



Department of Justice Equal Employment Opportunity

2023 – 2026 Enterprise-wide Strategic Framework
for Equal Employment Opportunity



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F o r e w o r d

The Department of Justice (DOJ or Department) is committed to affording employees and applicants for employment the equal employment opportunity (EEO) to apply their skills and talents in support of DOJ's mission to uphold the rule of law, to keep our country safe, and to protect civil rights. We work diligently to comply with federal statutes and regulations that prohibit employment discrimination in the workplace, require affirmative work to ensure compliance and mandate the establishment of effective and sufficiently resourced model EEO programs.



The Departmental EEO Office within the Justice Management Division and the EEO Offices within the Bureau of Alcohol, Tobacco, Firearms and Explosives, Federal Bureau of Prisons, Drug Enforcement Administration, Executive Office for Immigration Review, Executive Office for U.S. Attorneys, Federal Bureau of Investigation, Office of Justice Programs, and the U.S. Marshals Service, work collaboratively to foster EEO across the Department and meet established federal compliance requirements.

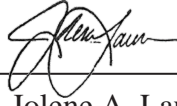
Within the DOJ EEO Strategic Framework for 2023-2026, the DOJ EEO Community has identified four major goals that will: 1) Ensure Compliance with Regulatory Mandates of a Model EEO Program; 2) Educate and Engage the DOJ Workforce; 3) Cultivate and Retain a Highly Qualified and Diverse Workforce, and 4) Leverage Data and Technological Innovation. These goals, and related strategies and tactics, build upon lessons learned and work that was accomplished in support of the DOJ EEO Strategic Plan for 2019-2022, and annual assessment of EEO work that is captured in the Department's and Components' Equal Employment Opportunity Commission Management Directive – 715 Report, Federal EEO Statistical Report of Discrimination Complaints, and the Notification and Federal Employee Antidiscrimination and Retaliation Act Report. The goals set forth in this framework also align with the DOJ Strategic Plan for 2022 – 2026 and the Department's Diversity, Equity, Inclusion and Accessibility Strategic Plan.

EEO is essential to the work that every DOJ employee performs in support of the DOJ mission and the public they serve; to our ability to recruit, hire, retain, and accommodate individuals from diverse backgrounds; and to ensuring our workplaces are free from discrimination, harassment, and retaliation.

A handwritten signature in black ink, appearing to read "Jolene Lauria". The signature is fluid and cursive, written over a horizontal line.

Jolene A. Lauria
Acting Assistant Attorney General for
Administration and Department of Justice EEO
Officer

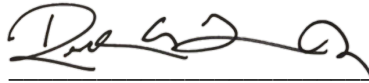
DOJ EEO Community Endorsement



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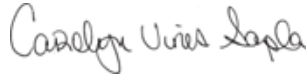
Denise M. Abrahams, Deputy Director

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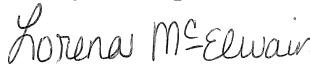
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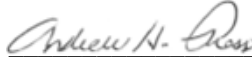
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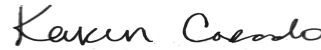
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Vision Statement

Equitable, diverse, inclusive, and accessible workplaces where current and future employees are treated respectfully and afforded equal opportunities to advance the Justice mission.

Mission Statement

Lead the enforcement of employment discrimination laws to advance EEO and to remove barriers to employment through data driven policies, practices, and training for all.

¹ This framework updates and supersedes the DOJ EEO Strategic Framework for 2019-2022.

- Goal 1: Comply with Regulatory Mandates of a Model EEO Program
- Goal 2: Educate and Engage the DOJ Workforce
- Goal 3: Cultivate and Retain a Highly Qualified and Diverse Workforce
- Goal 4: Leverage Data and Technological Innovation

Goal 1: Comply with Regulatory Mandates of a Model EEO Program

Strategy A: Assess and report on progress toward complying with federal EEO statutes and regulations via the Equal Employment Opportunity Commission (EEOC) Management Directive (MD) – 715 Report (hereinafter “the Report”).

Tactic A-1: Timely prepare and submit the annual Report to the EEOC.

Tactic A-2: Engage Component senior managers in the development of EEO action plans to address areas for improvement as outlined in the Report.

Tactic A-3: Brief Departmental and Component leadership on the effectiveness, efficiency, and legal compliance of EEO programs as outlined in the Report.

Tactic A-4: Facilitate cross Component collaboration to address areas for improvement in the EEO program that have broad impact.

Strategy B: Process EEO complaints of discrimination consistent with federal regulations and Departmental policy.

Tactic B-1: Maintain and/or improve compliance with regulatory time frames through regular assessment and improvement of operations.

Tactic B-2: Compile and report on EEO complaint activity via the Annual Federal EEO Statistical Report of Discrimination Complaints due to the EEOC and the Notification and Federal Employee Antidiscrimination and Retaliation Act Report due to the U.S. Congress on an annual basis.

Tactic B-3: Review EEO complaint processing policies and procedures and revise as appropriate.

Tactic B-4: Provide appropriate training to EEO practitioners and share best practices for processing EEO complaints and preparing reports.

Strategy C: Promote and increase use of Alternative Dispute Resolution (mediation) to resolve EEO disputes.

Tactic C-1: Proactively promote the benefits of Alternative Dispute Resolution (mediation) in resolving EEO disputes in the workplace.

Tactic C-2: Convey the results of Alternative Dispute Resolution (mediation) through annual briefings on EEO to DOJ senior leadership.

Tactic C-3: Provide training on DOJ's Alternative Dispute Resolution (mediation) process to the DOJ workforce.

Tactic C-4: Provide training on effective mediation practices for employees who serve as a member of the DOJ Mediator Corps.

Strategy D: Support the recruitment, employment, and accommodation of persons with disabilities consistent with federal statutes, regulations, and Departmental policy.

Tactic D-1: Develop and implement an affirmative action plan to recruit, hire, promote, retain, and accommodate persons with disabilities as required by Section 501 of the Rehabilitation Act, *see* 29 U.S.C. § 794 *et seq*; and track progress per the Department's affirmative action plan (and Component plans) that are submitted to the EEOC annually via the MD – 715 Report.

Tactic D-2: Collect and track required data for reasonable accommodation requests to ensure compliance with federal regulations and Departmental policy.

Tactic D-3: Collaborate with stakeholders, including the DOJ Office of the Chief Information Officer (OCIO) and the Disability Rights Section (DRS) of the Civil Rights Division, to ensure information technology meets Section 508 requirements, *see* 29 U.S.C. § 794d, across the Department.

Tactic D-4: Collaborate with stakeholders, including the DOJ OCIO and the DRS, to offer training and guidance on accessibility of information technology and assistive technology provided as a reasonable accommodation.

Goal 2: Educate and Engage the DOJ Workforce

Strategy A: Convey the importance of EEO to the mission of DOJ and in support of current and future employees.

Tactic A-1: Develop and/or update as appropriate an annual EEO policy statement for issuance by the Attorney General and Heads of Components as appropriate.

Tactic A-2: Develop and present a "State of the Agency" report to Departmental and Component senior leadership annually.

Tactic A-3: Conduct EEO training for managers, supervisors, and employees annually, or as requested. Essential training topics include harassment prevention, complaint processing, EEO laws and theories of discrimination, and reasonable accommodation.

Tactic A-4: Collaborate with Component Human Resources offices to review and update, if appropriate, EEO performance standards for Component Senior Executive Service members and managers and supervisors.

Strategy B: Utilize various communication tools, including the Internet, DOJ Intranet, posters, brochures, and electronic media, to increase awareness of EEO.

Tactic B-1: Revise and/or update marketing strategies to share information about EEO with stakeholders.

Tactic B-2: Identify and utilize best practices and innovative technologies from the public and private sectors to inform, educate, and engage with employees about EEO.

Goal 3: Cultivate and Retain a Highly Qualified and Diverse Workforce

Strategy A: Strengthen partnerships with Component Human Resources offices and the Office of Attorney Recruitment and Management to recruit and retain a highly qualified and diverse workforce.

Tactic A-1: Assess affirmative employment activities, such as outreach and educational programs, to determine their effectiveness in the recruitment and retention of a diverse workforce in accordance with mandated compliance reports and plans.

Tactic A-2: Partner with internal and external stakeholders to conduct employment outreach in support of developing diverse and highly qualified applicant pools while prioritizing mission-critical occupations.

Strategy B: Identify and enhance professional development programs and resources to provide employees equal opportunities for career advancement.

Tactic B-1: Collaborate with Departmental and Component training offices to identify and develop professional development training and programs that will foster career advancement for employees and support DOJ's succession planning objectives.

Tactic B-2: Collaborate with internal stakeholders to enhance informal and formal mentoring programs that can facilitate career development and advancement for employees.

Tactic B-3: Partner with Component Human Resources offices to collect and analyze workforce data from employee exit surveys and Federal Employee Viewpoint results and employee participation in career development programs and training to identify and take action to address trends and possible barriers to employment.

Strategy C: Develop and implement educational activities to foster inclusive work environments.

Tactic C-1: The JMD EEO Staff will continue to coordinate the DOJ Diversity and Inclusion Dialogue Program with support from Components.

Tactic C-2: Conduct in person and virtual programs, workshops, and annual special emphasis observance events to increase awareness about the Department's diverse workforce.

Tactic C-3: Partner with employee affinity groups to raise awareness of the Department's work to develop a diverse workforce through affirmative employment programs, and annual special emphasis observance events.

Goal 4: Leverage Data and Technological Innovation

Strategy A: Expand the use of information technology to improve the efficiency of EEO operations.

Tactic A-1: Procure or utilize existing project management and/or tracking software.

Tactic A-2: Coordinate training for EEO practitioners on frequently used IT systems and applications pertinent to EEO work.

Strategy B: Strengthen a digital culture that prioritizes stakeholder collaboration and accountability.

Tactic B-1: Issue EEO documents in a secure digital format.

Tactic B-2: Retain and dispose of digital records in accordance with established federal records management regulations and Department policy.

Tactic B-3: Collaborate with key stakeholders to develop digital platforms that can track and evaluate EEO work across Components.

Strategy C: Utilize and leverage data to achieve compliance with federal EEO regulatory requirements.

Tactic C-1: Assess and enhance the availability of workforce data, including applicant flow data, which is critical to determining possible barriers to hiring and retention and take action to obtain missing data.

Tactic C-2: Collaborate with Component Human Resources offices to identify and implement strategies to evaluate workforce data integrity.

Tactic C-3: Conduct an annual resurvey of the workforce on ethnicity and race identification, and disability status of employees.

Goal 1: Comply with EEO Mandates

Strategy A: Process EEO complaints of discrimination consistent with federal regulations and Departmental policy

- Improved timeliness rate for completed counselings from FY 2021 to FY 2022. Pursuant to the Equal Employment Opportunity Commission's (EEOC) federal sector EEO regulations at 29 C.F.R. § 1614.105(d), counseling of a complaint must be completed within 30 calendar days, unless the individual agrees to extend the counseling period up to an additional 60 calendar days or the agency attempts to mediate the complaint. According to the data submitted to the EEOC in the *Annual Federal EEO Statistical Report of Discrimination Complaints* (462 Report), the Department timely counseled 1,450 complaints in FY 2022, while it timely counseled 1,179 complaints in FY 2021. The number of counselings increased from 1,206 complaints counseled in FY 2021, to 1,466 complaints counseled in FY 2022, an increase of 21.6 percent. The Department improved the timeliness of EEO counselings from 98 percent in FY 2021 to 99 percent in FY 2022.
- Improved upon the timely completion of investigations. Pursuant to 29 C.F.R. § 1614.108(f), investigations of complaints must be completed within 180 calendar days from the date the complaint was filed, unless the individual agrees to extend the deadline, or the complaint is amended; no regulatory time frame for investigations may exceed 360 days from the date the complaint was filed. In FY 2021, the Department timely investigated 711 complaints out of 740 total investigations for an annual timely investigation rate of 96 percent. In FY 2022, the Department timely investigated 622 complaints out of 641 total investigations for an annual timely investigation rate of 97 percent. Over the last four fiscal years, DOJ has improved the timeliness of its investigations by 17 percent, despite issues arising from the COVID-19 global pandemic that began in FY 2020 and continued throughout FY 2022. This improvement can be attributed to strict adherence to the processing requirements outlined in EEOC's Management Directive 110 and implementing more defined internal procedures to meet these requirements. Additionally, the maturing use of technology, both in case management and in producing EEO work products, has also resulted in processing efficiencies across the Department. Lastly, continued utilization of contract investigators, who are closely supervised by DOJ EEO personnel, has contributed to the effectiveness and efficiency of the overall EEO program.
- Timely submitted the following reports that capture the Department's work to process EEO complaints of discrimination in accordance with federal statutes and regulations: Annual Federal EEO Statistical Report of Discrimination Complaints (EEOC 462 Report), and the Notification and Federal Employee Anti-discrimination and Retaliation Act (No FEAR Act) Report.
- Reviewed and addressed new requirements set forth in the Elijah E. Cummings Federal Employment Antidiscrimination Act of 2020, which resulted in the creation of a process to

¹Encompasses a select overview of work accomplished in support of the 2019-2022 DOJ EEO Strategic Framework.

report and post on DOJ’s public facing website EEO cases where a finding of discrimination was made, provided the decision was final and there were no further appeals or requests for information. This process complies with a requirement of Section 1133 of the Act.

- Reviewed and revised Component EEO complaint processing standard operating procedures to reflect electronic case processing of complaints.
- Component EEO Complaint Managers met quarterly to coordinate, collaborate, and create opportunities for sharing information and best practices pertaining to complaint processing.

Strategy B: Promote and increase use of Alternative Dispute Resolution to resolve EEO disputes.

- Utilized the DOJ Mediator Corps to address and, when possible, resolve EEO disputes through Alternative Dispute Resolution (ADR). The DOJ ADR program utilizes mediation as the means to address EEO disputes. The DOJ Mediator Corps is managed by the Federal Bureau of Investigation (FBI) Office of EEO Affairs (OEEOA) with support from Component EEO Offices and includes collateral duty mediators from across the Department.
- The DOJ Mediator Corps Program Manager coordinated training for mediators of the DOJ Mediator Corps.
- Educated the DOJ workforce about the benefits and availability of mediation, and encouraged the use of ADR to address and, when possible, resolve complaints of employment discrimination. The actions taken by the Department and Components to increase the use of ADR, include:
 - ✓ Continued to issue a notice to Heads of Components annually about ADR (mediation) and the requirement for management to have good faith discussions to help resolve disputes.
 - ✓ Continued to provide training for EEO Counselors on the Department’s ADR program.
 - ✓ Provided additional resources to help EEO Counselors promote mediation as a tool to resolve complaints of employment discrimination.
 - ✓ Provided training for managers and supervisors to help them better understand mediation and its benefits, and their role in mediation when it is used as a tool to resolve complaints of employment discrimination.
 - ✓ Increased and supported the utilization of virtual mediations to expand its availability across the Department to a larger pool of potential cases suitable for mediation.

Strategy C: Support the recruitment, employment, and accommodation of persons with disabilities consistent with federal regulations and Departmental policy.

- As required by Section 501 of the Rehabilitation Act, the Department and Component EEO Offices developed Affirmative Action Plans for the employment of persons with disabilities (PWD) and submitted plans to the EEOC.
 - ✓ Met all three minimum requirements of the Affirmative Action Plan for PWDs: (1) issue compliant reasonable accommodation procedures; (2) post personal assistance services procedures on its public website; and (3) establish goals for PWD and persons with targeted disabilities consistent with regulatory hiring goals for these communities.
- From December 2020 through January 2021, the JMD EEO Staff invited DOJ employees who requested or participated in the reasonable accommodation process within the past three years to complete a survey regarding their experience. Employee feedback was used to help improve or strengthen the reasonable accommodation process. Participation in this survey was voluntary and all responses were aggregated and kept confidential.
- Provided guidance to Component managers and supervisors as they responded to requests for reasonable accommodations.
- In collaboration with the Justice Management Division (JMD) Human Resources (HR), issued a memorandum to Component HR Directors, reminding them about the federal statute, regulations, and Departmental policy governing reassignment as a reasonable accommodation.
- Provided policy guidance on exemption requests that were submitted in response to the COVID-19 vaccine mandate, and tracked requests being submitted across Components for review by DOJ senior leadership.
- Conducted an annual resurvey of the DOJ workforce on employee disability status.
- Component Reasonable Accommodation Coordinators met quarterly to address cross-cutting issues and share promising practices related to providing reasonable accommodations.
- Addressed issues regarding the procurement of assistive technology and challenges with its installation and operation in partnership with the DOJ Assistive Technology Resources Center/JMD OCIO, and in coordination with information technology experts.

Goal 2: Educate and Engage the DOJ Workforce

Strategy A: Convey the importance of EEO and diversity to the mission of DOJ and in support of current and future employees.

- Developed Departmental and Component EEO policy statements for issuance by the Attorney General and Heads of Components.
- Briefed the JMD Assistant Attorney General for Administration and DOJ EEO Officer, and Heads of Components on work to meet federal EEO statutes and regulations governing EEO.
- Conducted training to Component employees on employment discrimination, EEO complaint processing, harassment, and reasonable accommodation.
- Coordinated biennial No FEAR Act training for all employees and within 90 days of onboarding for new employees.
- In collaboration with Component HR Offices, included EEO-related policies in new employee orientation packets.

Component Specific

- The JMD EEO Staff developed a resource guide on harassment in the workplace titled, “It’s on Us to Prevent Harassment in the Workplace.”
- The JMD EEO Staff conducted a Disability Employment Symposium in recognition of National Disability Employment Awareness Month. The symposium included several disability employment experts who provided important information on neurodiversity in the workplace, assistive technology, disability etiquette, and enhancing communication with the deaf and hard of hearing.
- The JMD EEO Staff developed a training on the Department’s reasonable accommodation process. The training was posted on the Department’s learning management system. The training focuses on who is covered by this process, how to request a reasonable accommodation, the interactive process, required information and privacy, examples of reasonable accommodations, and how to seek redress if there is an issue or conflict in obtaining an effective reasonable accommodation where warranted.
- The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) EEO Office conducted training for managers, supervisors, and employees through New Employee Orientation, and Leadership Skills for New Supervisors. They also conducted EEO/Diversity, Equity, Inclusion, and Accessibility training for new Special Agents and Industry Operations Investigators (IOI), and training requested by field offices.

- In 2021 and 2022, the Federal Bureau of Prisons (BOP) Conflict Resolution Program, Equal Employment and Diversity (CREED) Branch deployed numerous Conflict Resolution Teams to conduct site visits at Correctional Institutions with elevated complaint rates. Conflict Resolution Teams, comprised of CREED Branch volunteers, provided support, information, and a direct approach to address staff and inmate complaints. Team site visits have been instrumental in addressing high-profile issues involving staff morale and harassment. These visits have also resulted in improved working environments, identified training needs, and aided in staff retention. Executive staff have utilized Team findings and recommendations to rapidly address issues in a proactive fashion.
- The BOP CREED held virtual training for collateral duty Dispute Resolution Specialists and Regional Affirmative Employment Administrators. The training provided participants with essential skills to enable them to constructively engage in difficult conversations, while providing concrete techniques to improve understanding, reframe problems, break impasse, and create solutions.
- The Drug Enforcement Administration EEO Office implemented “*DEA – We See the Leader within You!*” Initiative. This strategic approach to employee engagement and development included a four-week innovative initiative comprised of two programs: (1) leadership letters, which create an inclusive environment for DEA employees at all levels to mentor each other through shared leadership experiences in written or video format; and (2) professional leadership development training sessions to empower employees to create a vision and pursue career development.
- The Executive Office for Immigration Review (EOIR) EEO Office conducted training on EEO; harassment, including sexual harassment; and ADR for new employees, Assistant Chief Immigration Judges, Immigration Judges, and Judicial Law Clerks. They also have conducted training on the “Do’s and Don’ts” of EEO for managers.
- The EOIR Reasonable Accommodation Program conducted training for EOIR headquarters employees titled, “Schedule A Hiring and Reasonable Accommodations.”
- The Executive Office for U.S. Attorneys (EOUSA) EEO and Diversity Management Staff (EEO/DM) initiated and maintained a regular program of communication and information-sharing with all District Special Emphasis Program Managers and Diversity Committee Chairs through monthly emails highlighting educational facts, historical milestones, employment best practices, and achievements of those in traditionally underrepresented groups.
- The EOUSA EEO/DM Staff conducted training for employees and management officials in EOUSA and U.S. Attorneys Offices (USAO). Between 2019 and 2022, they conducted approximately 40 EEO-related trainings covering topics such as EEO Rights and Responsibilities; EEO for Managers; Anti-Harassment Training; Reasonable Accommodation Policy and Procedures; Understanding Our Unconscious Biases and Preferences; Diversity, Equity, and Inclusion in the Workplace; and Outreach and Recruitment.

- The EOUSA EEO/DM Staff developed a training module titled “Recruitment, Hiring, and Retention of Persons with Disabilities.” The training covers three areas: (a) understanding and appreciating the value PWD bring to the workplace; (b) being aware of the laws, regulations, and policies that promote the employment of PWD and protect against workplace discrimination; and (c) creating and maintaining a diligent and sustained recruitment effort, along with an inclusive work environment that welcomes everyone’s contributions. The training module is posted on learnDOJ for on-demand viewing.
- The EOUSA EEO/DM Staff held annual training for collateral duty EEO counselors and investigators, including EEO counselors from Component EEO offices. This eight-hour virtual training program provided information and practical skills training.
- The FBI OEEOA developed a Sexual Harassment training module that was provided to the entire workforce. A similar FBI-wide training module was developed on the topic of reprisal and retaliation.
- The Office of Justice Programs (OJP) Office of EEO (OEEO) conducted a training session for managers and supervisors on the Elijah E. Cummings Federal Employee Anti-Discrimination Act of 2020 and the OJP OEEO Director provided individual EEO training to all confirmed OJP Program Directors.
- During FY 2020, the U.S. Marshals Service EEO conducted a site visit at the Central District of California, and in FY 2022, they conducted site visits at the District of Arizona and the Southern District of California. Site visits consisted of one-on-one, in-person, discussions between EEO managers and district/division employees and managers, as well as structured classroom training. The training provided to managers/supervisors specifically addressed the issues of stigmatization of participants in the EEO process and retaliation by reviewing specific behaviors and activities that are likely to have a chilling effect on employees’ participation in or use of the discrimination complaint process. The training also provided guidance for supervisors/managers on actively avoiding behaviors that could be perceived as retaliatory and lead to complaint activity.

Goal 3: Cultivate and Retain a Highly Qualified and Diverse Workforce

Strategy A: Focus affirmative employment programs on recruiting and retaining a highly qualified and diverse workforce.

- Engaged in a variety of outreach and recruitment activities including live and virtual participation at career and job fairs at academic institutions, including Minority Serving Institutions (MSI), and through Bar associations, governmental organizations at local, state, and national levels; and non-governmental organizations, including national advocacy organizations.
- Utilized social media websites to share information about DOJ employment opportunities.

Component Specific

- ATF established Regional Recruitment Teams (RRT) comprised of Special Agents, IOIs, and Intelligence Research Specialists to increase the recruitment and hiring of underserved communities in ATF’s mission critical occupations. RRTs participated in outreach and recruitment activities at 102 MSIs, professional organizations, and military installations across the country. A total of 4,149 prospective applicants attended these events.
- ATF launched a Diversity Recruitment Campaign to increase the participation of female special agents within ATF. The Diversity Recruitment Campaign has a multi-pronged strategy for employment outreach. It consists of three overarching categories: internal policies, building community through engagement, and creating diverse and inclusive content. In FY 2022, ATF began developing content to share across social media platforms and undertaking a review of partnerships with underserved communities.
- ATF EEO observed Special Agent, IOI, Merit Promotion Board, and Senior Executive Service (SES) new hire and promotion interviews to ensure equal opportunity was afforded to all applicants during the interview process.
- The BOP National Recruitment Office tracked and analyzed data from their Google Ads, as well as the performance of the ads in rotation, to include the number times viewers accessed the Ads for more information and chose to access links referring them to the to the BOP website, and to USA JOBS to view BOP job vacancy announcements.
- The BOP Affirmative Employment Program Office and Workforce and Systems Evaluation Section developed and launched a survey that created a cohort of BOP employees who graduated from MSI’s. The survey was sent to all agency non-bargaining staff. The questionnaire allowed employees to identify themselves as graduates from any MSIs and then opt into the cohort of potential recruiters for those specific MSIs.
- The BOP attended the annual National Historically Black Colleges and Universities (HBCU) Week conference and participated in the career event. The HBCU Week conference is sponsored by the White House Initiative on HBCUs administered by the U.S. Department of Education. This initiative works closely with the Executive Office of the President on key Administration priorities related to advancing educational equity, excellence, and economic opportunity for HBCUs, in partnership with HBCU leaders, representatives, students, and alumni.
- The FBI’s Office of Diversity and Inclusion adopted multiple initiatives designed to not only increase representation of historically underrepresented groups, but to eliminate barriers to advancement for these groups. Examples include the Beacon Project, which featured a two-day conference at which FBI executives met and networked with representatives from 33 HBCU’s, and the Employee Lifecycle Barrier Analysis project, which has identified certain barriers to advancement for women and minorities.

- The OJP OEEO Director participated as an agency host, moderator, and as a member of the League of United Latin American Citizens' (LULAC), Federal Training Institute (FTI) Partnership Conference Planning Committee in FY 2020, and in FY 2021, during the LULAC FTI. The OJP OEEO and OJP Office of Civil Rights hosted eight workshops for approximately 1,000 federal employees during the LULAC FTI Conference.

Strategy B: Leverage professional developmental programs and resources to afford employees the equal opportunity to advance within their careers.

- The JMD EEO Staff conducted professional development training under the Department's Federal Women's Program that supports the retention, promotion, and professional development of women at all levels, including the SES – DOJ Career Advancement for Administrative Professionals (CAAP) and Planning Assessing and Developing Your Career (PAD). The CAAP program is designed for GS-11 and above grade levels and the PAD is designed primarily for grade levels GS-12 to GS-15. The training topics covered included: Personal Branding and Career Self-Assessment, Developing Emotional Intelligence, Owning Your Career, Developing Resiliency for Optimal Performance, Get Answers to Your Career Development Questions, and Time Management: Techniques to Make Every Minute Count and Executive Interviewing.

Strategy C: Develop and implement diversity management activities that can foster inclusive work environments.

- Conducted Department and Component events (virtual) to observe Hispanic Heritage Month, Disability Employment Awareness Month, American Indian/Alaska Native Heritage Month, the Reverend Dr. Martin Luther, King, Jr. Observance, Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, LGBTQ+ Pride Month, and Veterans Day.
- Collaborated with employee affinity groups to help raise awareness of the Department's diverse workforce.

Component Specific

- The JMD EEO Staff continued to manage the DOJ Diversity and Inclusion Dialogue Program with support from the Tax Division and Antitrust Division. Since the program was launched in 2014, 917 employees from 26 Components have successfully completed this program.
- The OJP OEEO worked closely with the OJP Office of the Assistant Attorney General to establish a Diversity, Equity, Inclusion, and Accessibility (DEIA) Committee. The Committee was established to provide regular advice and recommendations on how to advance DEIA in support of OJP's mission.

Goal 4: Maximize Technology

Strategy A: Increase the use of IT to improve the efficiency of EEO operations and to analyze trends in EEO complaint processing and in workforce demographics.

- Upgraded from *icomplaints* to *ETK EEO*, which is a more efficient and dynamic application to track EEO complaint data.
- Continued to use IT tools, including SharePoint and Justice Enterprise File Sharing, to improve efficiency of operations and shared technology with relevant customers and stakeholders.

Component Specific

- The JMD EEO Staff, in collaboration with the JMD OCIO, completed development of a reasonable accommodation tracking database using the SharePoint application. When deployed, the application will be used by the Offices, Boards, and Divisions and managed by the JMD EEO Staff.
- The BOP CREED developed *E-Easy Docs*. This is an automated document creation system run on Microsoft Word's Mail Merge feature that standardizes EEO complaint letters and documents and automates their creation.
- The FBI OEEOA's Counseling Program and Complaints Processing Unit have leveraged technology to allow individuals easier access to the complaints process. This includes a central intake system to handle requests for EEO counseling, and the creation of an unclassified email mailbox for the filing of formal complaints.
- The FBI Reasonable Accommodation Program implemented an automated reasonable accommodation request submission form and notification system.

Strategy B: Increase awareness and support use of assistive technologies as a reasonable accommodation for individuals with a qualified disability.

Component Specific

- The JMD EEO Staff collaborated with the JMD OCIO Assistive Technology Resource Center to identify the appropriate assistive technology, procurement, and the installation of software and hardware in response to reasonable accommodation requests.
- The JMD EEO Staff provided communication and guidance to Components regarding the DOJ transfer of Relay Services from U.S. Sprint and to a new Government-wide program, the Federal Communications Commission Telecommunications program, which provides a variety of services using communications technology for those who are deaf and hard of hearing, such as captioning, TTY, internet-based phone, and video relay services.

- The JMD EEO Staff hosted a Disability Roundtable Series workshop with a Senior Accessibility Specialist from the U.S. Access Board. The Specialist discussed the work of the Board to create guidance and policy regarding accessibility standards and communication technology to ensure compatibility with assistive technology. The Specialist also discussed accessible technology for those experiencing hearing loss.
- EOUSA EEO/DM Staff hosted a virtual presentation for the USAO/EOUSA community about the services provided by the DOJ Assistive Technology Resource Center and the Job Accommodation Network.

Strategy C: Build a digital first culture that prioritizes stakeholder interactions and experiences.

- Increased utilization of IT communication platforms to conduct mediation.
- Transitioned from conducting affirmative employment events, programs, and activities in person to virtual during the COVID-19 global pandemic. This transition allowed for the participation of employees working in Component field offices throughout the U.S. and abroad.
- Transitioned from conducting EEO counseling from in person to virtual during the COVID-19 global pandemic without any adverse impact on the effective and timely processing of complaints of discrimination.
- Transitioned the production of complaint correspondence from hard copy to digital files.
- Improved and updated Department and Component EEO public and internal facing websites.
- The FBI OEEOA created an unclassified SharePoint site that all FBI employees and contractors can access for EEO related information. This has made EEO resources more accessible and contains information on all EEO programs, training opportunities, OEEOA policies, EEO reports and data, and instructions on reporting sexual harassment.
- The OJP OEEOA purged EEO paper records that were beyond National Archives and Record Administration (NARA) record-keeping requirements and created electronic folders in accordance with NARA rules.