EO 14035, OPM worked with the other DEIA Initiative members to stand up a DEIA Learning Community and begin providing support to the DEIA community. Since then, the Learning Community has worked with 103 agency DEIA EO implementation teams, produced a newsletter with over 1,000 agency subscribers, provided feedback on 157 self-assessments submitted by agencies, hosted 18 webinars, and held regular office hours with an average of 90 attendees per session. The DEIA Initiative also surveyed agencies on existing DEIA promising practices across government and the extent of their adoption and efficacy and reviewed preliminary agency assessments of the current state of DEIA in their human capital practices and workforce composition collected under Section 4(a) of EO 14035. Most notably, the DEIA Initiative also issued the “Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce” on November 23, 2021.



Accomplishment 7: Advancing DEIA Promising Practices for Federal Agencies

In early 2021, prior to the signing of EO 14035, the Chief Human Capital Officers (CHCO) Council convened an interagency working group co-chaired by the U.S. Office of Personnel Management (OPM) and the Executive Office of the President (EOP) with members from 18 agencies. The working group served as a platform for human capital and DEIA leaders to begin conversations around the key Administration priority of DEIA in the Federal Workforce. The working group issued a call to members to submit their agency human capital employee lifecycle practices related to DEIA. In January 2023, OPM's CHCO Council and ODEIA released a document titled "Advancing Diversity, Equity, Inclusion, and Accessibility Promising Practices for Federal Agencies." Each agency spotlight includes a high-level overview of the issue, solution, and outcomes. It is OPM's hope that agencies will elevate these promising practices government-wide. ODEIA has also spotlighted two agencies during the Government-wide quarterly [DEIA Strategic Partners meeting](#). This temporary interagency working group has now dissolved in favor of the Chief Diversity Officers Executive Council.

Agencies' DEIA Assessments & Strategic Plans

As mandated in EO 14035, and with guidance from OPM, every agency was instructed to conduct a DEIA self-assessment of the current state of DEIA in the agency's human resources practices and workforce composition. Every agency was also instructed to submit a DEIA strategic plan to identify actions that advance DEIA in the workforce and remove any potential barriers to DEIA in the workforce identified in the self-assessments. Agency DEIA strategic plans had to also include quarterly and annual goals and actions to advance DEIA initiatives in the agency workforce and in the agency's workplace culture.

OPM, together with the additional members of the DEIA Initiative – the Domestic Policy Council (DPC), OMB, and EEOC – were tasked with supporting agencies through this process by providing guidance and tools (e.g., templates), reviewing the self-assessments, developing and implementing the DEIA Maturity Model as a tool for agencies, and providing feedback and promising DEIA practices to help agencies advance within the DEIA Maturity Model.

The DEIA Maturity Model consists of the following levels of maturity:

- **Level 1 - Building Foundational Capacity:** On the first level of the maturity scale, an agency's focus may be on complying with statutory and regulatory requirements related to DEIA. The agency's DEIA work is ongoing but may be siloed or decentralized.
- **Level 2 - Advancing Outcomes:** On the second level of the maturity scale, the agency may have adopted DEIA priorities and policies throughout the enterprise and shown improved results beyond statutory and regulatory requirements. DEIA is a critical component of the agency's mission and work but may not be fully embedded into the strategic plan and vision.
- **Level 3 - Leading and Sustaining:** On the third level of the maturity scale, the agency may have demonstrated that DEIA is an integral part of the overall organizational strategy by embedding DEIA in its vision, values, policies, and practices. The agency may be executing its DEIA strategic plan, monitoring progress, and making appropriate adjustments. The agency may also be acknowledged, cited, and benchmarked by others for its DEIA accomplishments.



DEIA Maturity Model Overview

Signals of Maturity	Level 1	Level 2	Level 3
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

This Maturity Model was developed as an example tool for agencies to consider employing to assess the effectiveness of diversity, equity, inclusion, and accessibility 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.

Utilizing this same definition of DEIA across all agencies will provide consistency in agency self-assessments. Advancement from one level to the next can be achieved through the adoption of promising DEIA practices and evidence-based practices/activities aligned to the DEIA Maturity Model throughout each agency. The adoption of promising and evidenced-based practices will help agencies advance the state of DEIA in the agency's human resources practices and workforce composition.

In addition to meeting with agencies to provide feedback on their DEIA strategic plans and recommend promising DEIA practices, OPM will also offer agencies additional technical assistance with their strategic plans going forward.



Outlook

ODEIA Director Dr. Janice Underwood's ODEIA Vision:



I am honored to serve as the government-wide Chief Diversity Officer and lead this work across all agencies alongside senior leadership in the Federal government. As OPM reflects annually on the state of DEIA in the Federal government, we celebrate the many DEIA accomplishments since the release of EO 14035 but also acknowledge opportunities for improvement in areas like consistent funding of DEIA initiatives, improved demographic data collection and analysis, sustainability initiatives, and responsible progress across all dimensions of DEIA.

Looking ahead, my goal is to establish DEIA work as a necessary part of the public service mission of the Federal government because DEIA work is everyone's job. This includes supporting chief diversity officers in all Federal agencies. It is my vision to have this annual state of DEIA report to illustrate the Federal government's collective progress and path forward in supporting all communities, including by removing barriers to underserved communities.

We are committed to the Executive Order's directive to further advance equity within the Federal government by cultivating a workforce that draws from the full diversity of the Nation and endeavor to leverage the business and national security imperative of DEIA work. Specifically, in 2023, ODEIA looks to elevate accessibility, gender and racial equity, DEIA training, professional development, data-driven approaches for accountability, and targeted communications and partnerships. Thus, in collaboration with leaders across Federal government, ODEIA, as a new OPM organization, will deliver government-wide programming, practices, and initiatives in support of building a better workforce in service to the American people. Following are some programs, practices, and initiatives the public and Federal agencies can anticipate from OPM between now and the next publication.

DEIA Outlook

1

Additional ERG and DEIA Summits

2

Measuring Impact of DEIA Training on Equitable Workforce Outcomes

3

DEIA Government-wide Dashboard

4

DEIA Talent Sourcing for America

In 2023, OPM ODEIA will host additional summits to underscore the importance of a government-wide strategy for DEIA. These future summits will elevate other aspects of EO 14035 and priorities identified by leaders of the Chief Diversity Officers Executive Council. These events will continue to be open to all Federal employees, with a target audience of Chief Diversity Officers; Chief Human Capital Officers; Chief Information Officers; Chief Data Officers; Equal Employment, Human Resources, Civil Rights, and Diversity and Inclusion Directors and practitioners; and Employee Resource Group leaders and members.

Measuring the Impact of DEIA Training on Equitable Workforce Outcomes

Consistent with EO 14035, there is a government-wide initiative to advance DEIA in the Federal workforce by offering training and educational content. DEIA training may be thought of as a set of instructional programs aimed at building skillsets that promote respectful and innovative workplaces, eliminating workplace bias, discrimination, and harassment; and promoting agency accessibility practices to recruit, hire, and retain the best and brightest future Federal workforce. For example, as people are upskilling or joining the Federal workforce remotely from rural communities, we want to be sure those employees are treated fairly and successfully included in organizational culture to best serve the American public.

DEIA trainings have been a go-to strategy to address complex issues such as recruitment and retention of Federal employees from underserved communities. One of the priorities outlined in EO 14035 is to expand the availability of these trainings so that Federal employees are supported and have the tools to promote respectful and innovative workplaces.

In partnership with the General Services Administration's (GSA's) Office of Evaluation Sciences (OES), OPM is seeking agencies who are planning to conduct DEIA training starting in Fiscal Year 2023 to participate in a no-cost rigorous outcome evaluation. OPM and GSA OES are also looking for agencies with an existing DEIA curriculum and funding to implement trainings in a phased approach, as well as the ability to share outcome data (e.g., employee retention by demographic) with the research team.

DEIA Government-wide Dashboard

EO 14035 charges all agencies with analyzing the current state of DEIA across their workforce by reviewing their agency data to assess whether employees, including members of underserved communities, face barriers in accessing employment opportunities. In response to this call to action, OPM is developing the Diversity, Equity, Inclusion, and Accessibility Dashboard, which will provide demographic information, trends, and analysis of the Federal workforce. The DEIA Dashboard is an OPM Agency Priority Goal, the focus of which is on improving data collection, use, and sharing to help agencies successfully implement DEIA-focused programs, practices, and policies supporting improved equitable services through an engaged workforce. In developing an action plan around this Priority Goal, OPM emphasized the following key strategies:

- Incorporate essential components of EO 14035 into the planning, structure, and outcomes supported via the dashboard development.
- Clearly define business requirements for an effective dashboard, including user input to understand both key decisions and activities supported and corresponding data needs.
- Define and establish effective data governance and management process for long-term sustainability.
- Build technology infrastructure, tools, and supports needed to drive ease of access and usability.

In alignment with these strategies, OPM sought input from DEIA practitioners across the Federal government while developing the DEIA Dashboard. In March 2022, OPM conducted a 90-minute ideation session with these practitioners to identify key questions a dashboard or other analytic tools could answer to ultimately help agencies successfully implement DEIA-focused efforts by affording access to timely and relevant data. This session focused on questions related to outreach and talent acquisition. Through this session, OPM gained a better understanding of the data needs and data questions agencies have and prioritized the areas of focus for the DEIA Dashboard. OPM is committed to continuous improvement and enhancement of data collection tools developed and will continue to partner with and seek feedback from DEIA practitioners across the Federal government as part of an ongoing review of the DEIA Dashboard. The DEIA Dashboard is expected to launch in early 2023.

DEIA Talent Sourcing for America

The DEIA Talent Sourcing for America initiative was launched in September of 2022 in response to EO 14035 and Priority One of the President's Management Agenda to take new steps to attract, hire, involve, develop, support, and empower talent who can help meet the challenges of today and tomorrow. It seeks to apply a DEIA lens on the first step in the employment cycle, prior to a candidate's application. Sourcing efforts broaden the top of the recruitment funnel, pulling in more qualified candidates, resulting in a wider and more diverse talent pool to address immediate agency hiring needs to rebuild capacity.

OPM is leading the way in showing agencies the importance of a successful talent sourcing strategy and will be providing technical assistance and guidance for agencies on proactively targeting a diverse workforce for sourcing and outreach.

In line with EO 14035's operating principles and priorities, the "Sourcing for America" campaign will provide agencies with information on:

- Using a data-driven approach to talent sourcing, enabling agencies to generate a larger number of diverse qualified job applicants for their available positions through professional social networking websites, and talent sourcing via USAJOBS.
- Engaging candidates, communities, schools, and organizations who have been historically underrepresented to apply for internships and apply for Federal employment opportunities.
- Working with local Federal Executive Boards in geographic regions outside of the Washington, D.C. area to build the next generation of Federal talent from diverse communities, including through coordination with state, tribal, local, and territorial government partners.

This will be accomplished through implementation of a robust communications plan which will establish and enhance communication between sourcing providers and Federal agencies; conducting targeted outreach to veterans, individuals with disabilities, military spouses, early career employees (to include interns, post-secondary, and recent graduates); and highlighting existing and new workplace incentives and flexibilities.

Appendices

DEIA

Value	Definition
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.

Advancing DEIA requires that the Federal workforce address the needs of many communities who may be underserved in the Federal workforce, including:

- People 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;
- Individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity – including lesbian, gay, bisexual, transgender, queer, intersex, gender non-conforming, and non-binary (LGBTQI+) individuals;
- Individuals who face discrimination based on pregnancy or pregnancy-related conditions;

- Parents and caregivers;
- Individuals who belong to communities that face discrimination based on their religion;
- Individuals with disabilities;
- First-generation professionals or first-generation college students; and
- Individuals with limited English proficiency.

Government-wide DEIA Executive Order Priorities

- **Safe Workplaces:** Create a framework to address workplace harassment, including sexual harassment; and promote training, education, prevention programs, and monitoring to create a culture that does not tolerate workplace harassment or other forms of discrimination or retaliation and that supports employees who have experienced domestic violence, sexual assault, or stalking.
- **Chief Diversity Officer:** Establish or elevate Chief Diversity Officers or Diversity and Inclusion Officers within agencies to promote diversity and inclusion within the workforce.
- **Data Collection:** Improve the collection of voluntarily self-reported demographic data about Federal employees to take an evidence-based approach to reducing potential barriers in hiring, promotion, professional development, and retention practices.
- **Promoting Paid Internships:** Remove barriers for low-income and first-generation professionals, including reducing reliance on unpaid internships and expanding paid internship opportunities.
- **Partnerships and Recruitment:** Establish new recruitment partnerships to build a more diverse pipeline into public service and facilitate recruitment, including the recruitment of individuals from underserved communities.
- **Professional Development and Advancement:** Advance equity and transparency in professional development opportunities.
- **DEIA Training and Learning:** Expand the availability of DEIA training so that Federal employees are supported and have the tools to promote respectful and inclusive workplaces.
- **Advancing Equity for Employees with Disabilities:** Serve as a model employer for disabled employees by charging key agencies with coordinating across the Federal government to develop processes to increase accessibility and reduce barriers to employment.

- **Advancing Equity for LGBTQI+ Employees:** Advance equity for LGBTQI+ employees by striving to ensure that the Federal Health Benefits System equitably serves all LGBTQI+ employees and their families; expanding the usage of gender markers and pronouns that respect transgender, gender non-conforming, and non-binary employees; and working to create a more inclusive workplace.
- **Pay Equity:** Advance pay equity so that public servants are fairly compensated for their talents, including Federal employees who may face discrimination based on race or gender, and working with agencies to review and, if necessary, revise job classifications and compensation practices.
- **Expanding Employment Opportunities for Formerly Incarcerated Individuals:** Assess potential barriers that formerly incarcerated individuals face when seeking Federal employment and seek to expand job opportunities for individuals with past convictions.



Racial Diversity in the Federal Workforce FY17-FY21

Race/Ethnicity	2017	2018	2019	2020	2021
American Indian / Alaskan Native	1.69%	1.66%	1.64%	1.63%	1.62%
Asian	5.99%	6.10%	6.19%	6.33%	6.49%
Black / African American	18.15%	18.21%	18.22%	18.23%	18.19%
Hispanic / Latino	8.75%	9.08%	9.21%	9.38%	9.53%
More Than One Race	1.60%	1.73%	1.83%	1.91%	2.01%
Native Hawaiian / Pacific Islander	0.51%	0.52%	0.54%	0.55%	0.56%
Unspecified	0.06%	0.09%	0.20%	0.28%	0.40%
White	63.26%	62.63%	62.18%	61.69%	61.20%



Racial Diversity in SES Level in the Total Federal Workforce Profile FY17-FY21

Race/Ethnicity	2017	2018	2019	2020	2021
SES - American Indian / Alaskan Native	1.15%	1.10%	1.08%	1.10%	1.24%
SES - Asian	3.49%	3.75%	3.81%	4.04%	4.68%
SES - Black / African American	10.37%	10.56%	10.42%	10.49%	11.66%
SES - Hispanic / Latino	4.60%	4.65%	4.65%	4.71%	5.07%
SES - More Than One Race	0.85%	0.93%	0.96%	1.06%	1.35%
SES - Native Hawaiian / Pacific Islander	0.24%	0.22%	0.18%	0.15%	0.16%
SES - Unspecified	0.04%	0.04%	0.08%	0.09%	0.17%
SES - White	79.26%	78.76%	78.82%	78.36%	75.67%



Gender Diversity in the Total Federal Workforce Profile and by SES FY17-FY21

Gender	SES 2017	Total 2017	SES 2018	Total 2018	SES 2019	Total 2019	SES 2020	Total 2020	SES 2021	Total 2021
Female	34.01%	43.38%	33.87%	43.52%	34.14%	43.72%	34.53%	44.10%	37.85%	44.44%
Male	65.99%	56.60%	66.13%	56.44%	65.86%	56.27%	65.47%	55.90%	62.15%	55.56%
Unspecified	0.00%	0.02%	0.00%	0.04%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%





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