



Department of Energy

Washington, DC 20585

U.S. Department of Energy Diversity, Equity, Inclusion, & Accessibility (DEIA) Strategic Plan 2022

Agency Name:

The United States Department of Energy (hereinafter “DOE” or the “Department”)

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 DOE components are covered within the DOE DEIA Strategic Plan.

DEIA Implementation Team:

Per the guidance from the White House Domestic Policy Council, DOE formed a cross-agency implementation team for Executive Order 14035. As required, DOE included the following members: a senior designee, Chief Diversity Officer (and staff), Equal Employment Opportunity/Civil Rights lead, Chief Human Capital Officer, Chief Learning Officer, Chief Financial Officer, Performance Improvement Officer, Agency Equity Team lead, General Counsel, Employee Resource Group representatives (leads), and Workplace Safety and Sexual Harassment Policy lead. Although not required, DOE also included a union representative. (See Appendix B.) DOE senior leadership will be engaged to ensure full implementation of this plan.

Since August 2021, DOE has convened regular bi-weekly meetings with the team to discuss critical deliverables, conduct and review assessments, gather input, and align on DOE’s strategic direction and goals for DEIA.

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

The Director of DOE’s Office of Economic Impact and Diversity (ED) also serves as the Chief Diversity Officer. ED’s Director is the Hon. Shalanda H. Baker.

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

The Implementation Team members served as cross-functional representatives, who provided input on behalf of their component, program, Employee Resource Group (ERG), or union. For DOE's DEIA Strategic Plan goals, the team collaborated on gathering, analyzing, and synthesizing three sources of feedback:



1. Internal Analysis – Conducted by EO 14035 Team

- Aug 2021: *Promising practices survey deliverable* (131 questions)
- Sept 2021: *Self-assessment deliverable* (10 talent categories, 50 questions total)
- Oct/Nov 2021: *Subgroup analyses* (76 promising practices to improve, and employee data)
- Dec 2021: *Employee engagement sessions* (n=427); survey (n=243) weighing in on 13 promising practices

2. External Analysis – Feedback on DOE's self-assessment

- Dec 2021: *DOE's DEIA Maturity Model* - 23 total categories
- Feedback from White House Domestic Policy Council, OPM, EEOC

3. Federal Government-wide Priorities

- Nov 2021: *11 total priorities*

The internal analyses were grounded in data submitted from EO 14035 deliverables (i.e., the Promising Practices Survey and the 100-Day Agency Self-Assessment), with the Implementation Team forming two subgroups to further conduct deep dive reviews. DOE also hosted ten employee engagement sessions in December 2021, with 427 DOE colleagues, a group that included managers, staff, and members of the employee union. Attendees provided their input on strategic plan goals and promising practices. Overall, the key themes that emerged centered on an inclusive workplace culture, hiring and promoting underserved populations, improved professional development opportunities, and DEIA trainings, mirroring the findings of the self-assessment.

The Implementation Team developed DOE's DEIA Strategic Plan by cross walking and synthesizing the above sources of data. The following discussion outlines the DOE's approach to the promising practices survey and self-assessment report.

To collect survey data about the DOE's DEIA promising practices, the Implementation Team conducted interviews with process owners. Once responses were recorded, the team aggregated results and analyzed areas with higher or lower levels of adoption. Through this analysis, the team ranked each category of promising practices according to adoption level. This data set fed directly into the development of DOE's Strategic Plan.

With respect to the DEIA self-assessment, the DOE requested input from the Implementation Team on the following ten categories: *recruitment, hiring, promotion, retention, professional development, performance evaluations, pay and compensation practices, reasonable accommodations access, safe workplaces and sexual harassment, and inclusive workplace culture*. Each category included five attributes that probed the category further, inquiring about *promising practices* already employed, *potential barriers* to DEIA in that category, *root causes* to those barriers, *potential solutions* that can be implemented, and *resources* needed to address barriers identified. In order to systematically gather data on the five attributes for each

of the ten categories (50 total questions), all relevant process owners, ERG representatives, and National Treasury Employees Union (NTEU) representatives were asked to provide their input in a tracking sheet.

With the promising practices survey and DEIA self-assessment complete, the Implementation Team then formed two subgroups: a promising practices subcommittee, and an employee data subcommittee. The promising practices group analyzed each promising practice and sorted them in an action priority matrix to determine the time, resources, and feasibility of moving each promising practice from its current level to the next. The second group explored various elements of employee data, including MD-715¹ and Federal Employee Viewpoints Survey (FEVS)², to determine the agency baseline and additional data needed for deeper analysis. The team used this analysis to determine the main themes or correlations between the discoveries and previously submitted analyses to OPM.

Finally, the Implementation Team analyzed the feedback from the ten DOE employee engagement sessions within the framework of the 11 Federal priorities in the *Government-wide Plan to Advance DEIA in the Federal Workforce* (released in November 2021), as well as the feedback received from OPM on DOE's DEIA maturity model. This in-depth crosswalk served as the basis for DEIA goal development, with cross-functional input from the Implementation Team, and feedback through the DOE-wide concurrence process.

The Implementation Team served as the catalyst for driving the direction of this DEIA strategic plan, including guidance on goal execution and how the DOE can sustain its DEIA efforts for longer-term impact.

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.*

DOE Mission Statement: The U.S. Department of Energy (DOE) is responsible for ensuring the Nation's security and prosperity by addressing its energy, environmental, and nuclear challenges through transformative science and technology solutions. The DOE maintains the Nation's nuclear weapons stockpile, reduces the threat of nuclear proliferation, oversees the Nation's energy supply, carries out the environmental clean-up from the Cold War nuclear mission and maintains those sites, and operates seventeen National Laboratories. The mission of the Energy Department is to strengthen the Nation's prosperity by addressing its energy,

¹ Management Directive 715 (MD-715) is the policy guidance which the Equal Employment Opportunity Commission (EEOC) provides to federal agencies for their use in establishing and maintaining effective programs of equal employment opportunity under Section 717 of Title VII of the Civil Rights Act of 1964 (Title VII), as amended, 42 U.S.C. § 2000e et seq., and Section 501 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended, 29 U.S.C. § 791 et seq.

² The Federal Employee Viewpoints Survey (FEVS), measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.

environmental, and nuclear challenges through transformative science and technology solutions.

DEIA Vision Statement: We, at the U.S. Department of Energy (DOE), perform, serve, and operate at our best when we draw from the full contributions of all members of society. Our greatest accomplishments are achieved when we leverage the power of diverse perspectives to overcome the Nation’s toughest challenges in energy, climate, the environment, and nuclear security. The DOE is committed to cultivating a workforce that draws from the full diversity of the Nation, advancing equitable employment opportunities and outcomes, fostering inclusion and belonging in the work environment, and removing any barriers to accessibility.

DEIA Successful Initiatives/Programs: In addition to EO 14035, the DOE has a significant opportunity to advance DEIA through the employment opportunities created by the Bipartisan Infrastructure Law (BIL). The unprecedented investment of \$62 billion will allow for the direct hiring of 1,000 new DOE colleagues (“Clean Energy Corps”) to help tackle the climate crisis and focus on deploying clean energy technology.

As the DOE’s DEIA Strategic Plan was under development, the Department was already applying DEIA principles within our planning and approach for recruitment, hiring, and outreach related to the BIL talent surge. ED’s partnership includes the White House Liaison Office, Human Capital, and General Counsel. Below are some examples of successful DEIA initiatives thus far (BIL initiatives can be viewed as pilot programs for possible long-term adoption):

- **BIL Clean Energy Corps, Interview Corps, and Outreach:**
 - **BIL Clean Energy Corps** (currently ~9,000 applicants for ~1,000 positions):
 - Discussions on guidance to ensure a diverse applicant pool.
 - Understanding the demographic data and areas of underrepresentation for each BIL occupational/job series.
 - Understanding where applicants may be falling out of the process, at various stages of recruitment.
 - **BIL Interview Corps** (500+ DOE colleagues signed up to help conduct core competency interviews):
 - Incorporating DEIA in training content, including mitigating bias in interview process. Multimedia resources provided (e.g., videos, case studies, toolkits).
 - Establishing structured interview questions for assessing core competencies.
 - **BIL Outreach:**
 - Discussions on developing outreach plans, rooted in data for underrepresentation within BIL occupational/job series.
 - Discussions on having an “outreach team” across program offices and leveraging promising practices to reach out to underserved communities.
- **Robust Employee Resource Groups Network:**
 - Since 2016, DOE has reinvigorated Employee Resource Groups (ERGs) to serve as a critical link and as strategic thought partners between employees and senior management, connecting a diverse array of backgrounds, beliefs, and experiences to the Department’s diversity managers, Human Capital staff, and

key decision-makers. They support the personal growth and professional development of their members, and they help develop programs and learning opportunities not only for themselves but for the rest of the workforce.

- ERG members also represent DOE in Whitehouse Initiatives.
- Currently providing input and feedback as members of the DEIA Strategic Implementation Team.

- **Fellowship & Internship Programs that constitute established pipelines:**

- DOE offers several diverse fellowships in which fellows work together in pursuing mutual knowledge or practice. These fellowships are professional development programs and are normally short-term work opportunities (one to two years) for those who already possess some level of academic or professional expertise.
- The Minority Educational Institution Student Partnership Program offers talented undergraduate and graduate students summer internship positions with DOE and its national laboratories. Positions involve scientific research or a focus on policy, business, and government relations.
- These diverse fellowships and internships have become a primary pipeline to fill federal opportunities and serve as a succession planning tool for workforce planning.

Challenges to Successful Completion of DEIA Goals:

- **Data:** Continued and improved data collection practices and equity analyses (gaps, barriers, and root causes) are needed to understand and address the full scope of structural barriers and disparities.
- **Workplace Cultural Accountability:** Expectations for performance and value-centered behaviors should be reinforced through organizational development and culture change efforts by establishing, promoting, and ensuring clear and consistent DEIA-related standards of individual accountability in job performance expectations, including DEIA responsibilities for supervisors and managers. Specific behaviors should be communicated widely for buy-in and adoption. Workplace cultural accountability should also consider Program Office goals, including integration of DEIA within Program Office strategic plans.
- **Budget:** Scaling DEIA integration will require additional investments within Program Offices and DOE-wide, e.g., DEIA Subject Matter Experts (SMEs), etc. (beyond ED's budget).
- **Long-Term Sustainability:** Strengthen and sustain DEIA at the DOE to cultivate long-lasting improvements and desired outcomes. Continue strategizing on ways to ensure long-term impacts, e.g., further integration in agency and program goals, policies, resources, staffing, budget formulation, etc.

DEIA Program Structure: DOE's Office of Economic Impact and Diversity (ED) will be re-establishing a stand-alone division within ED called the Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA).

The mission of the ODEIA is to provide leadership, consultation, and coordination for strategic priorities related to DEIA at DOE. ODEIA will partner across the Department to promote and integrate DEIA within talent and business processes, practices, and policies.

ODEIA will be responsible for leading the development of the DEIA Strategic Plan, in accordance with relevant Presidential directives and Executive Orders. This Office will lead the implementation of a DOE-wide action plan for DEIA, covering all Federal employees within the Department.

ODEIA will provide guidance on recruiting, retaining, promoting, and supporting a diverse workforce; fostering a culture of inclusion and belonging; and embedding equitable and just approaches within the goals and day-to-day work of DOE. Key outcomes include building engagement and commitment at all levels of responsibility and enabling high-performing teams. In collaboration with the Office of the Chief Human Capital Officer (HC) and other partners, this Office provides consultation on DEIA to support the Department's Federal employees, talent pipeline and pathways, external partnerships, and impacted communities.

Key functions of the ODEIA include:

- Design and implement a DOE-wide strategy on DEIA, including compliance and alignment with relevant Presidential directives and Executive Orders.
- Establish strategic goals for DEIA that incorporate metrics, learning/education, culture, and organizational development.
- Prepare status reports for continued evaluation of progress utilizing quantitative and qualitative data analyses.
- Serve as a trusted advisor to strengthen relationships and collaborations across the Department, including senior leaders, HC, Employee Resource Groups (ERG), and DEIA working groups and councils.
- Understand and communicate opportunities for improvements of the current state and future vision of DEIA within DOE.
- Collect data and conduct analyses on gaps/disparities, barriers, and root causes within employment processes or practices; pursue potential solutions for addressing inequities.
- Promote a culture of DEIA accountability and awareness relative to attitudes, behaviors, and performance among senior leadership, management, supervisors, and employees.
- Identify strategic external partnerships for increasing talent pathways, including universities, professional societies, community groups, private industry, institutions, etc.
- Serve as DEIA subject matter expert and resource for internal and external collaborators; and advance DOE's impact, influence, and thought leadership through implementation of DEIA promising practices.

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>	The DOE Deputy Secretary will serve as the primary DOE champion to message our DEIA vision internally within the Federal workforce. The DOE Secretary, Deputy Secretary, Chief of Staff, Under Secretaries, and the Chief Human Capital (HC) Officer will be engaged as additional executive champions to promote the DOE's DEIA goals and foster an inclusive work culture.
Team members and structure <i>(at agency and component level)</i>	Office of DEIA (in ED); DEIA Goals and Owners; DOE DEIA Council; and Local DEIA POCs (description below).
Governance: How team will work together	<p>Office of DEIA (in ED): The Office of Economic Impact and Diversity (ED) will re-establish a standalone division within ED called the Office of DEIA (ODEIA) this year and hire five FTEs to advance DOE's strategic plan, including a Deputy Director, two program managers, and two specialists. ED and ODEIA will work with senior leadership in the Secretarial Front Office on overall strategy deployment and regular reporting.</p> <p>DEIA Goals and Owners: The DEIA Strategy Program Manager, one of the new FTEs to be hired in ODEIA, will work with owners across the Department (including Human Capital or working groups, as applicable) on goal implementation and timelines. This role will utilize a project management tool to capture the progress of milestones, establish a centralized tracking system for reporting, and serve as a DEIA resource for owners and working groups.</p> <p>DOE DEIA Council: To engage components and offices across the Department in advancing DEIA, the DOE will re-establish a DEIA Council. ED will partner with the Chiefs of Staff for DOE and Under Secretaries to determine representatives to join the council, who will report back on Department-wide efforts, and share out any local DEIA initiatives and best practices. ODEIA will regularly brief the council on the progress of our strategy, and ways for the council to support implementation, organizational development, and culture change. The original EO Implementation Team will be stood down, with the council serving as the DOE-wide body of representatives.</p>

	Local DEIA POCs: Once the DOE-wide council is established, ED will work with Under Secretaries and their Chiefs of Staff to identify POCs representing all program offices. These POCs will share any office- or division-level DEIA initiatives and best practices and can also advance local buy-in and engagement on DEIA efforts.
Cadence of leadership engagement	Bi-annual reviews by the DOE Deputy Secretary.
Mechanism of quarterly review by agency head	Conducted via live briefing presentations or memos.
Plan for integration of DEIA into decision-making, governance, mission, and goals	<p>As of March 2022, the DOE is currently in the concurrence process for its FY22-23 Agency Strategic Plan. One of our Agency Priority Goals is “Promote Equity and Energy Justice”:</p> <p><i>“The DOE commits to the successful implementation of initiatives that support underrepresented groups, disadvantaged communities, and the DOE federal workforce to ensure that equity is enduringly embedded into the Department’s policies and activities. The successful implementation of these priorities across the DOE enterprise requires embedding equity in the agency’s hiring, procurement, financial assistance, research and development (R&D), demonstration and deployment (D&D) activities, as well as cross-agency investment in the foregoing workstreams.”</i></p> <p>With a focus on equity, this priority goal includes advancing DEIA within the DOE workforce, including targeted outreach, recruitment and hiring, promotions, expanding partnerships with academic institutions, partnering with DOE laboratories, establishing a DEIA Council, and expanding our ERGs with a group for DOE employees with disabilities. DOE expects to further integrate DEIA principles within Department-level and programmatic planning and decision-making, including continued expansion of DEIA goals.</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.

The DOE is committed to continuing its current and future support of DEIA. The Office of Economic Impact and Diversity (ED) will re-establish a standalone ED division titled the

Office of DEIA (ODEIA), with this new division reporting into the ED Director/Chief Diversity Officer. ODEIA will hire five FTEs this year to advance DOE's DEIA strategic plan, including a Deputy Director, two program managers, and two specialists. The first Program Manager to be hired will focus on DEIA strategy and coordination, while the second Program Manager will focus on learning and organizational development (DOE-wide DEIA training curriculum). As ED is expanding its DEIA portfolio, the DOE anticipates that additional FTEs will be hired in the future (including possible interns) to support the Department's DEIA vision.

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.*

The Office of Economic Impact and Diversity (ED)'s portfolio includes taking the lead for all equity-centered Executive Orders affecting underrepresented and underserved communities, such as: EO 13985 (equity in external-facing services and programs), EO 14008 (climate crisis), EO 14019 (voting rights), and EO 14020 (gender equity). As the President's nominee for ED Director and the Secretarial Advisor on Equity, Shalanda Baker serves as the Agency Lead for these EOs, including EO 14035.

With all equity-related EOs managed centrally through ED, in close partnership with DOE components and the Front Office, the ED Senior Leadership Team is able to gain visibility into the work required for delivering on these Presidential directives. The Chief Diversity Officer, as the ED Director, will be able to coordinate across offices on integrated plans, and ensure that EO key deliverables intersect and connect with relevant interagency initiatives.

Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment:

Each agency will include strategies to review and update workplace safety policies and procedures and promote a culture of respect in their Agency DEIA Strategic Plans, due March 23, 2022. The Agency DEIA Strategic Plan will include the following:

- *Comprehensive reviews and updates of agency policies and processes for responding to harassment and supporting federal employees who have experienced domestic violence, sexual assault, or stalking. These reviews may include research reports, focus groups, and scenario-based exercises to so that responsible offices provide consistent guidance to supervisors and offer support for federal employees. Key partners may include offices of security, human resources, EEO offices, legal counsel, anti-harassment coordinators, and workplace safety organizations.*
- *120 days after submission of the Agency DEIA Strategic Plans, where necessary, agencies will update their policies, climate surveys, trainings, systems of investigation and accountability, and support services. These updates will include a renewed effort to center and communicate the leadership commitment and agency vision for promoting a respectful, inclusive, and safe workplace.*

- *Agencies will take steps to update and provide relevant educational resources to supervisors, bystanders, and federal employees, and make resources readily available through multiple channels such as hotlines, onsite staff, and employee assistance services.*
- *Agency heads will promote employee assistance programs, work-life programs, and available on-site mental health experts and/or referral services.*
- *In an effort to encourage and reduce the stigma of reporting, investigators will be trained to communicate with employees in a trauma-informed manner.*

See Appendix A for DOE’s Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment.

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.

The Implementation Team drove the direction of this DEIA strategic plan, providing critical research and analysis, as well as guidance on goal execution and how DOE can sustain its DEIA efforts for longer-term impact.

An in-depth crosswalk served as the basis for DEIA goal development, synthesizing internal analyses, external analyses and feedback, and the 11 Federal Government-Wide Priorities. The Department established 31 total goals in order to advance to the next level of DEIA maturity, according to OPM’s categories (“signals of maturity”). The Strategic Plan lists owners and
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resources, and with an increase in staff capacity, DOE's Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) will manage the progress and status of DEIA goals. The timeline to achieve these goals is one year, although some may require additional follow-up during the following year.

Tables 1 and 2, titled High-Level DEIA Strategy Map and High-Level DEIA Goals Summary, provide an overview of DOE's current DEIA actions.

As set forth below, each of DOE's DEIA Strategic Plan goals align to a roadmap and objective:

- ***Sustainability Roadmap:*** *Ensure long-term impact and organizational capacity*
- ***Diversity Roadmap:*** *Welcome and engage all people and perspectives; endeavor to develop a workforce that looks like America*
- ***Equity Roadmap:*** *Ensure fair outcomes and access to opportunities*
- ***Inclusion Roadmap:*** *Create an environment where everyone belongs and can thrive*
- ***Accessibility Roadmap:*** *Establish ease of use for all abilities*



US DEPT OF ENERGY 2022 DEIA STRATEGY MAP

Office of Economic Impact & Diversity

Diversity	Assess Representation Gaps	Attract and Cast a Wide Net	Provide Support for Advancement
Equity	Measure and Evaluate Trends	Remove Barriers to Opportunities	Advance Equitable Outcomes
Inclusion	Employee Experience	Learning and Development	Organizational Culture
Accessibility	Reasonable Accommodations	Physical and Digital Access	Disability Inclusion
Sustainability	Organizational Structure and Resources	Leadership Engagement	DEIA Integration



US DEPT OF ENERGY - 2022 DEIA GOALS SUMMARY

Office of Economic Impact & Diversity

Diversity

Welcome and engage all people and perspectives; endeavor to develop a workforce that looks like America

Improve outreach, recruitment, hiring, and promotion practices; address gaps in demographic underrepresentation; include DEIA content in leadership skills programs; grow and train pipeline of promotion-eligible candidates.

Equity

Ensure fair outcomes and access to opportunities

Require hiring managers to complete DEIA training on inclusive hiring and career advancement practices and bias mitigation; leverage dashboard technology for barrier analysis and assessing gaps; determine pay study strategy; promote paid internships; advance LGBTQI+ equity; determine ways to expand employment opportunities for formerly incarcerated individuals.

Inclusion

Create an environment where everyone belongs and can thrive

Develop curriculum for DEIA learning and development; adopt framework to prevent and address workplace harassment, discrimination, and retaliation; promote resources for employee assistance and DEIA tools for supervisors; establish plan to respond to Federal Employee Viewpoints Survey (FEVS) DEIA indices; determine process improvements for religious accommodations and promote inclusion best practices; develop communications plan for advancing DEIA.

Accessibility

Establish ease of use for all abilities

Promote recently revised and expanded policy for reasonable accommodations; ensure policy content is included in supervisor trainings; ensure accessibility compliance under Section 508 for DOE technology; establish new Employee Resource Group (ERG) for disability inclusion and determine improvements needed for accessibility.

Sustainability

Ensure long-term impact and organizational capacity

Reestablish Office of DEIA with continued support, budget, and resources; integrate DEIA in agency strategic plan, mission, and communications; advance accountability through DEIA performance goals for SES and supervisors; reestablish DEIA Council; develop data dashboard for talent analytics; establish ERG executive sponsors; expand diversity definition to include intersectionality.

Appendix A: Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment

(Per Section 6 of the [Government-wide Strategic Plan to Advance DEIA in the Federal Workforce](#))

The Department of Energy agrees with the position of the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce that “[c]reating a respectful, inclusive, and safe workplace leads to healthier environments where employees can thrive, develop their potential, and contribute to the success of their workplace[.]” and that “[s]trong workplace harassment policies may also reduce employee turnover and increase productivity and morale.”

DOE strives to serve as a model employer in preventing and addressing workplace harassment (including sexual harassment), fostering a safe work environment, and preventing and addressing retaliation.

DOE senior leadership is committed to maintaining a culture in which harassment and retaliation are not tolerated and in which all DOE employees are called on to foster a climate of fairness, equity, dignity, and respect in the workplace.

With that in mind, DOE has developed a framework, set out below, to promote a safe and inclusive workplace and the prevention of harassment (including sexual harassment) and retaliation.

SECTION 1:

In accordance with the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce, the Department will prioritize implementation of the following promising practices:

Action 1.1

Embedding an anti-harassment and safety emphasis at every level and ensuring leadership engagement in harassment prevention and response efforts

Milestones:

- Calendar Year (CY) 2022 - Quarter (Q)1:
 - The Office of Civil Rights and Equal Employment Opportunity (OCR-EEO) will incorporate a new video from the Secretary of Energy in its annual mandatory Harassment Prevention course, “*Testing Our Compass: A Talk about Harassment and Discrimination Prevention*,” in which the Secretary calls on senior leaders, managers, and employees to foster a climate of fairness, equity, dignity, and respect – principles that form the foundation of equal employment opportunity – in the DOE workplace.
- CY 2022 – Q2, Q3:
 - The Office of the Chief Human Capital Officer (HC) will issue Policy Memorandum (PM) #102, *Prevention and Elimination of Prohibited Harassing*

Conduct, which will launch DOE's new anti-harassment program. PM #102 will identify roles and responsibilities for employees, supervisors/managers, heads of departmental elements, anti-harassment points of contact, employee relations specialists, and certain DOE organizations.

- HC will develop training related to PM #102 for HC specialists, employees, and supervisors/managers to inform the DOE community of this new program and how to utilize it, as well as the prohibition against harassment in the workplace.
- CY 2022 - Q2, Q3, Q4:
 - HC will conduct training related to PM #102 for HC specialists, employees, and supervisors/managers, and other relevant stakeholders.
 - HC will develop a communications plan (e.g., email and fact sheet) related to PM #102 to inform the DOE community of this new program and how to utilize it.
- CY 2022 – Q3, Q4:
 - The Office of Environment, Health, Safety, and Security (EHSS) will facilitate the approval/release of the annual statement from Employee Concerns Program, which reinforces a positive safety culture, in which the safe performance of work and involvement by employees in all aspects of work performance are core values. Fostering a climate that encourages the free and open expression of concerns is essential to the safe and efficient accomplishment of the Department's missions.
 - The National Training Center, in collaboration with the DOE Safety Culture Improvement Panel (SCIP), will update course materials for TLP-150, Safety Culture for Front Line Leaders (first line supervisors), to reinforce the Department's expectations for DEI as well as unconscious bias (currently captured in whole self-filters).
- CY 2022 – Q4:
 - For the first time, GS-level supervisors/managers will be rated, in part, on their efforts to support equal employment opportunity (EEO) and discrimination/harassment prevention efforts in the workplace, through a new supervisory performance element that went into effect in FY22 GS-level supervisory performance plans.

Background Information:

- New supervisory performance language related to supporting equal employment opportunity (EEO) and discrimination/harassment prevention in the workplace.
 - In FY21, the Office of Civil Rights and Diversity collaborated with HC to seek approval to include EEO-related and discrimination/harassment prevention language in DOE GS-level supervisory performance plans, effective October 1, 2021 (for FY22 GS-level supervisory performance plans). The new language in GS-level supervisory performance plans went into effect on October 1, 2021, and reads as follows: “Ensures and promotes an inclusive workplace free of discrimination, harassment, and retaliation, where employees feel comfortable making protected disclosures. Supports workforce diversity and inclusion, and Equal Employment Opportunity (EEO) and anti-harassment policies and programs. Identifies and works to remove barriers to equal opportunity. Proactively investigates and resolves complaints, conflicts, and concerns, which may include participating in Alternative Dispute Resolution proceedings, as

appropriate. Takes steps to resolve complaints by correcting deficiencies and harassing conduct, cooperating with investigators and EEO counselors, and ensuring subordinate employees' cooperation. Complies with all settlement agreements and orders from DOE, the EEO Commission, Merit Systems Protection Board, labor arbitrators, and/or the Federal Labor Relations Authority. Provides religious and disability accommodation(s) when such accommodations do not cause undue hardship. Complies with Merit Systems Principles, EEO laws, regulations and policy guidance, and the Whistleblower Protection Act.”

- Pending New Anti-Harassment Program:
 - The U.S. Equal Employment Opportunity Commission (EEOC) requires federal agencies to have in place an anti-harassment program, separate from the equal employment opportunity (EEO) complaint process, so that allegations of harassment can be addressed within a reasonable amount of time (vs. what can be a lengthy multi-stage EEO complaint process with hearing and appeal rights). On January 11, 2022, the EEOC notified DOE that it had found the latest draft of Policy Memorandum #102, *Prevention and Elimination of Prohibited Harassing Conduct*, to comport with EEOC requirements for an anti-harassment program. The draft Policy Memorandum establishes “guidance for providing an environment free from unlawful harassment by defining prohibited harassing conduct and outlining the rights and responsibilities of Federal employees and Management Officials (i.e., Supervisors and Managers). It also establishes reporting procedures and accountability measures to ensure appropriate officials are notified of and can promptly correct unwanted conduct that is, or has the potential to become, so severe or pervasive as to constitute illegal harassment.” This anti-harassment program will reside in HC. A number of the action items/milestones in this Framework relate to the launch of the anticipated new anti-harassment program.
- DOE Integrated Safety Management (ISM), Safety Culture:
 - DOE P 450.4A, Integrated Safety Management (ISM), states: “. . . the Department expects all organizations to embrace a strong safety culture where safe performance of work and involvement of workers in all aspects of work performance are core values that are deeply, strongly, and consistently held by managers and workers. Organizations foster that culture by leadership commitment and behaviors consistent with those values; establishing a safety conscious work environment in which employees feel free to raise safety concerns to management without fear of retaliation; prioritizing concerns based on safety significance; addressing and resolving those concerns in a manner that provides transparency; and supporting a questioning attitude concerning safety by all employees.” This policy is applicable to federal and contractor organizations and established the expectation to foster a positive safety culture and a Safety Conscious Work Environment which is an environment where employees can raise any issue without fear of reprisal (psychological safety).
 - DOE Secretary of Energy Video: Establishes the behavioral expectations to foster free and open expression of issues, promotes a positive safety culture and

SCWE, identifies key behaviors that if implemented create a positive organizational climate. See: <https://www.youtube.com/watch?v=pSE4fRHpo7E>

- DOE G 441.4-1C, ISM Guide, Attachment 10, Safety Culture Focus Areas and Associated Attributes. This document is different than any other issued by the Department. It is descriptive (rather than prescriptive) and identifies behaviors that, when demonstrated consistently, will promote a positive safety culture, a SCWE, and a strong organizational climate. See: <https://www.energy.gov/safety-culture/articles/doe-g-4504-1c-attachment-10-safety-culture-focus-areas-and-associated>

Action 1.2

Conducting preliminary climate surveys to assess harassment and safety issues

Milestones:

- CY 2022 – Q1, Q2:
 - OCR-EEO, in collaboration with HC and AU, will explore the feasibility of utilizing potential Agency Specific Items (ASIs) for the Federal Employee Viewpoint Survey (FEVS) for the purpose of evaluating DOE's climate related to discrimination, harassment, retaliation, and/or safety issues. (Note: the purpose for exploring the FEVS as a vehicle for this is the level of DOE participation in the FEVS survey vs. the potential lower level of participation in a separate climate survey.)
- CY 2022 – Q2, Q3:
 - If OCR-EEO, in collaboration with HC and AU, determines that the FEVS is not the appropriate vehicle for assessing the climate related to discrimination, harassment, retaliation, and/or safety issues, or if ASIs are not approved for such utilization, OCR-EEO, in collaboration with HC and AU, will begin to explore options for the development of a standalone climate survey to assess discrimination, harassment, retaliation, and/or safety issues in the workplace.
- CY 2022 – Q4 to CY 2023 Q1:
 - If OCR-EEO, in collaboration with HC and AU, determines that a standalone climate survey is the preferred vehicle, OCR-EEO, in collaboration with HC and AU, will initiate deployment of a standalone climate survey to assess discrimination, harassment, retaliation, and/or safety issues in the workplace.

Background Information:

- From AU: DOE Safety Culture Assist Visits assess the current state of an organization's safety culture, SCWE, and organizational climate. These are performed at the request of a Federal site/contractor. The comprehensive assessment consists of face-to-face interviews, focus groups, surveys, workplace evolution observation, and overview of policies/procedures/guidelines.

Action 1.3

Ensuring leadership accountability, including for managers and supervisors at all levels

Milestones:

- *See Milestones for Action 1.1*
- CY 2022 – Q2, Q3:
 - OCR-EEO will add a segment to its live/virtual EEO Compliance for Supervisors and Managers course to highlight the change to GS-level supervisory performance plans as a reminder to GS-level supervisors/managers that they will be rated, in part, on their efforts to support equal employment opportunity (EEO) and discrimination/harassment prevention efforts in the workplace in FY '22, and to remind second-level supervisors and above of the requirement for them to rate their subordinate GS-level supervisory employees on this new requirement.
 - OCR-EEO will also add a segment on the topic of the new GS-level supervisory performance element related to efforts to support equal employment opportunity (EEO) and discrimination/harassment prevention efforts in the workplace to the next edition of its *EEO In Review* Newsletter, as well as on its EEO Spotlight webpage, to increase visibility on this new requirement.
 - The DOE National Training Center will continue to provide safety culture courses in person and virtually at all levels of the organization as identified in the DOE Safety Culture Improvement Panel FY 2022 Annual Plan. Planning is underway to deliver in person courses to senior leaders and supervisors.

Background Information:

- In collaboration with the DOE Safety Culture Improvement Panel, the DOE National Training Center (NTC) provides a number of courses that promote safety and accountability for establishing and maintaining a positive safety culture:
 - Federal Employee Occupational Safety and Health (FEOSH) Training is mandatory for all current DOE Federal employees and for each new hire. This online course presents safety awareness information and resources that every DOE Federal employee should be familiar with.
 - TLP-200, *Safety Culture for DOE & DOE Contractor Senior Leaders*; TLP-150, *Safety Culture for Front Line Leaders* (first-line supervisors); and TLP-100, *Safety Culture for Employees* – these courses promote personal ownership and accountability for fostering a positive work environment in support of a standard of excellence. The courses include tools and resources to assist leaders and employees in communications, evaluating their own filters/unconscious bias, and addressing/responding to issues and concerns. TLP-200 has been provided to nearly 3,000 Federal/contractor leaders across the complex. Over 10,000 Federal/contractor employees have been trained on safety culture fundamentals to date.

Action 1.4**Establishing or updating comprehensive and clear policies and procedures****Milestones:**

- *See relevant Milestones for Action 1.1 related to the establishment of a new anti-harassment program and the Employee Concerns Program Statement.*

- CY 2022 – Q2, Q3:
 - OCR-EEO will develop and propose an updated Secretarial Statement on EEO, Harassment, and Retaliation, and will explore the potential inclusion of language related to how the EEO process may extend to federal employees who have experienced domestic violence, sexual assault, or stalking.
- CY 2022 – Q4, CY 2023 – Q1:
 - OCR-EEO, in collaboration with the Office of Diversity, Equity, Inclusion, and Accessibility, will review and propose updates to DOE Order 311.1B, *Equal Employment Opportunity and Diversity Program*, which is a comprehensive DOE directive that addresses training requirements discrimination/harassment prevention, prevention of sexual harassment, and DEIA, as well as roles and responsibilities related to EEO and DEIA. In reviewing DOE Order 311.1B, OCR-EEO will explore the potential for including language related to how the EEO process may extend to federal employees who have experienced domestic violence, sexual assault, or stalking.

Action 1.5

Updating and mandating training about the harassment policy and complaint system. Ensuring effective, ongoing, and interactive training on workplace harassment, anti-bullying, anti-discrimination, and implicit and unconscious bias

Milestones:

- *See relevant Milestones for Action 1.1 regarding the establishment of a new anti-harassment program and related training.*
- *See Milestones for Action 1.1 related to new Secretary of Energy video for the mandatory annual Harassment Prevention course entitled, “Testing Our Compass: A Talk about Harassment and Discrimination Prevention.”*
- CY 2022 – Q2, Q3:
 - OCR-EEO will provide live/virtual training on the following subjects: discrimination and harassment prevention, prevention of sexual harassment, and EEO compliance for supervisors and managers. Each course is interactive and will be offered twice.
 - The DOE Safety Culture Improvement Panel, in collaboration with the DOE National Training Center, will evaluate the delivery of information/interactive sessions associated with fostering a positive safety culture on such topics as psychological safety and unconscious bias.
- Goals related to implicit bias training are also included in DOE’s DEIA Strategic Plan.

Background Information:

- DOE NTC has recently updated and/or is in the process of updating/revising the following safety culture courses for leaders, first-line supervisors, and employees:
 - TLP-100, *Safety Culture for Employees* (Federal and contractor), course materials have been revised and are now available for both in-class and virtual delivery.
 - TLP-150, *Safety Culture for Front Line Leaders*, is under revision to update course materials and is being evaluated now for potential virtual deployment.

- TLP-200, *Safety Culture for DOE and DOE Contractor Senior Leaders*, is targeted to be reviewed and revised in FY 2023. The course will continue to be provided to senior leaders in person. All these courses focus on the establishment and maintenance of a positive safety culture (free from harassment, bullying, and discrimination) as well as unconscious bias.
- The current mandatory annual Harassment Prevention training includes a slide on DOECares, an intranet webpage that provides a link to each DOE support office, including: OCR-EEO, Differing Professional Opinions, ECP, Employee Relations, Labor Relations, Employee Assistance Program, ADRO, and Office of the Ombudsman. The DOECares webpage also provides links to other avenues of redress, including: DOE Office of Inspector General, DOE Insider Threat Program, U.S. Office of Special Counsel, Merit Systems Protection Board, Federal Labor Relations Authority, and U.S. Equal Employment Opportunity Commission.

Action 1.6

Regularly and effectively training supervisors and managers about how to prevent, recognize, and respond to conduct that, could rise to the level of prohibited harassment, discrimination, or retaliation

Milestones:

- *See relevant Milestones for Action 1.1 regarding the establishment of a new anti-harassment program and related training.*
- CY 2022 – Q2, Q3:
 - OCR-EEO will provide live/virtual training for supervisors/managers related to discrimination/harassment prevention and retaliation. The course will be offered twice.
 - DOE National Training Center safety culture courses will be revised to reflect supplemental policies and training references (HC PM #102 Anti-Harassment Policy, anti-harassment training, etc.).
- CY 2022 – Q4:
 - OCR-EEO will develop content for a new EEO training module on the subject of retaliation for supervisors and managers that will define retaliation in the EEO context, identify conduct that could constitute unlawful retaliation, and present methods for preventing retaliation.

Action 1.7

Ensuring that federal employees responsible for receiving, investigating, and/or resolving complaints are well-trained to perform their functions promptly, fairly, and in a trauma-informed manner

Milestones:

- *See relevant Milestones for Action 1.1 related to training on the anticipated new anti-harassment program.*
- CY 2022 – Q1, Q2:
 - OCR-EEO will research available options for obtaining trauma-informed training for its federal EEO Counselors and EEO Investigators. OCR-EEO will share this

information with HC and AU, in the event that HC and AU wish to utilize any of these options for training their respective staff on trauma-informed approaches to receiving, investigating, and/or resolving complaints.

- CY 2022 – Q3, Q4:
 - To the extent OCR-EEO is able to identify and procure appropriate trauma-informed training for its federal EEO Counselors and EEO Investigators, OCR-EEO will deploy such training for DOE Headquarters and field site federal EEO Counselors and Investigators.
 - The Employee Concerns Program (ECP) will establish ECP Manager/Investigator training requirements in collaboration with the DOE National Training Center (NTC). This training will promote consistent standards for ECP professionals across the DOE enterprise and include trauma-informed training materials to supplement OCR-EEO courses.
- CY 2022 – Q4, CY 2023 – Q1:
 - HC will conduct “train the trainer” sessions for responsible HC specialists and Resource Managers across the DOE enterprise related to the approved PM #102.

Background Information:

- All new EEO Counselors must complete a 32-hour course to be certified as an EEO Counselor, and all new EEO Investigators must complete a 32-hour course to be certified as an EEO Investigator. The courses focus on training employees on receiving, investigating (for EEO Investigators), and resolving EEO complaints, as well as performing functions promptly and impartially. All other EEO Counselors and EEO Investigators must complete an 8-hour refresher course annually for their respective roles.

Action 1.8

Allocating sufficient resources for effective implementation of prevention strategies and for effective responses to incidents of discrimination, harassment, and retaliation

Milestones:

- CY 2022 – Q3, Q4:
 - Following enactment of the FY '22 budget, DOE will implement an EEO Functional Realignment to leverage resources and expertise across the DOE enterprise and to create a community of practice in the areas of EEO and civil rights compliance and enforcement, which will enable DOE to more effectively implement prevention strategies related to discrimination, harassment, and retaliation.

Background Information:

- National Training Center safety culture courses for senior leaders and supervisors (TLP-200 and TLP-150) include tools and resources, as well as a case study, that focus on prevention of harassment, intimidation, retaliation, and/or discrimination (HIRD) for engaging in protected activities (EEO and other whistleblower regulations). This training will continue to be provided through the National Training Center as identified in the FY 2022 SCIP Annual Plan.

Action 1.9

Providing support for federal employees who have experienced workplace discrimination, harassment, and retaliation

Milestones:

- CY 2022 – Q2, Q3:
 - The Office of Economic Impact and Diversity will collaborate with HC, AU, Alternative Dispute Resolution Office (ADRO), and Office of the Ombudsman to develop and to seek approval for the issuance of a DOECAST that reminds DOE employees of the various resolution services that are available to DOE federal employees, with a link to the DOE Consolidated Assistance and Resources for Employee Services (DOECares) intranet webpage that provides a link to each DOE support office, including: OCR-EEO, Differing Professional Opinions, ECP, Employee Relations, Labor Relations, Employee Assistance Program, ADRO, and Office of the Ombudsman. The DOECares webpage also provides links to other avenues of redress, including: DOE Office of Inspector General, DOE Insider Threat Program, U.S. Office of Special Counsel, Merit Systems Protection Board, Federal Labor Relations Authority, and U.S. Equal Employment Opportunity Commission.
 - OCR-EEO will explore methods by which it may provide aggrieved individuals who utilize the EEO complaint process with contact information for the DOE Employee Assistance Program.
- CY 2022 – Q3, Q4:
 - HC, through the new anti-harassment program, will provide contact information for the Employee Assistance Program.

Action 1.10

Establishing or updating workplace policies that are supportive of federal employees who have experienced domestic violence, sexual assault, or stalking

Milestones:

- *See relevant Milestones for Action 1.4 related to exploring updates to DOE Order 311.1B and the development and proposal of an updated Secretarial Statement on EEO, Harassment, and Retaliation.*
- *See relevant Milestones for Action 1.9 related to the development of a DOECAST that reminds DOE employees of the various resolution services that are available to DOE federal employees, with a link to the DOE Consolidated Assistance and Resources for Employee Services (DOECares) intranet webpage.*

Background Information:

- DOE Policy 444.1, *Preventing and Responding to all Forms of Violence in the Workplace*, specifically states that “[v]iolence, domestic violence, sexual assault, stalking, threats of violence, harassment, intimidation, bullying and other disruptive behavior in the Department of Energy workplace will not be tolerated.” DOE P 444.1

also contains a link to the following: “Guidance for Agency-Specific Domestic Violence, Sexual Assault, and Stalking Policies” (see <http://www.opm.gov/policy-data-oversight/worklife/reference-materials/guidance-for-agency-specific-dvsas-policies.pdf>), issued in February 2013, by the Office of Personnel Management (OPM), on behalf of an interagency workgroup.

SECTION 2:

Priority Actions to Support Sustainability and Continued Improvement, Assess Evidence, and Adopt Evidence-Based Policies, Practices, and Processes

The Department has set out Milestones below that will support sustainability and continued improvement in the areas of a safe and inclusive workplace and harassment prevention, as DOE seeks to progress on the continuum of the maturity model.

Action 2.1

Conducting regular climate surveys to assess discrimination, harassment, and retaliation

Milestones

- *See Milestones for Action 1.2*
 - Note: If ASIs for the FEVS are utilized for the purpose of assessing climate with respect to discrimination, harassment, and retaliation, the cycle for the surveys will follow the cycle for the FEVS. If, however, a standalone climate survey is utilized for this purpose, OCR-EEO, in consultation with HC and AU, will determine the method of deployment and frequency of deployment of the survey instrument.

Background Information:

- From AU:
 - DOE HQ and Site Organizations conduct safety culture self-assessments/surveys as requested by site/contractors to measure the safety culture, SCWE, and organizational climate.
 - DOE Office of Project Management’s Integrated Project Management System, Earned Value Management System (EVMS) criteria identify measures to monitor the organizational climate (effectiveness/efficiency) of the workplace. The EVMS identifies environmental factors as part of their maturity attributes focused in four areas: culture, people, practices, and resources. For more info contact Mel Frank, Office of Project Management.
 - The DOE Safety Culture Improvement Panel (SCIP) FY 2022 Annual Plan identifies a goal to evaluate the potential for a DOE-wide Safety Culture Survey, comparable to what NASA conducts (every other year). These surveys evaluate the state of the organizational climate (free expression of concerns/issues) and an organization’s responsiveness to issues being raised.

Action 2.2

Building a prevention and complaint system that is fully resourced, accessible to all employees, includes multiple avenues to report misconduct (including anonymous reporting), and is regularly communicated to all employees

Milestones

- *See Milestones for Action 1.9 related to increasing communication about DOE Cares.*

Background Information:

- From AU: DOE has a myriad formal and informal systems, structures, and processes (more than many other agencies) to raise issues/concerns. These include: OIG, ECP, Differing Professional Opinions (DPO), EEO, ADR, union/labor, etc. These programs routinely notify employees of their rights and responsibilities to raise issues and notify management of their responsibility to address issues and prevent recurrence. OIG and ECP provide for anonymity in raising issues.

Action 2.3

Tracking complaints related to discrimination, harassment, and retaliation

Milestones

- CY 2022 – Q3, Q4:
 - DOE resolution programs/offices will evaluate their respective tracking systems to ensure they are sufficient to track complaints related to discrimination, harassment, and retaliation.

Background Information:

- OCRE-EEO currently tracks/trends EEO-related complaints.
- The draft PM #102 speaks to how complaints will be tracked.
- The ECP tracks/trends complaints consistent with requirements identified in DOE O 442.1B.

Action 2.4

Collecting data on complaints of discrimination, harassment (including sexual harassment), and retaliation

Milestones

- CY 2022 – Q4:
 - The Office of Economic Impact and Diversity will issue a data call to DOE resolution programs/offices related to the number and types of complaints received (for a specified period of time) based on discrimination, harassment (including sexual harassment), and retaliation for the purpose of evaluating any potential trends.

Background Information:

- OCRE-EEO currently tracks/trends EEO-related complaints.
- The ECP tracks/trends complaints consistent with requirements identified in DOE O 442.1B.
- The SCIP Charter identifies the following activities: develop a means to monitor DOE's safety culture; and monitor trends that have the potential to impact safety culture within DOE and share trends with DOE line management. The SCIP is currently evaluating means and methods to capture HIRD-related data, to report periodically the data collected, and identify the impact of the alleged behaviors on the workplace, so that leaders can initiate actions to prevent similar behaviors.

Action 2.5

Where appropriate, conducting periodic surveys of individuals who filed complaints to assess the quality of the response and the service provided during the complaint process

Milestones

- CY 2022 – Q3, Q4:
 - OCR-EEO will explore the potential use of surveys of individuals who utilize the EEO complaint process to assess their level of satisfaction, while keeping in mind potential legal complications of the use of such a survey.
 - The ECP Program will explore the potential use of a brief survey for concerned individuals who utilize the Program.

Action 2.6

Tracking compliance with training requirements

Milestones

- CY 2022 – Q4:
 - Following the close of FY '22, OCR-EEO will evaluate the completion levels of the mandatory annual online Harassment Prevention training by DOE Element. For those DOE Elements with less than 100% completion rates, OCR-EEO will send an email notification to the training coordinator to inform them of their organization's completion rate and to request that the employees in their organization who have not completed the training do so by a date certain.
 - HC will utilize the Learning Nucleus to track participation in training related to PM #102 for HC specialists, employees, and supervisors/managers.

SECTION 3:

The Government-wide Strategic Plan to Advance DEIA in the Federal Workforce requires each agency to include strategies to review and update workplace safety policies and procedures and to promote a culture of respect in their agency DEIA Strategic Plans. More specifically, the Government-wide Strategic Plan requests that agency DEIA strategic plans will include the following:

Activity 3.1

Comprehensive reviews and updates of agency policies and processes for responding to harassment and supporting federal employees who have experienced domestic violence, sexual assault, or stalking. These reviews may include research reports, focus groups, and scenario-based exercises so that responsible offices provide consistent guidance to supervisors and offer support for federal employees. Key partners may include offices of security, human resources, EEO offices, legal counsel, anti-harassment coordinators, and workplace safety organizations.

Milestones

- *See relevant Milestones for Action 1.1 related to establishment of new anti-harassment program.*
- *See Milestones for Action 1.4 related to exploring updates to DOE Order 311.1B and the development and proposal of an updated Secretarial Statement on EEO, Harassment, and Retaliation.*
- *See Background for Actions 1.8 related to current safety culture courses that include tools/resources and their application in case studies for supervisors and leaders.*

Activity 3.2

120 days after submission of the Agency DEIA Strategic Plans, where necessary, agencies will update their policies, climate surveys, trainings, systems of investigation and accountability, and support services. These updates will include a renewed effort to center and communicate the leadership commitment and agency vision for promoting a respectful, inclusive, and safe workplace.

Milestones

- *See Milestones for Action 1.1 related to development of a new anti-harassment program and corresponding training.*
- *See Milestones for Action 1.2 and Action 2.1 related to climate surveys.*
- *See relevant Milestones for Action 1.7 related to training on approaching complainants in a trauma-informed manner.*
- *See Milestones for Action 1.9 related to increasing communication about DOE Cares.*

Background Information:

- The DOE SCIP FY 2022 Annual Plan identifies a goal to develop a new course called TLP-175, Safety Culture Assessor/Lead Assessor Training. These individuals will be trained to assess the overall organizational climate, safety culture and SCWE. AU will evaluate the development of a desktop procedure/guide on the Safety Culture Assist Visit process in parallel with course development.

Activity 3.3

Agencies will take steps to update and provide relevant educational resources to supervisors, bystanders, and federal employees, and make resources readily available through multiple channels such as hotlines, onsite staff, and employee assistance services.

Milestones

- *See Milestones for Action 1.9 related to increasing communication about DOECares.*
- CY 2022 – Q4:
 - HC will provide virtual training on harassment.
- CY 2022 – Q4 to CY 2023 – Q1:
 - OCR-EEO will explore options for developing a bystander training course for DOE federal employees.
 - HC will train HC hotline staff on where to refer callers.
 - ECP will train ECP staff on where to refer callers.

Activity 3.4

Agency heads will promote employee assistance programs, work-life programs, and available on-site mental health experts and/or referral services.

Milestones

- *Goals related to promoting employee assistance programs and work-life programs are also included in DOE's DEIA Strategic Plan.*

Background Information:

- Prior to the pandemic, there were periodic messages from EAP related to its resources and work-life programs. During the pandemic, several DOECASTS/messages from the Secretary's Office have made reference to EAP as a resource.

Activity 3.5

In an effort to encourage and reduce the stigma of reporting, investigators will be trained to communicate with employees in a trauma-informed manner.

Milestones

- *See relevant Milestones for Action 1.7*