

Template for Agency Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plans

Agency DEIA Strategic Plan 2022-2023

Agency Name: Social Security Administration (SSA)

DEIA Implementation Team:

Title	Name	Email
A Senior Designee/Chief of Staff	Scott Frey	Scott.Frey@ssa.gov
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Chief Equity Officer:

The Office of Civil Rights and Equal Opportunity (OCREO) oversees our DEIA program and includes our Chief Equity Officer (CEO).

OCREO is currently recruiting and hiring for this position. We expect to fill the position before the end of FY 2022. The Deputy Equal Employment Opportunity (EEO) Director in OCREO will perform all CEO roles and responsibilities until we hire a CEO. The CEO will report to the Deputy EEO Director, who reports to the EEO Director, who has a direct line to the Commissioner. The CEO will oversee DEIA activities. Additionally, we will review our Diversity and Inclusion (D&I) Council structure. We will align the D&I Council's structure to optimize its support of the DEIA Strategic Plan and CEO initiatives.

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

Our DEIA Implementation Team meets quarterly with our Component DEIA Implementation Team to ensure accountability on actions items included in the Executive Order. Our Component DEIA Implementation Team includes the executives outlined above and conducts monthly meetings with key

executives from our Office of Human Resources (OHR) to develop and implement our DEIA plan. The monthly meetings include executives and staff from OHR's Office of Executive and Special Services (OESS), whose functional areas include, but are not limited to, conducting the Senior Executive Service (SES) Merit Staffing program; facilitating recruitment activities for SES positions; implementing and managing our SES Candidate Development Program (SES CDP); and administering the SES performance management system. The meetings also include executives and staff from OHR's Office of Personnel (OPE) and Office of Strategy, Learning & Workforce Development (OSLWD). OSLWD addresses workforce development holistically; including, assessing employees' development needs and forecasting future talent gaps, designing, and delivering programs to mitigate identified gaps, and evaluating the outcomes and impact of their services.

The Component DEIA Implementation Team monthly meeting also includes executives and staff from the Office of Systems (OS) for input on technological accessibility and 508 compliance issues, and from the Office of Budget, Finance and Management (OBFM), for input on building accessibility. Lastly, the meeting includes key executives from OCREO for input on reasonable accommodations, anti-harassment programming, barrier analyses, and engagement with the Special Emphasis Program Advisory Councils. Inclusion of the above staff helps to ensure a healthy and open exchange of ideas for the plan. As a safeguard, the Implementation Team ensures the monthly meeting includes a representative from our Office of Labor-Management and Employee Relations (OLMER) for any input on bargaining or other labor relations/employee relations implications associated with DEIA initiatives, ideas, and/or strategies.

Further, key representatives from the Component DEIA Implementation Team attend a bi-weekly coordination meeting with the Office of the Commissioner, and the Office of Personnel Management's (OPM) biweekly DEIA Office Hours for Executive Order (EO) 14035. These representatives share pertinent information from the OPM Office Hours at the monthly DEIA meeting.

To continue these efforts, the Component DEIA Team works jointly with the DEIA Implementation Team in the following ways:

- Quarterly meetings to provide updates on our progress on integrating DEIA in our processes;
- Monthly component workgroup meetings to develop strategy;
- Bi-weekly meetings with component leads;
- Coordination with our employee Advisory Councils, as necessary; and
- Coordination with labor partners, as necessary.

State of the Agency:

We are committed to administering our programs in a way that promotes equity. Our updated Agency Strategic Plan states our mission is to, "Ensure equity and accessibility in delivering Social Security services by improving the customer experience and addressing systemic barriers to participation in our programs." Equity is woven into the strategic framework of our [Agency Strategic Plan](#), our [Learning Agenda](#), and our [Evaluation Plan](#).

In alignment with our mission and EO 14035, *Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workplace*, the vision of the DEIA is to "enhance the richness of SSA's workforce

diversity and sustain an inclusive work environment where individual differences are valued, and employees are treated with dignity and respect.” We are one of the most diverse agencies in Federal Government. In FY 2021, our minority representation of 55.9 percent doubled the civilian labor force (CLF) minority representation of 27.6 percent. In addition, our female representation of 64.6 percent exceeded the CLF female representation of 48.2 percent.

We have a series of successful initiatives which support DEIA, including:

- Conducting the “Civil Rights, Equity, and Diversity and Inclusion Virtual Training Summit,” which focuses on EO 14035 topics to increase employee knowledge of systemic and institutional racism and bias against underserved communities. In FY 2021, we devised the training to build employee skillsets to promote respectful and inclusive workplaces, increase knowledge of agency accessibility practices, and increase understanding of implicit and unconscious bias.
- Implementing agency-wide mandatory implicit bias training in FY 2022. This three-part training series includes understanding unconscious bias, overcoming personal unconscious bias, and overcoming unconscious bias in the workplace. To facilitate agency-wide compliance, we made the training available online to all employees, supervisors, and executives using our Learning Management System. More than 57,000 employees, or 98.1 percent of employees, completed this training.
- Co-sponsoring an SES Readiness Seminar Series with our Advisory Councils as part of our ongoing leadership development initiatives to ensure a diverse and inclusive workforce. Our Advisory Councils are affinity groups, similar to employee resource groups in other agencies. The SES Readiness Seminar provided valuable information to attendees, including: (1) a general overview of the SES; (2) an overview of the Executive Core Qualifications (ECQ); and (3) personal insights on the SES from Senior Executives. Employees appreciated the offering of the Seminar series. More than 730 employees attended these series, and we intend to follow up with additional Seminar Series.
- Fostering relationships with over 400 universities and institutions who work specifically with underserved communities. We attend hundreds of their job fairs each year, which allows us to reach targeted populations to provide information on Federal Government hiring.
- Holding quarterly meetings of our recruitment cadre of over 180 members to share information and collaborate on ways we can hire a more diverse workforce. We invite all the Advisory Councils to the quarterly meetings to provide perspective and share any potential internal and external job postings for them to share with their constituents.
- Dedicating millions in funds annually to assist employees with disabilities (EWD). In FY 2019, we spent \$5.2 million dollars to support accessibility activities for EWDs. This figure declined during maximum telework during the COVID-19 pandemic. However, we consistently supported accessibility for our EWDs who worked from home. In FY 2020, we spent nearly \$3.7 million dollars towards this effort and provided assistive technology (AT) equipment, sign language interpreters, and training.

Agency DEIA Strategic Plan Governance Structure & Team:

Leadership involved to champion and advance DEIA:

Our Commissioner and the DEIA Implementation Team (see page 1).

Cadence of leadership engagement:

Our Commissioner is actively involved in the development and quarterly oversight of the DEIA Agency Strategic Plan and related efforts. Our Commissioner meets regularly with agency DEIA leads for ongoing updates and input.

Mechanism of quarterly review by agency head:

Quarterly Meeting with our Commissioner, Executive Leadership, and the DEIA Lead Implementation Team.

Plan for integration of DEIA into decision-making, governance, mission, and goals:

We will initiate several activities to integrate DEIA in agency decision-making, governance, mission, and goals. We will establish strategic objectives to identify and address barriers to DEIA in our DEIA Strategic Plan.

Our goal is to establish a culture where DEIA principles are foundational elements of our norms and values. To accomplish this, we have elevated OCREO as an independent component reporting directly to the Commissioner. OCREO oversees both the EEO and DEIA programs. In elevating OCREO, we have strengthened our commitment to advance equity and DEIA by promoting principles of EEO and an inclusive work environment that values diversity and empowers individuals from all backgrounds to participate to their fullest in support of our mission.

We have established the CEO position, which has a direct line to agency leadership, giving it the priority and authority to initiate agency-wide DEIA policies. We will continue to provide mandatory implicit bias training to managers, supervisors, and leaders. We are incorporating DEIA principles into agency plans such as the Agency Strategic Plan, Limited English Proficiency Plan, the Learning Agenda, and the Human Capital Operating Plan. These initiatives will inform agency strategic goals, influence policy to ensure equitable outcomes for all, and provide accountability for our DEIA objectives.

We will add language to our facility design programming documents and statement of work (SOW) templates to emphasize the need for full Architectural Barriers Act Accessibility Standard (ABAAS) compliance. This will ensure all future office buildouts (new offices and major modifications) continue to meet ABAAS requirements.

Additionally, we will consider ways to incorporate DEIA objectives into leadership performance plans.

Team members and structure (at agency and component level):

Office of Civil Rights and Equal Opportunity	DEIA Program	DEIA program oversight, Barrier Analysis, and Advisory Councils coordination	Sean Boston Sandra Carroll Wanda Jones
Office of Civil Rights and Equal Opportunity	Center for Accommodation and Disability Services	Reasonable Accommodations Access	Monique Cephas Dalton Ruffin
Human Resources	Front Office	Leads and Executives	Lydia Marshall Dyannette Siaca Kia Greene
Human Resources	Office of Personnel	Recruitment, Hiring, Promotion, Retention,	Adam Gower Daisy Brewton

		Performance Evaluation, Pay & Compensation Practices	Avery Burroughs Renalda Broadus Kathy Dean-Huff
Human Resources	Office of Strategy, Learning, and Workforce Development	Promotion, Professional Development, Inclusive Workplace Culture,	Craig Bedard Matt Gottlieb Kim Shelton
Human Resources	Office of Executive and Special Services	Recruitment, Retention, Professional Development	Sarah Rohde
Human Resources	Office of Labor-Management and Employee Relations	Labor Union Coordination	Bryan Castillo
Office of Budget, Finance and Management	Office of Facilities and Logistics Management	Facility Accessibility	Marc Mason Mykella Harley
Office of Systems	Office of Digital Transformation	Systems Accessibility Updates	Michael Lin
Office of the General Counsel	Office of General Law	Legal review of agency Actions	Jennifer Karangelen

Governance: How team will work together:

The Agency Equity Team lead, in the Office of the Commissioner, and the CEO will serve as co-leads in governance of the DEIA Strategic Plan. They will oversee cross-component DEIA activities which will include all DEIA stakeholders including the OHR, the OS, Advisory Councils, and the DEIA Council.

As described above, SSA’s Lead DEIA Implementation Team will continue to conduct monthly meetings with key executives and staff to implement the DEIA Strategic Plan. Within these components, the Office of Facilities and Logistics Management (OFLM) will collaborate with the Center for Accommodations and Disability Services (CADS) to improve handling of reasonable accommodation (RA) requests. OCREO will coordinate with the OS to implement policies and practices. This will ensure the consideration of accessibility and usability of assistive technology earlier in the application development and hardware procurement processes. Such consideration will enable us to be proactive in addressing and mitigating accessibility and usability issues prior to launching new software or equipment agencywide.

Further, the Component DEIA Team will work jointly with the DEIA Implementation Team on quarterly meetings to provide updates on agency progress on integrating DEIA in agency processes, monthly component workgroup meetings to develop strategy planning, bi-weekly meetings with component leads, and coordination with SSA employee Advisory Councils, as necessary. We will also conduct internal reviews to ensure that all DEIA activities align with our external equity activities and direction from oversight agencies including OPM and the Office of Management and Budget (OMB).

We will use data-driven analyses to track our progress on the priority areas designated in this report. OCREO and OSWLD will, respectively, track quarterly and annual measures as outlined below (e.g., in recruitment, hiring, promotion, retention, performance evaluation, pay and compensation practices). This

information will be used to measure progress in maturity model and provide updates to OPM each year as required by the OPM DEIA Strategic Plan.

DEIA Budget:

We are committed to supporting OCREO and other offices responsible for developing or implementing policies that will help us better serve underrepresented or disadvantaged communities. Currently, OCREO has 93 full-time equivalents (FTEs) and a budget of more than \$9.4 million annually. We are increasing the number of resources within OCREO to support DEIA. We are also centralizing all EEO functions, which are currently spread across our regional offices. This change will allow a more cohesive and consistent agency-wide DEIA program. Our agency's Anti-Harassment Program, which historically resided in our OHR, is now aligned within OCREO. Additionally, our CADS, which oversees our RA program, has moved from OHR to OCREO.

Our Hiring Assessment Plan includes a Talent Team, comprised of dedicated employees who will focus on improved hiring outcomes and effective assessment strategies. The plan would also create a centralized internship program, including more paid interns under the Pathways Program. The plan remains subject to funding availability.

Additionally, we have submitted a request for additional funding and staffing in the FY 2023 budget formulation process. This additional funding will support various equity efforts, including:

- Continuing to build our Equity Curriculum and training;
- Enhancing Barrier Analysis functions, promoting interest and participation in leadership development programs; and
- Creation of a centralized internship program.

DEIA and Interagency Initiatives:

Our Commissioner participates in the President's Management Council's workgroup on internships and provides insights to create an internship in alignment with the workgroup's values.

Executive stakeholders from the Office of the Commissioner and OCREO participate in interagency initiatives such as OPM's DEIA meetings, for continued awareness of OPM directives and opportunities to support interagency DEIA activities. Additionally, our CEO will be an active member of OPM's Chief Diversity Council.

We will integrate our DEIA objectives with Equity Executive Orders to create a cohesive equity and DEIA environment. For example, in alignment with Executive Order 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation*, we are adopting policies on self-attestation and considering adding an "X" marker into our Social Security Card application process. We are providing our employees with training on how to engage with customers on self-attestation. We are creating an internal policy on prohibiting discrimination, including harassment, based on sexual orientation, gender identity, or gender expression in a collaborative effort with OCREO and our Office of the General Counsel. Additionally, we are working with our LGBT Advisory Council to gain valuable insight in the implementation of relevant equity executive orders. We will consider bargaining obligations and coordinate with labor partners to ensure the success of these initiatives.

We are working with our Pacific and Asian American Advisory Council (PAAAC) to address barriers for the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) community in support of Executive Order 14031, *Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders*. We are addressing internal barriers and disparities in hiring and promoting of AANHPI employees. We are participating in the White House Initiative on Asian Americans Native Hawaiians and Pacific Islanders interagency workgroup.

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

DIVERSITY

Priority/Goal: Hire and promote the Nation’s best talent and build a diverse and representative workforce through an open and fair process consistent with merit systems principles.

Strategies: Succession planning and leadership development are both essential to our ability to fill future critical leadership positions with diverse and competent talent. We will:

- Enhance our current leadership development programs to help create a pipeline of promotion-eligible candidates, including individuals of color and from underserved communities.
- Assess whether recruitment materials are effective in attracting a broad range of talent, including individuals of color and from underserved communities.
- Provide targeted opportunities for employees to engage in leadership development readiness sessions that cover the full range of the General Schedule (GS) scale (National Leadership Development Program (NLDP), SES CDP, Regional and Component-sponsored sessions).

Actions:

1. Conduct leadership and development readiness sessions for the SES CDP that will include employees at different levels of the GS scale. These sessions will include information on the ECQs and information on leadership development programs. We will collaborate with the Advisory Councils and unions on select sessions to emphasize support for underrepresented groups.
2. Evaluate our leadership development programs, including the SES CDP and the NLDP (depending on available funding), to identify if there are barriers that prevent underrepresented groups from applying for or attaining promotions.
 - a. Establish a contract with an external vendor or an Inter-Agency Agreement with OPM to evaluate the SES CDP and NLDP.
 - b. Determine the requirements of the contract and develop the statement of work.
 - c. Conduct market research and follow the acquisition planning process.
 - d. Obtain a contract that evaluates the SES CDP and NLDP and makes recommendations for improvement.
 - e. Act on any recommendations provided by the contractor to improve our SES CDP and NLDP process.
3. Add language to the SSA Careers website that promotes DEIA and highlights positions for which we are hiring, including links to OPM-developed tools and videos which explain the Federal hiring process, and provide insights on the various special hiring authorities available to interns, recent graduates, and targeted populations, such as veterans and individuals with disabilities.
4. Expand our recruitment efforts by:

- a. Leveraging our partnerships with over 400 universities and institutions that specifically work with the underserved communities. Explore our capability to hold sessions for potential applicants to advise them on the hiring process and answer their questions.
 - b. Provide hiring managers, administrative staff, and HR Specialists with training on recruitment strategies, merit promotion, hiring authorities, and flexibilities supporting the lifecycle of employees (e.g., from hire to exit).
 - c. Assess the language used in our job announcements to make the announcement more appealing to diverse applicants.
 - d. Include the promotion/return of paid internships to help remove barriers for low-income and first-generation professionals in conjunction with a centralized internship program budget to include more paid interns or Pathways Program participants.
 - e. Partner with outside companies and universities to build a more diverse pipeline into public service.
5. Provide guidance and program oversight for veteran hiring, training, and retention activities.
 - a. Provide ongoing communications with headquarters and regional Veteran Liaisons on retention topics.
 - b. Provide two mandatory training courses for supervisors, managers, and HR Specialists on the [Veterans Employment Initiative and Uniformed Services Employment and Re-employment Rights Act](#).
 - c. Offer one-hour workshops on veteran-related topics, such as “Understanding Trauma and PTSD,” “Returning to Civilian Life,” and “Suicide Awareness and Understanding.”
 - d. Provide ongoing support to the national and local chapter of Veterans’ Advisory Councils throughout the agency.
 - e. Provide guidance on VA On-the-Job Training Benefits for SSA employees.
 - f. Participate in Operation War Fighter and Non-Paid Work Experience internship programs
 6. Expand the marketing campaign for the next iteration of the NLDP to reach a diverse and qualified agency workforce.
 - a. Develop and implement a communication plan to market the NLDP.
 - b. Provide component-level NLDP applicant data to components to increase leadership understanding of application trends and possible areas of improvement.
 - c. Host “open houses” for the national Advisory Councils.
 - d. Host up to three live NLDP Q&A sessions and/or seminars.
 - e. Collaborate with the Office of Communications to expand the NLDP marketing to encourage all eligible employees to apply.

Operational activities to measure progress (quarterly measures):

- Evaluate our national leadership programs (SES CDP and NLDP).
- Expand the marketing campaign for the next iteration of the SES CDP to reach a diverse and qualified agency workforce.
- Conduct SES CDP Readiness Sessions.
- Update the SSA Careers website;
 - Add links to OPM-developed tools and videos;
 - Add information about special hiring authorities available.
- Research options to hold sessions for potential applicants to educate them on the hiring process and answer any questions they may have.
- Conduct at least four agency-wide trainings on recruitment strategies, merit promotion, hiring authorities, and flexibilities supporting the lifecycle of employees.

- Provide guidance and program oversight for veteran hiring, training, and retention activities.
- Expand the marketing campaign for the next iteration of the NLDP to reach a diverse and qualified agency workforce.

Outcome measures (annual) to assess progress:

- Measure and monitor NLDP and SES CDP application percentages to evaluate our goal of application numbers to reflect our diverse workforce.
- Measure effectiveness of SES CDP readiness sessions via post session surveys (e.g., understanding of ECQs, likelihood of applying to SES CDP).
- Number of veteran hires and veterans employed.
- Number of hires using special authorities: Schedule A, Pathways, Military Spouse, and other hiring authorities for Veterans (VRA, VEOA, Disabled Veterans).
- **Federal Employee Viewpoint Survey (FEVS) Item:** I am given a real opportunity to improve my skills in my organization.
- **FEVS Item:** Supervisors in my work unit support employee development.

Responsible individuals or teams:

The Center for Cultural Diversity and Inclusion in OCREO and the Associate Commissioner of OSLWD, Director of Executive & Special Services, and the Associate Commissioner for Personnel from OHR.

EQUITY

Priority/Goal: Ensure that all 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:

- Address contractor’s recommendations concerning barriers to promotions.
- Identify and address potential barriers to mentor recruitment.
- Evaluate our mySSA Career Paths program to increase access to opportunities, including individuals of color and from underserved communities. The mySSA Career Paths is an internal website that serves as a one-stop-shop for employees seeking career resources.

Actions:

1. Act on any recommendations provided by the contractor concerning barriers to professional development and promotion.
 - a. Partner with Advisory Councils to provide feedback on contractor recommendations.
 - b. Develop structure to address recommendations with support from DEIA Component Team to include national, component, and regional promotions.
 - c. Track progress through annual barrier analyses and compare to distributional analysis of promoted employees.
2. Conduct a distributional analysis and results-oriented evaluation of promoted employees to baseline national and regional promotion and evaluation data.
 - a. Recruit team to conduct distributional analysis.
 - b. Develop strategy to conduct distributional analysis and results-oriented evaluation.
 - c. Collect promotion data from headquarters and regions.
 - d. Conduct distributional analyses and provide recommendations to DEIA Component Team and DEIA Implementation Team.
3. Measure and evaluate the representation of the mentor pool.
 - a. Recruit mentors that represent our diverse workforce.

- b. Develop and share a “What’s in it for me?” resource for potential mentors.
- c. Partner with all the Advisory Councils to market our Mentoring Program.
- 4. Develop a communication plan for our Advisory Councils and Executive Officers about our mySSA Career Paths website.
 - a. Assess the language used in our mySSA Career Paths to make information more appealing to a diverse workforce.
 - b. Demonstrate the mySSA Career Paths site to the National Advisory Councils and Executive Officers.
- 5. Increase Transit Subsidy program awareness to provide affordable and accessible transportation options by sharing information with the National Advisory Councils (i.e., marketing resources). Provide training materials and guidance to regional transit coordinators for dissemination to management officials and employees to support program education and awareness.
- 6. Provide instructions on updating disability status in Employee Express as part of our new employee orientation. Explain that providing this information will allow us to better identify this target population and offer assistive technology and resources if needed. Refer new employees to the EWD Resource Gateway website for more information regarding RAs.

Operational activities to measure progress (quarterly measures):

- Measure mentor participation rates by demographics.
- Add at least one new mySSA Career Path.
- Track implementation of contractor recommendations.
- Conduct a distributional analysis and results-oriented evaluation of promoted employees.
- Provide instructions on updating disability status in Employee Express as part of our new employee orientation.
- Develop a communication plan for our Advisory Councils and managers about our mySSA Career Paths website.
- Increase Transit Subsidy program awareness.
- Promote internships to help remove barriers for low-income and first-generation professionals in conjunction with a centralized internship program budget to include more paid interns or Pathways Program participants.
- Partner with outside companies and universities to build a more diverse pipeline into public service.

Outcome measures (annual) to assess progress:

- Percentage of employees who were promoted in headquarters and in the regions.
- Percentage of promoted employees who remained in their promoted roles in headquarters and in the regions.
- Percentage of employees who applied for SSA Mentoring Program.
- Mentor ratio in the SSA Mentoring Program.
- Number of Flash mentoring events and number of participants.
- Number of paths added to mySSA Career Paths website.
- Compare data on number of Work-Life workshop offerings and participation between each Fiscal Year.
- Increased awareness of transit subsidy participants and transit subsidy utilization.
- **FEVS Item:** I am given a real opportunity to improve my skills in my organization.
- **FEVS Item:** Supervisors in my work unit support employee development.
- **FEVS Item:** My work unit is able to recruit people with the right skills.

- **Exit Survey Question:** Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring).

Responsible individuals or teams:

The Center for Cultural Diversity and Inclusion in OCREO and the Associate Commissioner of OS�WD, Director of Executive & Special Services, and the Associate Commissioner for Personnel from OHR.

INCLUSION

Priority/Goal: Ensure employees feel supported in an inclusive workforce.

Strategies:

Expand the availability of DEIA training to promote a respectful, safe, and inclusive workplace, and foster an increased understanding of implicit and unconscious bias.

Actions:

1. Identify existing Skillsoft DEIA training topics that can be assigned to managers and employees.
2. Leverage identified training courses into our Leadership Fundamentals Year 1, 2, and 3 curricula.
3. Develop a plan to implement a “DEIA for SSA Adjudicators Course.”
4. Develop strategy for training roll-out (including commemorative events).
5. Enhance our Employee Assistance Program (EAP) to continue culturally competent services that meet the needs of the workforce and destigmatize participation in mental health, financial well-being, trauma-informed care, substance abuse, and other employee support services.
 - a. Provide managers with training to enhance early recognition of employees who may be experiencing problems that negatively impact job performance and refer those employees to the EAP for assistance and support.
 - b. Provide monthly Work-Life workshops in multiple time zones for all employees on various wellness, mental health, fitness, and EAP topics to help support work-life balance.
 - c. Work with our EAP vendor to ensure their affiliate network is diverse and includes individuals from underrepresented communities.

Operational activities to measure progress (quarterly measures):

- Leadership Fundamentals training completion rates.
- Contract with an external vendor to develop, a customized, multi-tier training curriculum on DEIA topics to promote cultural competence and progress.
- Contract with an external vendor to develop the “DEIA for SSA Adjudicators Course” with approval of the contract & training curriculum from OCREO.
- EAP Program
 - Provide managers with training to enhance early recognition of employees who may be experiencing problems that negatively impact job performance and refer those employees to the EAP for assistance and support.
 - Provide monthly Work-Life workshops in multiple time zones for all employees on various wellness, mental health, fitness, and EAP topics to help support work-life balance.
 - Work with our EAP vendor to ensure their affiliate network is diverse and includes individuals from underrepresented communities.

Outcome measures (annual) to assess progress:

- Percentage of hiring managers trained in inclusive hiring practices.
- Percent of employees who have completed DEIA training.
- Percent of DEIA training attendees who believe the training enhanced their understanding of DEIA issues.

- Number of DEIA training courses offered to employees.
- EAP enhancements
 - Increase participation in management training
 - Increase in culturally competent work-life workshops
 - Increase participation in multiple time zones
 - Increase in EAP topics
- Employee Exit Surveys to gain insight of employees’ perspective as it relates to DEIA topics.
- **FEVS Item:** My supervisor is committed to a workforce representative of all segments of society.
- **Pulse Survey Item:** Agency leadership shows that diversity and inclusion is important through their actions.
- **Pulse Survey Item:** I have to hide parts of my identity to be successful at work.

Responsible individuals or teams:

The Center for Cultural Diversity and Inclusion in OCREO and the Associate Commissioner of OSLWD, and Director of Executive & Special Services from OHR.

ACCESSIBILITY

Priority/Goal: Improve accessibility related to EWDs (with input from the EWD resource group), enhance data collection and analysis of RA requests to inform agency RA policies, and increase ABAAS function, evaluation, and compliance.

Strategies:

We will focus on the following activities to improve accessibility related to EWDs:

- Revise RA processes to ensure efficiency and effectiveness (with input from the EWD resource group);
- Increase RA communications (e.g., between management and employees requesting RAs);
- Enhance the Reasonable Accommodation Process Information and Data System (RAPIDS) software used to process RA requests to improve user experience and to gather additional management information (MI).
- Provide ongoing training for Reasonable Accommodation Coordinators (RACs) as part of reentry preparation, training for new RACs, and refresher trainings.
- Provide individual training on assistive technology to new and existing users including the use of JAWS, MAGic, and Dragon Naturally Speaking.
- Incorporate greater oversight through data analytics to increase processing timeliness for RA requests, improve data accuracy, and to identify trends that may affect processing times.
- Develop instructions for EWD AT users to ensure usability of AT in our systems.
- Enhance our methods of fulfilling RAs, and seek to decrease the time it takes to complete an RA.
- Propose that the Commissioner designate a new role, Chief Accessibility Officer, to OCREO with a co-lead to address facility accessibility from OFLM. This will be reflected in the Delegations of Authority and the SES position description.
- Develop an Accessibility Compliance Checklist.
- Provide reoccurring accessibility training to facilities staff provided by the [Access Board](#).
- Develop measures to identify and address opportunities in Field and Hearing Offices to meet the minimum level of accessibility by having an ABAAS-compliant entrance and service approach. Add accessibility checkpoints to our Real Property Capital Plan.

Actions:

We will take the following actions to improve accessibility related to EWDs:

1. Collaborate with Office of Information Technology for OHR to implement RAPIDS 3rd release. CADS will ask for additional MI data capabilities from RAPIDS after the transition of knowledge to support RAPIDS is complete from OHR to OCREO.
2. Produce quarterly reports of RA requests for RACs by region and component to encourage greater adherence to consistent and accurate data entry and timeliness.
3. Host bi-monthly RAC calls and training on consistent and accurate data entry and devise a strategy to increase processing RA requests.
4. Provide virtual training conference for RACs on various RA topics to share knowledge on addressing timeliness issues and ensure a baseline level of knowledge on proper RA processing, including accurate and timely data entry.
5. Host quarterly meetings with EWD Inter-Component Workgroup to ensure that the acquisition, integration, and maintenance of the AT necessary for EWDs to perform the duties of their positions and that the software developed “in-house,” acquired via another government agency, or procured commercially, is fully accessible and works effectively with our EWD AT.

Operational activities to measure progress (quarterly measures):

- Track the following activities to determine progress for improving accessibility related to EWDs:
 - Number of RA requests received.
 - Number of days to render a decision on an RA.
 - Number of days to process recommended denials and requests for reconsideration.
 - Number and types of trainings.
 - Number of confirmed accommodations that are requested by the employee discovered through the course of the interactive discussion.
 - Number of events and meetings staffed with an interpreter or real-time transcription services.
 - Number of guides/navigational support materials produced to support EWDs.
 - Status of implementing RAPIDS enhancements.
- Develop ways to leverage technology to identify and track various elements related to accessibility and inclusion. These will include tracking Facilities Modification Requests that involve accessibility matters.
- Analyze Accessibility Service request data.
- Solicit quarterly reviews to produce national status reports to track facility ABAAS compliance.

Outcome measures (annual) to assess progress

- Use the following metrics to assess quarterly progress for improving accessibility related to EWDs:
 - Percent of reasonable accommodation requests that are timely processed.
 - Average number of days to render a decision on recommended denials.
 - Average number of days to render a decision on requests for reconsideration.
- Solicit input from EWD Advisory Councils to inform us how accommodations are viewed by their members.
- Conduct annual assessments of our various design guides and other methods of implementing accessibility to measure their effectiveness.
- Analyze Facilities Condition Assessment results.
- Reference quarterly updates to inform the annual update.
- Recommend to OPM to add questions regarding accessibility on the FEVS.

- **FEVS Pilot Survey Item:** My organization responds to my accessibility needs in a timely manner.
- **FEVS Pilot Survey Item:** My organization meets my accessibility needs.

Responsible individuals or teams:

The Division of User Experience and Accessibility from the Office of Digital Transformation, OFLM from the Office of Budget, Finance and Management and the Center for Accommodation and Disability Services from OCREO.