

U.S. DEPARTMENT OF STATE

**EQUAL EMPLOYMENT OPPORTUNITY
COMMISSION (EEOC) MANAGEMENT
DIRECTIVE 715 EEO PROGRAM
STATUS REPORT**



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PARTS A-D – Agency Information

Part A – Department or Agency Identifying Information

Table 1: Department of State (DoS) Contact Information

Agency	Second Level Component	Address	City	State	Zip Code (xxxxx)	Agency Code (xxxx)	FIPS Code (xxxx)
U.S. Department of State	N/A	2201 C Street NW	Washington	D.C.	20520	ST00	11

Part B – Total Employment

Table 2: DoS Total Workforce

Permanent Workforce	Temporary Workforce	Total Workforce
24,726	1,437	26,163

Part C – Agency Official(s) Responsible for Oversight of EEO Program(s)

Table 3: DoS Officials with Oversight of EEOC Program

DoS Official's Title	Official's Name
Head of Agency	Antony J. Blinken, Secretary of State
Head of Agency Designee	Richard Verma, Deputy Secretary for Management and Resources
Principal EEO Director/Official	Gregory B. Smith
Affirmative Employment Program Manager	Andrea Cilliers
Complaint Processing Program Manager	Erica Solloso
Special Emphasis Program Manager	Angela Cannella
Special Placement Program Coordinator	Jae Chung
Reasonable Accommodation Program Manager	Kendra Shock

Anti-Harassment Program Manager	Heather Olowski
ADR Program Manager	Arlene Brandon
Compliance Manager	Wendy Herring
Principal MD-715 Preparer	Kip Hurwitz
Other EEO Staff	Sharon Johnson

Part D – Subordinate Components and Documents for this Report

The agency does not have any subordinate components.

The agency must submit documents in the table below with its MD-715 report:

Table 4: List of Submission Documents

Document Name	Submission Status
Organizational Chart	Submitted
EEO Policy Statement	Submitted
Strategic Plan	Submitted
Anti-Harassment Policy and Procedures	Submitted
Reasonable Accommodation Procedures	Submitted
Personal Assistance Services Procedures	Submitted
Alternative Dispute Resolution Procedures	Submitted

The agency may decide whether to submit documents in the table below with its MD-715 report:

Table 5: List of DoS Submitted Documents by State Department

Report Name	Submission Status
Diversity and Inclusion Plan under Executive Order 13583	Submitted
Diversity Policy Statement	Submitted
Human Capital Strategic Plan	Submitted
EEO Strategic Plan	Submitted
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Submitted

Part E – Executive Summary

Part E.1: Mission

Mission Statement for the U.S. Department of State: On behalf of the American people, we promote and demonstrate democratic values and advance a free, peaceful, and prosperous world.

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution to conduct American diplomacy. Established by Congress in 1789 and headquartered in Washington, D.C., the Department is the oldest and most senior executive agency of the U.S. Government. The head of the Department, the Secretary of State, is the President's principal foreign policy advisor. The Secretary implements the President's foreign policies worldwide through the Department and its employees. The Department of State protects and advances the interests of American citizens and America's sovereignty by:

1. Leading and uniting the free world around American values to uphold liberty;
2. Strengthening our allies and alliances;
3. Deepening our security relationships and partnerships around the world;
4. Countering threats and adversaries;
5. Creating enduring advantages at home by opening markets abroad;
6. Helping developing nations establish investment and export opportunities for American businesses; and
7. Preserving peace through international cooperation on global security challenges such as nuclear proliferation, terrorism, human trafficking, and the spread of pandemics (including HIV), humanitarian crises, and narcotics trafficking.

Part E.2: Summary of Essential Elements Analysis

Table 6: DoS Essential Elements A-F

Essential Element	Requirement	The Department's Response
A: Demonstrated Commitment from Agency Leadership	This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.	The Department was in 100% compliance for Element A.
B: Integration of EEO into the Agency's Strategic Mission	This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.	The Department answered "no" to two items for Element B. One "no" was on the EEO Counselor refresher training requirement. S/OCR has suspended nominations of new EEO Counselors to focus on this item. The other was on staffing for the anti-harassment program. S/OCR and GTM are working with Congress to address this item.
C: Management and Program Accountability	This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.	The Department was in 100% compliance for Element C.
D: Proactive Prevention	This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.	The Department was in 100% compliance for Element D.
E: Efficiency	This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.	The Department answered "no" to one item for Element E. This item relates to timeliness in the formal EEO process.

F: Responsiveness and Legal Compliance	This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.	The Department answered “no” to one item for Element F. This item relates to timeliness in providing corrective action following a finding of discrimination.
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Part E.3: Workforce Snapshot

The following is a distribution of each item by demographic group. For example, in the Civil Service, men constituted 45.8% of the hiring actions and women constituted 54.2% of them.

Table 7: DoS Civil Service Workforce

Civil Service Workforce	Men	Women	Non-Hispanic White	Hispanic or non-White	Disability	Targeted Disability
Hires	48.5%	51.5%	54.8%	45.2%	33.8%	4.31%
Attrition	44.1%	55.9%	57.1%	42.9%	25.4%	3.49%
Composition	46.1%	53.9%	57.3%	42.7%	22.5%	3.19%
Passport and Visa Examining (0967)	43.5%	56.5%	51.5%	48.5%	27.8%	3.85%
Foreign Affairs Officer (0130)	45.0%	55.0%	77.8%	22.2%	11.8%	1.91%
Management Analyst (0343)	35.7%	64.3%	56.0%	44.0%	22.5%	3.07%
Information Technology Specialist (2210)	70.7%	29.3%	43.0%	57.0%	26.2%	3.63%
Human Resources (0201)	22.8%	77.2%	32.0%	68.0%	34.1%	3.39%

Table 8: DoS Foreign Service Workforce

Foreign Service Workforce	Men	Women	Non-Hispanic White	Hispanic or non-White	Disability	Targeted Disability
Hires	63.7%	36.3%	71.2%	28.8%	13.0%	0.29%
Attrition	69.1%	30.9%	76.8%	23.2%	13.5%	1.43%
Composition	63.2%	36.8%	73.3%	26.7%	9.60%	0.98%
Political Cone	63.2%	36.8%	75.0%	25.0%	9.30%	1.06%
Economic Cone	63.8%	36.2%	75.5%	24.5%	7.10%	0.93%
Consular Cone	53.9%	46.1%	81.3%	18.7%	8.20%	0.93%
Management Cone	61.7%	38.3%	79.6%	20.4%	10.0%	1.51%
Public Diplomacy Cone	41.4%	58.6%	71.3%	28.7%	6.10%	0.86%
Special Agent	88.4%	11.6%	72.1%	27.9%	13.2%	0.82%
Information Management	86.7%	13.3%	60.4%	39.6%	12.1%	1.15%

Part E.4: FY22 Accomplishments

Accomplishments over FY22 have included:

Recruitment

- Create a Volunteer Recruiter Corps of over 60 volunteers to support the Recruitment Division, to engage the talent and diversity of our workforce in the Department's recruitment efforts.
- Analyze the recruitment source surveys and applicant diversity results to determine the effectiveness of its launch of automatic notification functionality for all Civil Service and SES announcements.
- Release a plan that includes a comprehensive Foreign Service recruitment vision, objectives, and general principles covering all employment categories.
- Conduct an analysis of the adequacy of recruitment staffing, resources, and budget

- Establish a new Department-wide Shared Certificate Unit to promote and increase the Department's overall use of agency and federal-wide shared hiring certificates, thus intending to increase the quantity and diversity of applicants from each Civil Service hiring certificate.
- Establish a pilot Recruitment Consortium to support and advance an integrated Foreign Service and Civil Service recruitment strategy for the Department.
- Each bureau creates a plan to integrate Schedule A hiring and consideration of candidates in the Selective Placement Program into its standard Civil Service and Foreign Service hiring process.
- Create a proposal to increase Pathways student internships (pending funds availability).
- Implement a pilot for a diversity fellowship program, like the Pickering and Rangel Fellow programs, for the Civil Service.

Retention

- Established the Retention Unit which sits in the GTM Front Office. The unit successfully sent out the first ever stay survey, launched standardized exit interviews, and is developing a strategic plan for retention.
- Completed inventory and analysis of Civil Service and Foreign Service developmental opportunities across the institution to ensure that career development programs offer employees the opportunity build their skills and contribute to satisfying career paths.
- Announced a long-term Performance Management Reform initiative to ensure the Department develops, evaluates, and promotes Foreign Service employees in a fair, inclusive, and effective manner.
- Complete a comprehensive review of performance management systems to ensure the Department develops, evaluates, and promotes employees in a fair, inclusive, and effective manner for the Foreign Service.

- Increase the number of overseas development program and excursion tour opportunities available to Civil Service employees (pending funds availability).
- Develop a plan specifically targeting the retention of Pickering and Rangel fellows.

DEIA

- Established an additional 9 DEIA Senior Advisor FTE positions in addition to the 7 established in FY2020. The positions are responsible for planning, analyzing, and evaluating the program management and administration of the Bureaus' EEO and diversity and inclusion programs. In addition, they conduct analyses and provide expert and authoritative advice and guidance on diversity and inclusion issues to bureau leadership.
- Enhanced accountability by improving accessibility and increasing representation of employees with disabilities through the following planned activities:
 - Launched an agency-wide disability inclusion campaign to educate managers on disability etiquette, ableism, microaggressions in the disability context, and how to facilitate the inclusion of disabled team members and colleagues.
 - Changed the Department's standard font from Times New Roman to Calibri (a more accessible font for employees and audiences with disabilities).
 - Showcased three Chiefs of Mission who identify as persons with disabilities with the Secretary in a livestreamed conversation to highlight disability inclusion and empowerment as well as persistent barriers to inclusion.
 - Created and released a video on disability allyship featuring several Department leaders, including the Deputy Secretary of State.
 - Featured a speaker to discuss disability inclusive employment; the presentation was livestreamed and recorded for reuse across the Department.
- Released an annual reminder requiring incorporation of video captioning, audio description, and reasonable accommodations, as required by Section 508 of the Rehabilitation Act, for all

Department virtual events using multimedia platforms (including accessible announcements and registration materials).

- Released an annual report detailing the number of reasonable accommodation requests received and providing metrics regarding processing times for these requests.
- Enhanced standard vacancy language templates to streamline instructions, incorporate inclusive terminology, and reflect recruitment and marketing best practices, which will help showcase the Department as an employer of choice to attract top talent and improve applicants' overall experience. Working with Monster.com, we launched the USAJobs remote work feature, which allows Department hiring managers to highlight their 100 percent remote vacancies so applicants can easily search for them.
- Initiated an annual internal customer satisfaction survey for employees to provide anonymous feedback on the quality and efficiency of reasonable accommodations provided by the Department with respect to disabilities and will issue a report detailing remedial action taken to address feedback from the survey.

Training

- Approved a mechanism to allow contractors blanket access to PT144 Mitigating Unconscious Bias training, advancing an inclusive and supportive workplace environment.
- Launched PT200 - Telework Principles for Supervisors: Managing a Virtual Workforce, a virtual training on telework policy and tips for managing teleworkers.
- In alignment with the Government-wide Strategic Plan to Advance Diversity Equity and Accessibility in the Federal Workforce's vision, the Foreign Service Institute (FSI) is conducting a comprehensive review and inventory of DEIA courses and modules across all FSI components. The inventory is designed to be the foundation for gathering an evidence-based understanding of the impact and effectiveness of FSI DEIA training. Once complete the inventory will be used as a mechanism to inform standardization for DEIA instruction across FSI components. FSI remains steadfast in its commitment to review and revise courses and programs through an equity lens to construct and deliver the curriculum, classroom

experience and other learning products that best meet the needs of stakeholders across the Department.

Institution building

- Partnered with FSI to update Post Info to Go, their country-specific bidding research tool, to include new information on life at post for employees and family members with disabilities.
- Established the Overseas Foreign Service Family Reserve Corps (FSFRC) Reserve Status Urgent Hire Pilot that allows FSFRC members overseas to provide TDY support to help fill short-term staffing gaps.
- Streamlined Civil Service conversions to the Foreign Service, and Foreign Service employees changing skill-codes or cones, into one annual Mid-Level Conversion Program.
- Created the Locally Employed Staff Advocacy Council (LESAC) to hear directly from our LE Staff colleagues and to make positive changes that affect LE Staff worldwide and initiated the first-ever LE Staff FEVS-like Survey to receive feedback on the job satisfaction of the Department's largest workforce.
- Ran a pilot project designed to expand the ways our employees can voluntarily self-identify in GEMS.
- Shared widely analysis of three years' data for the gender neutral, name-free Meritorious Service Increase pilot program.
- Announced updates to the DS-5055 Employee Evaluation Report form for the 2022-2023 promotion cycle.
- Evaluated the iMatch pilot, the foreign service preference matching process, that implemented use of a centralized, algorithmic preference matching system in assignments for Information Management Specialists and Information Management Technical Specialists and Office Management Specialists, including via survey soliciting participant feedback.

- Launched survey of 2021 bidders to assess impact of and perceptions of bureau DEIA bidding pilots launched in 2021 to evaluate what can be standardized across all bureaus.
- Established a policy codified in the FAM requiring standardization in the candidate selection process for LE Staff hiring across all bureaus.
- Instructed promotion selection boards to give DEIA work equal weight to other forms of Department policy and management work.
- Required all Foreign Service and Civil Service employees serving as supervisors to include advancing DEIA goals in their core or continuing responsibilities in their performance evaluations.
- Strengthened language defining advancing DEIA as a core criterion to be included in Senior Performance Pay and SES performance plans.
- Updated the Foreign Service Professional Development Plan and Civil Service equivalent to establish institutional service requirements focused on forwarding the DEIA mission as required for SFS/SES to include participation in recruiting, service on promotion panels, diversity and inclusion councils, or mentoring.

Barrier Analysis

- The barrier analysis working groups fostered greater buy in for barrier analysis across the Department.
- The Office of Diversity and Inclusion intends to conduct one barrier analysis and has another in progress.
- Conducted a study of attrition and retention rates to assess if underrepresented employee groups leave in greater numbers.
- Developed a bi-annual DEIA survey designed to identify problem areas and employee views on how our organization is doing in the DEIA space. Shared the results of the DEIA survey with the Department and used the insights from the survey for several purposes.

- Sent 40 people involved in leading our DEIA efforts through the EEOC's two-day Barrier Analysis Course.
- Strengthened the DEIA foundation through increased transparency by expanding Diversity, Equity, Inclusion, and Accessibility-related data analysis through the following planned activities:
 - Established DEIA Data Dashboard accessible to all to use for analytics.
 - Provided an updated report on the retention rates for Pickering & Rangel fellows relative to the rest of Foreign Service Officer cohort and the Presidential Management Fellows.
 - Developed more standardized exit interview procedures and attrition data presented to the Department leadership the first round of insights regarding stay survey and exit interview results.
 - Initiated a review of security clearance, medical clearance, and suitability review process to determine if diverse candidates receive less favorable outcomes.

Part E.5: Planned Activities

We have several initiatives in the works that we hope to launch in the coming year, including:

- Promote a culture of equity and inclusion by retaining and advancing a diverse, high-performing workforce through the following planned activities:
 - Update the three telework policies to include domestic and overseas environments, remote work, and a streamlined Domestic Employees Teleworking Overseas (DETO) process.
 - Work with OPM on its efforts to develop a mechanism by which employees on Leave Without Pay (LWOP) can maintain health coverage (even if self-funded) for the full duration of their LWOP, including periods over 365 days.

- Review policies on Nepotism and, if possible consistent with statutory authorities, update it to increase opportunities for tandem couples.

Recruitment

- Develop a plan to increase hiring manager awareness of Civil Service non-competitive eligibility options for veterans, persons with disabilities, Peace Corps volunteers, alumni from certain educational exchange programs.
- Create marketing campaign to bring more awareness to the Recent Graduate Program, unpaid internships and hiring mechanisms and create videos and resources for Diplomats in Residence (recruiters) to utilize.
- Increase communication information to Department recruiters and universities on security clearance and suitability policies related to prior drug usage, debts, and financial backgrounds, and immigration status (how this might impact the security clearance process) to improve transparency and remove barriers that may discourage applicants of under-represented groups from applying for federal employment; consider adding this information to Department recruitment websites and links to the additional information placed in job vacancy announcements.
- Create a campaign to better disseminate materials that educate hiring managers on the benefits of Schedule A hiring for the Civil Service and ensure this material is incorporated into all applicable training related to recruitment and hiring.
- Examine whether the Foreign Service Officer Test and Oral Assessment disadvantages or poses barriers to entry for candidates with disabilities including those who disclose mental health conditions, deafness, or other disabilities impacting verbal communication.
- Implement a pilot for a diversity fellowship program like the Pickering and Rangel Fellows program for the Civil Service.

Retention

- Develop the workforce flexibilities plan under the future of work process, including updates to workforce policy, technology, and real property management.
- Ascertain whether Department attrition may be higher for underrepresented groups and why.
- Designate a full-time LWOP subject matter expert to address LWOP issues and streamline LWOP employees' integration back into the workplace, including stop/resumption of pay, access to the Department system, and healthcare coverage.

DEIA

- Create a comprehensive, agency wide religious accommodations policy.
- Create a policy to establish physical spaces for religious accommodations.
- Add new and voluntary self-identifying questions on LGBTQI+, geographic indicators, and first-generation college status, and begin collecting this data from Department employees.
- Examine options to administer Locally Employed Staff in survey similar to FEVS.
- Conduct barrier analyses to identify potential barriers to equitable career outcomes at all phases of the employment cycle.
- Develop and integrate DEIA eligibility criteria into the awards process.
- Developed a process to expeditiously fund, support, and oversee post's acquisition and/or equipping of an accessible residence when an employee or eligible family member with a disability is assigned to post to ensure the residence is appropriate, fully equipped, and ready for occupation upon arrival of the occupant.

Institution Building

- Update the FS Professional Development Plan and Civil Service equivalent to establish institutional service requirements focused on forwarding the DEIA mission as required for

Senior Foreign Service and Senior Executive Service to include participation in recruiting, service on promotion panels, diversity and inclusion councils, or mentoring.

- Formalize the inclusion of DEIA concepts into Civil Service evaluations.
- Implement changes to increase anonymous feedback for managers.
- Improve professional development interventions to remediate manager performance.
- Create a formal professional development feedback structure to improve manager performance.
- Expand the SES Candidate Development Program.
- Promote understanding of the overseas hiring processes for Locally Employed Staff and Eligible Family Members and integrate DEIA elements as needed.

Training

- Conduct a comprehensive DEIA training needs assessment and bench-marking study.
- Develop additional DEIA training informed by the results of the DEIA training needs assessment and bench-marking study.
- Develop an interactive DEIA toolkit.
- Develop resources on how to remove bias from evaluation, award, and promotion nominations.
- Developed Orientation Framework for American managers of Locally Employed Staff to including recommendations for training in cross-cultural communication.
- Create opportunities for Department employees to tell their stories, including adversities faced, to be used in training materials and retired as permanent records to the National Archives and Records Administration with guidance from the Agency Records Officer.

Part F – CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

EEOC FORM

715-01

PART F

U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Gregory B. Smith, Director of the Office of Civil Rights (ES-260-00) am the

Principal EEO
Director/Official for

the U.S. Department of State

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

R. E. Smith for Greg B. Smith

5/25/23

Signature of Principal EEO Director/Official

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Richard R. Verna

May 25, 2023

Signature of Agency Head or Agency Head Designee

Date

Part G – Annual EEO Program Status Report

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.

Agency Self-Assessment Checklist

Essential Element A: Demonstrated Commitment from Agency Leadership

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.

Table 9: Element A.1 – The agency issues an effective, up to date EEO policy statement.

Item	Question	Measure Met? (Yes/No/NA)	Comments
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	April 12, 2022
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	

Table10: Element A.2 – The agency has communicated EEO policies and procedures to all employees.

Item	Question	Measure Met? (Yes/No/NA)	Comments
A.2.a	Does the agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:	Yes	
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	DoS Reasonable Accommodation Policy
A.2.c	Does the agency inform its employees about the following topics:		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	Yes	Employees are required to take No FEAR Act training, including the complaint process, every two years.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	The No FEAR Act training includes information on ADR.

A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	The No FEAR Act training includes information on reasonable accommodation. There is also a distance learning course on RA.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	Yes	Biannually, employees are required to take the Department’s distance learning course on harassment.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	Yes	The human capital office disseminated two Department-wide (biannual) notices that provided guidance to employees and managers, highlighting what type of behaviors constitute misconduct and communicating the serious consequences for committing misconduct to include recent discipline trends and statistics on disciplinary actions.

Table 11: Element A.3 – The agency assesses and ensures EEO principles are part of its culture.

Item	Question	Measure Met? (Yes/No/NA)	Comments
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section.	Yes	<p>On November 18, 2021, the Department announced the selection of Irvin Hicks Jr as the recipient of the 2021 Edward J. Perkins Memorial Award for Senior Leadership in Diversity and Inclusion for his exceptionally effective and strategic leadership in diversity and inclusion in the Bureau of International Narcotics and Law Enforcement Affairs.</p> <p>This prestigious award recognizes members serving of the Senior Foreign Service and Senior Executive Service (or equivalent) roles for outstanding accomplishments in furthering the Department's diversity and inclusion (D&I) goals — including equal employment opportunity — through exceptionally effective leadership, skill, imagination, and innovation in extending and promoting diversity and inclusion for those who work at the Department. This award consists of a certificate signed by the Secretary of State and an award of \$10,000 is at or below the GS-15 level, contingent upon availability of funds.</p>
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	

Essential Element B: Integration of EEO into the agency's Strategic Mission

This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

Table 12: Element B.1 – The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	The EEO office is contained within the Office of the Secretary, but the Secretary has delegated day-to-day supervision to the Under Secretary for Management.
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	NA	
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency, and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	

B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If “yes”, please provide the date of the briefing in the comments column.	Yes	The EEO Director had a meeting with the Deputy Secretary on August 31, 2022 to conduct the State of the Agency briefing.
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	

Table13: Element B.2 – The EEO Director controls all aspects of the EEO program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	

B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	NA	

Table 14: Element B.3 – The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.

Item	Question	Measure Met? (Yes/No/NA)	Comments
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

Table 15: Element B.4 – The agency has sufficient budget and staffing to support the success of its EEO program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	NA	For MD-715 purposes, the Department does not have field offices.
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see	Yes	

	MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.		
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	No	See Part H
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	No	See Part H.

Table 16: Element B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.

Item	Question	Measure Met? (Yes/No/NA)	Comments
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	

Table 17: Element B.6 – The agency involves managers in the implementation of its EEO program.

Item	Question	Measure Met? (Yes/No/NA)	Comments New Indicator
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

Essential Element C: Management and Program Accountability

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

Table 18: Element C.1 – The agency conducts regular internal audits of its component and field offices.

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	NA	For MD-715 purposes, the Department does not have field offices.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	NA	For MD-715 purposes, the Department does not have field offices.
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	NA	For MD-715 purposes, the Department does not have field offices.

Table 19: Element C.2 – The agency has established procedures to prevent all forms of EEO discrimination.

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes	
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs , EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency) , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	Yes	
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes	
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	Yes	DoS Procedures for Processing Requests for Personal Assistance Services

Table 20: Element C.3 – The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	

Table 21: Element C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	

Table 22: Element C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration , 5 MSPR 280 (1981)	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	In FY22, the Department issued six discipline decisions (letters of reprimand, suspensions, or removals) or letters of admonishment due to some connection to discriminatory conduct.
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes	

Table 23: Element C.6 – The EEO office advises managers/supervisors on EEO matters.

Item	Question	Measure Met? (Yes/No/NA)	Comments
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.	Yes	<p>In FY22, the Department issued the following messages relating to EEO:</p> <ul style="list-style-type: none"> • 21 STATE 123468 – Fundamentals of, and Updates to, the EEO Counselor Program • 22 STATE 3392 – Federal Women's Program Coordinator Role at Post • 22 CAIRO 164 – Egypt: Embassy Cairo Launches Arabic Language EEO Training Program • 22 STATE 37956 – Reissuance of Secretary's Policy Statement on Equal Employment Opportunity and Harassment
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	

Essential Element D: Proactive Prevention

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

Table 24: Element D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.

Item	Question	Measure Met? (Yes/No/NA)	Comments
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	The Department is able to subset all exit survey data by disability status in order to better understand the experiences and perceptions of employees with disabilities. These questions focus on advancement and inclusion, not on recruitment and hiring.

Table 25: Element D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)

Item	Question	Measure Met? (Yes/No/NA)	Comments
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	Yes	iComplaints, centralized personnel data system, centralized exit survey system, affinity groups, Inspector General/Government Accountability Office

Table 26: Element D.3 – The agency establishes appropriate action plans to remove identified barriers.

Item	Question	Measure Met? (Yes/No/NA)	Comments
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	

Table 27: Element D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.

Item	Question	Measure Met? (Yes/No/NA)	Comments
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	DoS Affirmative Action Plan
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	

D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	
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Essential Element E: EFFICIENCY

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

Table 28: Element E.1 – The agency maintains an efficient, fair, and impartial complaint resolution process.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	In FY22, EEO counseling was completed timely 98% of the time.
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes	In FY22, acceptance letters/dismissal decisions were completed within 37 days, on average.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	No	See Part H
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	If a specific investigator is not complying with the time frames, we inform the contracting company that it should not assign that investigator to our cases. In addition, the Chief of our Intake and Resolution Section would request an adjustment in billing from the contractor.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	

Table 29: Element E.2 – The agency has a neutral EEO process.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	The agency's EEO complaint program and its defensive function are separate offices with both reporting to the same individual (the agency head).
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	The EEO office has a legal section staffed with attorneys.
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	NA	

E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)	NA	

Table 30: Element E.3 – The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	

Table 31: Element E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	

Table 32: Element E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.

Item	Question	Measure Met? (Yes/No/NA)	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	The EEO office regularly conducts this analysis in its No FEAR Act report.
E.5.b	Does the agency review other agencies’ best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	S/OCR began benchmarking with several federal agencies, including the EEOC and USDA to learn about best practices for processing EEO complaints. The benchmarking efforts included asking specific questions about how other agencies process EEO investigations and FADs. S/OCR will complete the benchmarking in early 2023 and determine at that time whether any specific practices should be adopted.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	

Essential Element F: Responsiveness and Legal Compliance

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Table 33: Element F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.

Item	Question	Measure Met? (Yes/No/NA)	Comments
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	

Table 34 Element F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.

Item	Question	Measure Met? (Yes/No/NA)	Comments
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	No	See Part H.
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	

Table 35: Element F.3 – The agency reports to EEOC its program efforts and accomplishments.

Item	Question	Measure Met? (Yes/No/NA)	Comments
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	

Part H – Plans to Attain a Model EEO Program

Part H.1 – ADR Participation Rate

Table 36: H.1.a: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Low ADR Participation in the Pre-Complaint Stage	In FY 2022, the Department's participation rate in the pre-complaint stage was 15%, below EEOC's goal of 50%.

Table 37: H.1.b: Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
01/02/2018	To increase employee participation in the EEO ADR program	9/30/2022	9/30/2023	
09/30/2020	To increase the ADR participation rate to 30%. To increase the ADR attempt rate to 40%.	9/30/2022	9/30/2023	
09/30/2021	To increase the ADR participation rate to 50%. To increase the ADR attempt rate to 60%.	9/30/2023	9/30/2024	

Table 38: H.1.c: Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Civil Rights	Gregory B. Smith	Yes

Table 39: H.1.d: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	The front office will ensure that the ADR Chief has the personnel resources necessary to delegate the administrative work currently processed at the Specialist or Chief levels (email and notification clearance, pre-mediation briefings for all cases, scheduling, etc.)	Yes		
09/30/2023	The front office will review all denials of ADR requests to determine whether the case should be referred to EEO Counseling and			
09/30/2023	The ADR Section will message specific examples of cases and terms of resolution where mediation/ADR has been successful.	Yes		
09/30/2023	The EEO/ADR Section will try new marketing techniques to include an event where ADR professionals can discuss conflict resolution.	Yes		

Report of Accomplishments

FY22

- The Mock mediation video was complete and distributed broadly and viewed by over 500 employees to date.
- S/OCR provided consistent messaging on ADR across the Department on various platforms.
- In FY22, the EEO/ADR team conducted outreach in the form of Roundtable Discussions for Executive Directors on their role as Resolving Officials in the EEO ADR process. Executive Directors were able to share best practices and address any questions or concerns. We encouraged visible support demonstrated by the Director and Deputy Director's talking points and opening remarks in the RoundTable session.
- In FY22, the EEO ADR Program published a policy statement signed by the Secretary of State. It was shared Department-wide.
- The ADR team also released its annual conflict resolution notice to the Department which included the Office of the Ombudsman equities.
- A one-pager for EEO Counselors on the ADR process was developed in to include the benefits of mediation, how mediation works, and mediation outcomes. This document serves as one element of how we market the ADR program and was added to the EEO Counselors' SharePoint for future reference.

Part H.2 – EEO Counselor Refresher Training

Table 40: H.2.a: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.4.e	The Department has not been able to ensure that all experienced Counselors receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110.

Table 41: H.2.b: Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
06/10/2021	Increase rate of experienced Counselors receiving the required 8 hours of annual refresher training to 70%.	09/30/2021		09/30/2021
06/10/2021	Increase rate of experienced Counselors receiving the required 8 hours of annual refresher training to 80%.	09/30/2022	09/30/2023	
06/10/2021	Increase rate of experienced Counselors receiving the required 8 hours of annual refresher training to 90%.	09/30/2023		

Table 42: H.2.c: Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Civil Rights	Gregory B. Smith	Yes

Table 43: H.2.d: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Offer nine virtual trainings in FY21.	Yes		09/30/2021
09/30/2022	Offer ten virtual trainings in FY22 in varying times to account for employees participating from different time zones.	Yes		09/30/2022
09/30/2022	Offer more refresher trainings to ensure there are ample opportunities for counselors in distant time zones to take the training.	Yes		09/30/2022
09/30/2023	Increase targeted messaging towards Counselors who are delinquent in taking the required refresher training.	Yes		
09/30/2023	Update the EEO Counselor Performance and Conduct Policy to reduce the amount of time a Counselor can be delinquent in taking the training before they are removed from the program.	Yes		

Report of Accomplishments

FY21

In previous years, the Office of Civil Rights (S/OCR) has not been able to achieve a high rate of compliance for its annual refresher training despite its best efforts. This is because the EEO Counselor Program did not have a financially prudent mechanism to ensure that the large number of globally located EEO Counselors could receive their eight hours of refresher training (which had to be in-person); it was difficult to entice bureaus to fund a trip to Washington, D.C. for a one-day course. Now that S/OCR has more virtual learning opportunities available, the compliance rate has increased dramatically, from below 40% for previous fiscal years to approximately 70% in FY21.

S/OCR will continue to offer virtual trainings. Additionally, S/OCR has reduced the overall number of EEO Counselors to make it more practical that all EEO Counselors have an opportunity to participate in the required training. We do not anticipate the Department's refresher compliance rate to drop below 70% any time soon.

FY22

S/OCR revamped our virtual refresher training to improve efficacy and offered 9 virtual sessions throughout the year to accommodate our globally located EEO Counselors. The trainings were offered at different times to make the training more convenient for Counselors participating from far off time zones.

Part H.3 – Timeliness of Reports of Investigations

Table 44: H.3.a: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.1.f	In FY21, the agency issued reports of investigations (ROIs) timely 77.86% of the time.

Table 45: H.3.b: Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
06/10/2021	Increase ROI timeliness to 80%	09/30/2022		09/30/2022
06/10/2021	Increase ROI timeliness to 90%	09/30/2023		09/30/2022

Table 46: H.3.c: Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Civil Rights	Gregory B. Smith	Yes

Table 47: H.3.d: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/31/2022	Migrate the portfolio for drafting acceptance/dismissal decisions from the Legal team to the Intake and Resolution team to reduce time on the turnaround.	Yes		03/31/2022

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2022	Benchmark with other federal agencies that have high timely investigation rates to learn about what factors contribute to their high compliance.	Yes		09/30/2022
09/30/2022	Examine the current contract and Statement of Work (SOW) for investigative services and evaluate whether any modifications or clarifications are needed.	Yes		09/30/2022
09/30/2022	Evaluate internal processing times to determine whether they need to be adjusted and ensure all staff are aware and accountable for the expected timeframes.	Yes		09/30/2022
09/30/2022	Evaluate common challenges that occur internally and externally during investigations to establish procedures and expectations on the best way to remedy the challenges.	Yes		09/30/2022
09/30/2022	Develop and compile resources for relevant parties to outline their roles, responsibilities, and answer common questions.	Yes		09/30/2022

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2022	Develop resources and standard responses for case managers to streamline processing of investigations.	Yes		09/30/2022

Report of Accomplishments

FY21

- Developed Standard Operating Procedures (SOPs) for the Office of Civil Rights' (S/OCR's) Intake and Resolution (I&R) section. The SOP covers the full scope of work performed by I&R, including processing of EEO investigations. The SOP will help ensure continuity of operations during staffing turnover and promote accountability.
- Arranged for the EEOC to conduct training for S/OCR staff on drafting acceptance and dismissal decisions. The training took place on September 21-22, 2022. Additionally, several S/OCR staff members attended the investigator training to increase the number of staff eligible to conduct investigations and to enhance internal reviews.
- I&R implemented new procedures to track stages of investigations more closely, in concert with the Investigators and Case Managers using accessible spreadsheets and a higher level of internal and external communication.

FY22

S/OCR met its objective and closed out this program deficiency.

Part H.4 – Timeliness of Merit Final Agency Decisions

Table 48: H.4.a: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.1.h	In FY20, the agency issued final agency decisions (FADs) on the merits timely 76.19% of the time.

Table 49: H.4.b: Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
06/10/2021	Increase FAD timeliness to 80%	09/30/2021		09/30/2021
06/10/2021	Increase FAD timeliness to 85%	09/30/2022	09/30/2023	
10/01/2021	Increase FAD timeliness to 90%	09/30/2023		

Table 50: H.4.c: DoS Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Civil Rights	Gregory B. Smith	Yes

Table 51: H.4.d: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	Update FAD templates to account for more recent case law and EEOC guidance.	No	03/31/2023	
09/30/2022	Benchmark with other federal agencies that have high timely FAD rates to learn about what factors contribute to their high compliance	Yes	01/31/2023	
09/30/2022	Examine the current contract and Statement of Work (SOW) FAD services and evaluate whether any modifications or clarifications are needed.	Yes	06/30/2023	
09/30/2022	Evaluate internal processing times to determine whether they need to be adjusted and ensure all staff are aware and accountable for the expected timeframes.	Yes	06/30/2023	
09/30/2022	Conduct more FADs internally, written by S/OCR staff instead of contract FAD writers.	Yes	09/30/2023	

Report of Accomplishments

FY21

Several S/OCR staff members attended FAD writing training to increase the number of staff eligible to write FADs and to enhance internal reviews. S/OCR was able to improve timely issuance of FADs to 82.7% in FY21.

FY22

S/OCR began benchmarking with several federal agencies, including the Equal Employment Opportunity Commission (EEOC) and U.S. Department of Agriculture (USDA) to learn about best practices for processing EEO complaints. The benchmarking efforts included asking specific questions about how other agencies process FADs. S/OCR will complete the benchmarking in early 2023.

Part H.5 – Compliance with EEOC Orders**Table 52: H.5.a: Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
Responsiveness and Legal Compliance	The agency has not always timely responded and fully complied with EEOC orders.

Table 53: H.5.b: Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
08/16/2022	Improvement in timely compliance and timely reporting of compliance with adequate evidence of compliance	09/30/2023		

Table 54: H.5.c: DoS Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Civil Rights	Gregory B. Smith	Yes

Table 55: H.5.d: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2022	As of August 2022, there are three compliance matters pending, one procedural order and two merit decision orders. The Department will make meaningful progress to complete the actions required by the pending orders.	Yes	12/31/2022	
09/30/2022	S/OCR will coordinate with the Compliance and Control Division (CCD) of the Office of Federal Operations to arrange for CCD to provide training to S/OCR staff on compliance procedures, expected agency actions, and requisite documentation to prove compliance.	Yes	12/31/2022	
12/31/2022	S/OCR will examine how compliance work is internally overseen and determine whether adjustments are necessary. A potential adjustment may include the need to assign a dedicated staff member to oversee compliance matters.	Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2022	S/OCR will enhance tracking mechanisms to better track outstanding compliance issues, to include mechanisms for tracking compliance reporting. In addition to day-to-day oversight of compliance tracking, the individual(s) responsible for the compliance portfolio will meet monthly with S/OCR leadership to apprise them of the status of any outstanding compliance matters.	Yes		
03/31/2023	S/OCR will develop and formalize Standard Operating Procedures (SOP) to clarify the roles and responsibilities of S/OCR staff who oversee compliance with EEOC orders and establish internal timeframes to ensure required actions, including compliance reporting, are taken promptly. Additionally, the SOP will include requirements for communication with complainants and their representatives, if applicable, to keep them informed of progress towards completing actions required by EEOC orders.	Yes		
06/30/2023	S/OCR will convene a meeting with the Bureau Executive Directors to discuss the expectations and requirements for agency compliance with EEOC orders.	Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	S/OCR will engage with key stakeholders across the agency, such as the Bureau of Global Talent Management's (GTM) Conduct, Suitability, and Discipline Division (CSD), GTM's Office of Accessibility and Accommodations (OAA), and the Office of the Assistant Legal Adviser for Employment Law (L/EMP) to determine ways to reduce the time it takes to respond to EEOC orders and create/update template resources accordingly. S/OCR will work with the key stakeholders to clarify compliance procedures and develop SOPs for implementing remedies that are more complex, such as referrals for discipline, reasonable accommodations, and back pay.	Yes		

Report of Accomplishments

FY22

- On September 16, 2022, EEOC approved DOS' plan to improve compliance with EEOC orders.
- On September 20, 2022, DOS worked to secure a training for S/OCR from OFO's Compliance and Control Division. The training is expected to be held within the first quarter of FY 2023.

Part H.6 – Staffing for Anti-Harassment Program

Table 56: H.6.a: Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.4.a.9	The Department does not have sufficient funding and qualified staffing to effectively manage its anti-harassment program (AHP).

Table 57: H.6.b: Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/01/2022	Increase qualified staffing to effectively manage AHP	06/30/2023		

Table 58: H.6.c: DoS Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Secretary for Management and Resources	Brian McKeon	No
Director	Gregory B. Smith	Yes
Director	Douglas Pitkin	No
Assistant Secretary	Naz Durakoglu	No

Table 59: H.6.d: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/30/2022	Explore options to increase FTEs working in AHP.	Yes		
12/30/2022	Initiate requisite Congressional Notification (CN) process (Section 7063 of the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2022).	Yes		
03/30/2023	Realign FTEs pursuant to CN process.	Yes		
06/30/2023	Announce creation of new office to address harassment as a misconduct issue.	Yes		

Report of Accomplishments**FY22**

N/A

Part I – Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

X The agency did not conduct barrier analysis during the reporting period.

Table 60: I.1: Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger

Table 61: I.2: EEO Group(s) Affected by Trigger

EEO Group	Affected?
All Men	
All Women	
Hispanic or Latino Males	
Hispanic or Latino Females	
White Males	
White Females	
Black or African American Males	
Black or African American Females	
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	
Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	
American Indian or Alaska Native Females	

Two or More Races Males	
Two or More Races Females	

Table 62: I.3: Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables		
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Table 63: I.4: Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)

Table I.5: Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Table 64: I.6: Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)

Table 65: I.7: Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)

Table 66: I.8: Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)

Table 67: I.9: Report of Accomplishments

N/A

Part J – Affirmative Action Plan

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWD) No
 - b. Cluster GS-11 to SES (PWD) No
 - Cluster GS-1 to GS-10 (PWD) = 30.23%
 - Cluster GS-11 to SES (PWD) = 21.94%
2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWTD) No
 - b. Cluster GS-11 to SES (PWTD) No
 - Cluster GS-1 to GS-10 (PWTD) = 4.38%
 - Cluster GS-11 to SES (PWTD) = 3.11%
3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

Over the last year the Department has shared the data with the Office of Diversity and Inclusion and the Office of Accessibility and Accommodations (OAA) to include the strategic plan for persons with disabilities. The Department conducted the iCount campaign to promote and increase self-identification of employees with disabilities. The campaign communicated the importance of self-identification to help the Department better allocate its resources; boost Department-wide recognition of the many contributions made by PWD; create a more inclusive work environment for employees with disabilities; and promote disability-inclusive management practices.

We disseminated these goals at various events with Department senior leaders and recruiters as part of our overall communications and through multiple written communications to the workforce.

In September 2022, the Department launched the iCount campaign. The Secretary kicked off the campaign by hosting a panel discussion with three Ambassadors with disabilities. Afterwards, the Office of Diversity and Inclusion and the Global Public Affairs bureau shared resources and encouraged discussion around disability identity across the Department. This campaign led to 121 employees or reservists out of a retained pool of nearly 30,000 changing their self-identified disability from "No Disability Identified" to either a targeted or non-targeted disability.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training, and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. Plan to Provide Sufficient & Competent Staffing for the Disability Program

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.
Yes
2. Identify all staff responsible for implementing the agency’s disability employment program by the office, staff employment status, and responsible official.

Table 68: Staff responsible for implementing the agency’s disability employment program by the office, staff employment status, and responsible official:

Disability Program Task	Full Time	Part Time	Collateral Duty	Responsible Official (Name, Title, Office, Email)
Processing applications from PWD and PWTD	1	0	0	Jae Chung, SPPC, GTM/OAA, chungjo@state.gov
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Jae Chung, SPPC, GTM/OAA, chungjo@state.gov
Processing reasonable accommodation requests from applicants and employees	6	0	0	Kendra Shock Disability and Reasonable Accommodation Division Chief GTM/OAA/DRAD Shockkm@state.gov
Section 508 Compliance	1	0	0	Richard McCarthy Accessibility Division Chief Section508@state.gov McCarthyRD@state.gov
Architectural Barriers Act Compliance			2	Richard McCarthy Accessibility Division Chief FacilityAccess@state.gov McCarthyRD@state.gov
Special Emphasis Program for PWD and PWTD	1	0	0	Angela Cannella, Special Emphasis Program Manager, Office of Civil Rights Cannellaac@state.gov

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Yes

The DOS has a robust disability program supported by three different offices. OAA is the lead and maintains most of the subject matter expertise. They are supported by the Office of Diversity and Inclusion and the Office of Civil Rights.

OAA Analysts and Disability program staff are required, as part of their individual development plans, to take training related to their roles and responsibilities, and to maintain skill levels and their knowledge of changes in the application and interpretation of disability laws. OAA provides funding for the team to pursue training with external providers and regularly disseminates information on no-cost trainings available virtually. Our Assistive Technology Division participates in Accessibility Board recommended trainings as well as vendor provided sessions on section 508, video captioning and assistive technology best practices. OAA provides monthly full team learning sessions on topics which have been identified as helpful/needed. For CY2023, training is scheduled to supplement the Job Accommodation Network (JAN) webcast series which the DRAD team already participates in. OAA is also scheduled to participate in the 38th annual California State University Northridge (CSUN) Assistive Technology Conference in March 2023 for both outreach and training purposes.

The Disability Program Manager (DPM) engages with the Employee Organization, Disability Action Group (DAG) to participate and engaged in the members’ inquiries about Schedule A hiring authority, self-identification and disclosure about disability, and reasonable accommodations procedures. Also, the DPM and OAA personnel participate in monthly sessions of Federal Exchange on Employment & Disability (FEED) Interagency Working Group coordinated by the EEOC, Department of Labor, and the Office of Personnel Management’s Diversity, Equity, Inclusion, and Accessibility (DEIA) team, and the Interagency Disability Senior Leadership Networking Group.

B. Plan to Ensure Sufficient Funding for the Disability Program

1. Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

GTM/OAA works collaboratively with the Bureau of Global Talent Management’s (GTM) Office of Talent Acquisition (GTM/TAC) and Office of Civil Service Talent Management (GTM/CSTM), as well as with the Secretary’s Office of Civil Rights (S/OCR) and Office of Diversity and Inclusion (S/ODI), to identify programs and resources to help recruit job applicants with disabilities.

GTM/TAC has a Washington-based Recruiter and 15 Diplomats in Residence (planned to be 17 in 2023) based at universities across the country who engage with students with disabilities and mid-career professionals, including veterans, as part of the Department’s strategic recruitment plan. S/ODI shared a list of disability-related organizations, institutions, conferences, and other stakeholder opportunities to assist in developing an agency-wide strategy for targeted disability recruitment.

GTM/TAC’s marketing team partners with GTM/OAA to develop targeted recruitment strategies and maintain social media and other media platforms to raise awareness and promote opportunities for individuals with disabilities. In 2022, GTM/OAA partnered with GTM/TAC on numerous outreach events, including two Science, Technology, Engineering, or Mathematics (STEM) and Underrepresented Minorities.

GTM/OAA maintains a Talent Database of more than 1400 individuals with disabilities who are eligible to be appointed under the non-competitive hiring authority that takes disability into account (primarily through the Schedule A hiring authority for individuals with disabilities.) Communicating with Bureau hiring managers and Human Resources Specialists, and maintaining a robust database of potential applicants, enables GTM/OAA to effectively support Schedule A hiring by referring qualified candidates directly to hiring managers.

Hiring Workforce Recruitment Program (WRP) interns was also a notable success in FY 2022, as we hired 11 WRP interns to work in various offices throughout the Department. Through written communications and at events, GTM/OAA encouraged Department employees to volunteer for the WRP Recruiter program, leading to an increase in employee participation in the program. The Department plans to significantly increase the use of the WRP in FY 2023, with a firm fiscal-year deadline to nominate interns, which will ensure the WRP interns can obtain their security clearances in time to fully complete their internships before funding expires. The Department is also drawing on the WRP as a potential source for permanent FTE hires.

GTM/TAC/REC organized and participated in a total of nineteen (19) events targeting PWDs throughout the last quarter of FY2022.

Four (4) information sessions

Five (5) conferences with nationally recognized organizations.

Three (3) Facebook Live events

Seven (7) career fairs

Prior to and during these events, TAC/REC's marketing team promote the events via announcements on their various recruitment platforms and social media channels.

GTM/TAC/REC also conducted a campaign using several infographics of Department employees with disabilities. The campaign has been well received by both employees and external audiences.

In addition, in July 2022, GTM/TAC/REC organized an information session with Vocational Rehabilitation Counselors and Disabled Students Services in the State of California, with participation from GTM/OAA and a WRP intern. Attendees gave positive feedback on the session and GTM/TAC/REC is planning similar sessions in Texas, South Florida, and the Mid-West. This is one of several successful outreach events that can be replicated.

Other highlights:

Disability Action Group (DAG): Several Coffee Chats with members and external members to participate and engage on disability topics. DAG's roundtable with Secretary Blinken, October 26, 2021. DAG's conversation with Special Advisor on International Disability Right (SAIDR) Sara Minkara, April 7, 2022. DAG's roundtable discussion with Under Secretary Bass on July 27, 2022. The Secretary's Office of Diversity and Inclusion moderated a panel on July 27, 2022, reflecting on the history of the Americans with Disabilities Act and how it impacts several generations of employees at State. S/ODI and DAG also held a Fireside chat featuring the CDIO in December to highlight the importance of voluntary self-identification of disability status in our Global Employment Management System.

Sign @ State Symposium: Inaugural Sign@State Symposium, I3: Influence, Identity, and Impact on Global Scale, Thursday, April 21, 2022.

Persons with Disabilities in the Foreign Service webinar on June 9, 2022.

Americans with Disabilities Act (ADA) 32 anniversary, Open House on July 26, 2022.

1. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

The DOS' Human Resources (HR) Specialists and SPPC are dedicated to utilizing several hiring authorities that take disability in account to recruit PWD and PWTD for positions in the permanent workforce, including the Schedule A hiring authority for intellectual, severe physical, or psychiatric disabilities, as set forth at 5 CFR 213.3102(u). The Department continued to encourage managers to utilize Schedule A to fill vacant positions and consult with hiring officials to receive the guidance on Schedule A hiring authority.

Non-competitive Applicant Pool – The DOS’ SPPC monitors and maintains the Talent Database for non-competitive eligible Schedule A candidates and making referrals to hiring managers. The SPPC has the selectiveplacement@state.gov mailbox to monitor all inquiries and they are promptly answered by the SPPC and referred to other Department subject matter experts as necessary. The selectiveplacement@state.gov has an auto reply with detailed information about the DOS’ Talent Database including the SurveyMonkey link for questionnaires for non-competitive Schedule A consideration.

2. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

GTM/OAA staff determine eligibility for Schedule A hiring by examining documentation provided by the applicants and in consultation with the Bureau of Medical Services as needed. If a qualified applicant requests consideration for a specific, advertised position, GTM/OAA forwards the applicant’s resume to the HR contact listed in the vacancy announcement. If the applicant does not request consideration for a particular position, the applicant will be added to OAA’s searchable talent database for future referral.

3. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Yes

The Department requires all supervisors to take the PA447 Disability and Reasonable Accommodations course within five years of their appointment. This course, available to all employees, provides an overview of the federal government’s responsibility to accommodate qualified applicants and employees with disabilities; describes the Department’s reasonable accommodation process, including roles and responsibilities; discusses the Schedule A hiring authority; and identifies ways to communicate with accessibility in mind. Employees learn a broad overview of the processes and procedures for requesting Disability and Reasonable Accommodation Division (DRAD) services, as well as strategies for increasing the hiring and retention of persons with disabilities.

GTM/OAA provides live and recorded information sessions on Schedule A hiring and Reasonable Accommodations. In FY 2022, GTM/OAA presented on its services and programs to multiple Bureaus and offices in the Department, including the bureaus of Administration, Consular Affairs, Information Resources Management, Overseas Building Operations, and the Office of the Secretary. Additionally, GTM/OAA provides hiring managers one-on-one consultations per request. In FY 2022, GTM/OAA published 38 Department-wide written communications about the reasonable accommodation process, Schedule A hiring Authority, and accessibility tools, representing a 55% increase over FY2021 outreach communications drafted. Other resources, reference materials, and knowledge tools including videos are available to all employees on GTM/OAA's SharePoint site which houses the Disability Dashboard.

B. Plan to Establish Contacts with Disability Employment Organizations

1. Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The Department maintains contacts with organizations that specialize in offering assistance to individuals with disabilities, including individuals with targeted disabilities, to secure and retain employment. In FY2022, GTM/OAA participated in numerous in-person and virtual career fairs and outreach events with state vocational rehabilitation centers, the District of Columbia vocational rehabilitation center, Equal Opportunity Publications (EOP), Bender Consulting, and Gallaudet University. As a result of these outreach events, we obtained more than 100 resumes from disabled veterans and Schedule A candidates.

In FY2022, EOP selected a Department of State Employee as a Careers & the disABLED magazine 2022 Employee of the Year.

C. Progression Towards Goals (Recruitment and Hiring)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

a. New Hires for Permanent Workforce (PWD)

No

b. New Hires for Permanent Workforce (PWTD) No

Source: Employee Data in Department's Global Employment Management System

- New Hires for Permanent Workforce (PWD) = 35.02%
 - New Hires for Permanent Workforce (PWTD) = 4.21%
2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.
- a. New Hires for MCO (PWD) No
- b. New Hires for MCO (PWTD) No
3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.
- a. Qualified Applicants for MCO (PWD) No
- b. Qualified Applicants for MCO (PWTD) No
4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.
- a. Promotions for MCO (PWD) No
- b. Promotions for MCO (PWTD) No

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar

programs that address advancement. In this section, agencies should identify and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

1. Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The Department takes affirmative action to promote the recruitment, hiring, and advancement of qualified people with disabilities and people with targeted disabilities. The Department recently established the Retention Unit to include the strategy plan for retaining the persons with disabilities. The Department released the Diversity, Equity, Inclusion, and Accessibility Strategy Plan that includes persons with disabilities in implementation plan and planned activities, and periodically reviews the effectiveness of the plan. An effective advancement program plan involves many components and stakeholders. On an annual basis the following areas are reviewed: recruitment, hiring, advancement, retention, discrimination complaints, harassment reports, career development, hiring authorities that take disability into account, resources to improve accessibility and provide accommodations.

B. Career Development Opportunities

1. Please describe the career development opportunities that the agency provides to their employees.

The Department's Office of Career Development and Assignments (GTM/CDA) coordinates external leadership and professional development programs. These programs will continue to be advertised through various channels such as Department Notices, webinars, and informational sessions, which are open to all Department employees. Additionally, GTM/CDA works with and maintains a liaison with each of the employee organizations, including the Disability Action Group (DAG). GTM/CDA personnel hold informational sessions for all employee groups on an annual basis to encourage participation of their members.

The Department has led a robust Mentoring Program (iMentor) available to all Civil Service and Foreign Service employees. iMentor matches Civil Service mentees with mentors in a program that features training and structured goal setting. Foreign Service mentoring includes:

- Domestic mentoring programs,
- A-100 orientation mentor dialogues,
- Situational mentoring,
- Senior-level mentoring, and
- Post-specific programs at U.S. missions.

The Department provides comprehensive mentoring resources that account for the unique contingencies in the careers of FS employees, such as promotion, assignments, frequent moves, constant cultural/organizational adaptation, and numerous supervisory shifts and job functions. Employees review the list of volunteer mentors and select their top five for pairing consideration. Pairings are completed by the Office of Continuity Counseling (GTM/CDA/CC) and later ratified by the FS Mentor Council, comprised of Senior Foreign Service Officers assigned to various offices throughout Washington. To ensure that the broadest audience is reached, the Department has updated the mentoring application to include language requesting a reasonable accommodation for participation in the program.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Table 69: Career Development Opportunities That Require Competition And/or Supervisory Recommendation/Approval to Participate

Career Development Opportunities	Total Applicants (#)	Total Selectees (#)	PWD Applicants (%)	PWD Selectees (%)	PWTD Applicants (%)	PWTD Selectees (%)
Internship Programs	12	12	8.3	8.3	0.0	0.0
Fellowship Programs	14	14	0.0	0.0	0.0	0.0

Mentoring Programs	253	253	12.6	12.6	4.7	4.7
Coaching Programs	0	0	0	0	0.0	0.0
Training Programs	49	49	10.2	10.2	0.0	0.0
Detail Programs	0	0	0	0	0.0	0.0
Other Career Development Programs-Leadership Training	0	0	0	0	0.0	0.0

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Applicants (PWD) Yes

b. Selections (PWD) Yes

Internship Programs, Fellowship Programs, and Training Programs

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Applicants (PWTD) Yes

b. Selections (PWTD) Yes

Internship Programs, Fellowship Programs, and Training Programs.

c. Awards

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

a. Awards, Bonuses, & Incentives (PWD) Yes

b. Awards, Bonuses, & Incentives (PWTD) Yes

Table 70: PWD (Time Off Awards)

Time off Awards (Hours)	Was there a trigger?
1 - 10	No
11 - 20	No
21 - 30	No
31 - 40	No
41 or more	No

Table 71: PWD (Cash Awards)

Cash Awards	Was there a trigger?
Less than \$500	No
\$501 - \$999	No
\$1000 - \$1999	No
\$2000 - \$2999	No
\$3000 - \$3999	No
\$4000 - \$4999	No
More than \$5000	Yes (0.60% vs. 1.86%)

Table 72: PWTD (Time Off Awards)

PWTD Time off Awards - Hours	Was there a trigger?
1 - 10	Yes (0.91% vs. 1.53%)
11 - 20	Yes (0.60% vs. 0.90%)
21 - 30	Yes (0.30% vs. 0.55%)
31 - 40	No
41 or more	Yes (0.00% vs. 0.03%)

Table 73: PWTD (Cash Awards)

Cash Awards	Was there a trigger?
Less than \$500	No
\$501 - \$999	No
\$1000 - \$1999	Yes (16.62% vs. 22.33%)
\$2000 - \$2999	Yes (12.08% vs. 13.00%)
\$3000 - \$3999	Yes (8.76% vs. 11.54%)
\$4000 - \$4999	Yes (0.00% vs. 0.03%)
More than \$5000	Yes (0.60% vs. 1.61%)

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

a. Pay Increases (PWD) Yes

b. Pay Increases (PWTD) No

Table 74: Quality Step Increases - Inclusion Rates

Employee Group	Inclusion Rate
PWD	3.03%
PWOD	4.39%

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD) N/A

b. Other Types of Recognition (PWTD) N/A

D. Promotions

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

Table 75: Triggers for Promotion to Senior Grade Levels (PWD)

Senior Grade	Qualified Internal Applicants	Internal Selections
SES	No	No
GS-15	No	No
GS-14	No	No
GS-13	No	No

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

Table 76: Triggers for Promotion to Senior Grade Levels (PWTD)

Senior Grade	Qualified Internal Applicants	Internal Selections
SES	No	No
GS-15	No	No
GS-14	No	No
GS-13	No	No

1. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

Table 77: Triggers for Promotion to Senior Grade Levels (PWD)

Senior Grade	New Hires
SES	No
GS-15	No
GS-14	No
GS-13	No

2. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

Table 78: Triggers for Promotion to Senior Grade Levels (PWTD)

Senior Grade	New Hires
SES	No
GS-15	No
GS-14	No
GS-13	No

3. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

Table 79: Triggers for Promotion to Supervisory Positions (PWD)

Supervisory Position	Qualified Internal Applicants	Internal Selections
Executives	No	No
Managers	No	No
Supervisors	No	No

4. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

Table 80: Triggers for Promotion to Supervisory Positions (PWTD)

Supervisory Position	Qualified Internal Applicants	Internal Selections
Executives	No	No
Managers	No	No
Supervisors	No	No

5. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

Table 81: Triggers for Promotion to Supervisory Positions (PWD)

Supervisory Position	New Hires
Executives	No
Managers	No
Supervisors	No

6. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

Table 82: Triggers for Promotion to Supervisory Positions (PWTD)

Supervisory Position	New Hires
Executives	No
Managers	No
Supervisors	No

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should:

- 1) analyze workforce separation data to identify barriers retaining employees with disabilities;
- 2) describe efforts to ensure accessibility of technology and facilities; and
- 3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

No

The agency has identified 197 individuals hired under 5 CFR 213.3102(u) in FY20. Of those, 156 were converted or separated from the agency by the end of FY22. This is a compliance rate of just over 79%. In FY23, the agency will review all 41 individuals unaccounted for and determine whether they should be converted to the competitive service.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.
 - a. Voluntary Separations (PWD) No
 - b. Involuntary Separations (PWD) Yes

- PWD: 0.03%
 - PWOD: 0.09%
3. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.
- a. Voluntary Separations (PWTD) Yes
- PWTD: 0.30%
 - PWOTD: 0.03%
- b. Involuntary Separations (PWTD) Yes
- PWTD: 5.74%
 - PWOTD: 5.27%
4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

Exit interview results are very preliminary, and the sample size of those with disabilities is too small to draw any conclusions. Issues related to disability or accommodation did not generally emerge as a significant factor for this demographic. The few that specifically cited it mentioned the following themes: difficult meeting production quotas for higher grades in order to grow in their career; alleged bullying and harassment; and frustration over being denied leave/workplace flexibilities.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

[DoS Section 508 Accessibility Statement](#)

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

[DoS Facility Accessibility Statement](#)

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

The Accessibility Division located within GTM/OAA interviewed and selected a GS-13 Section 508 Accessibility Specialist in October. This additional employee will be dedicated to driving Section 508 policy throughout the Department and help provide direction to our Section 508 contract team on larger initiatives outside of document remediation and website testing.

GTM/OAA has another GS-13 IT Specialist position dedicated to Assistive Technology support. This vacancy will be reposted in early 2023. This position will help staff the Access Center, which, in 2022, provided more than 75 in-person and virtual tours, held multiple trainings, and hosted several classes, for domestic and overseas staff.

GTM/OAA participates in a "Diverse-IT" working group with the Department's Bureau of Information Resources Management (IRM). This working group meets weekly to discuss progress on DEIA milestones and solutions to making the Department more accessible for individuals with disabilities. One milestone involves GTM/OAA's Assistive Technology team hosting training sessions for IRM's IT Specialist skill code employees twice monthly, started in November 2022 and continuing throughout 2023. The trainings focus on training IRM's IT Specialists on specific assistive technologies, hardware, and software, and how to better support our workforce that utilizes these types of tools. The working group is also finalizing the availability of commonly deployed assistive technology software such as Fusion, JAWS, ZoomText, and Dragon Naturally Speaking, as well as accessibility testing tools such as ANDI, JAWS Inspect, and Color Contrast Analyzer to all users via the software center on all Department-issued laptops. This enables any

user to have immediate access to needed tools, without needing to open an IT Ticket or have someone install it on individual work laptops.

GTM/OAA has representatives on the IRM DEIA council to ensure accessibility is prioritized on IT-related projects and to promote cross-bureau sharing of information.

GTM/OAA is also working with the Board of Examiners in December to test portions of the Foreign Service Exam that are being moved to an all-virtual platform, to ensure software like JAWS and Dragon Naturally Speaking function correctly in that environment. GTM/OAA collaborates with the Bureau of Administration (A) and the Bureau of Overseas Buildings Operations (OBO) to address accessibility concerns at domestic facilities and at our overseas posts, develop Emergency Action Plans, and advise Emergency Action Committees. OBO is working to ensure that at least five percent of dwelling units in each Post housing pool, and at least one dwelling unit in each new group of leased dwelling units, be either accessible in accordance with the ABA standards, or adaptable/accessible, meaning easily converted without much difficulty or expense.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

It is the Department of State's policy to implement accommodation requests within 30 days for those that are domestic and within 45 days for overseas requests. During this reporting period our average time for completing requests is 14.8 days. Requests taking longer than these times are a result of extenuating circumstances, such as procurement and overseas delivery of equipment or evaluation and approval of medical devices for use in classified spaces. In these situations, the Department seeks to provide interim accommodations.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely

processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

GTM/OAA's Disability and Reasonable Accommodation Division (DRAD) continues to hold monthly meetings with Bureau Executive Directors and other Bureau HR professionals to review pending cases and assess reasonable accommodation trends. DRAD continues to collaborate with stakeholders to improve service delivery and customer satisfaction among clients. DRAD has conducted 100 presentations for managers and supervisors, and employees generally, throughout this reporting period on the supervisors' roles and responsibilities in the reasonable accommodation process, and on creating accessibility in the work environment.

GTM/OAA has begun providing Bureau leadership with high level data-driven briefings usage of OAA services, covering trends in reasonable accommodation and interpreting requests as well as Section 508-related activities, video captioning, and Schedule A usage.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace.

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

1. Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

GTM/OAA tracks requests for PAS via the DRAD tracking system as with all reasonable accommodation requests. During the reporting period, DRAD provided PAS services on an as-needed basis to the requesting employee.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint data involving Harassment.

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging, as compared to the government-wide average?

No

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

There were no findings based on disability harassment.

B. EEO Complaint Data involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation), as compared to the government-wide average?

No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Yes

3. If the agency has one or more findings of discrimination involving the failure to provide reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

There was one finding of discrimination for failure to accommodate. Remedies included updating Department policy and SOP for responding to requests for reasonable accommodations, paying Complainant \$12,000 in non-pecuniary damages, training for relevant personnel, and a posting notice.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Yes

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger: There is low representation of Deaf people, hard of hearing people and people with hearing loss who primarily communicate using American Sign Language (ASL) in the Foreign Service. Currently, there is only one Deaf Foreign Service Specialist who came in through the competitive process. There are 7 people that identify as Deaf or Hard of Hearing, who most likely acquired their disability after joining the service and can communicate verbally. This low representation indicates a trigger since 2% of the U.S. population are deaf or hard of hearing.

Barriers: Deaf and hard of hearing officers use sign language, cannot test equitably in a spoken foreign language. Department policy requires a foreign language score for tenure and promotion that has both reading and spoken components.

Objective: Eliminate spoken portion of exam for deaf and hard of hearing examinees who primarily use sign language as their medium of communication.

Responsible Official(s): Under Secretary for Management

Performance Standards Address the Plan? No

Table 83: Planned Activities to Remove Barriers:

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
02/19/2022	Office of Diversity Inclusion (S/ODI), Foreign Service Institutes (FSI), and Office of Civil Rights (S/OCR) implemented the Language Designated Work Group (LDWG) to move forward with the findings on the barriers.	Yes		08/30/2022
03/15/2022	Deaf Inclusion in the FS subgroup kick off meeting - 9 participated offices, with 24 representatives to brainstorm the resolutions to barriers, February 2022-May 2022.	Yes		05/17/2022
05/17/2022	LDWG Subgroup – final decision on the language proficiency.	Yes		05/17/2022

Accomplishments

- Deaf Inclusion in the Foreign Service Work Group has approved the finding on barrier analysis and made recommendations for the department's internal policy.
- Draft memo circulated with offices for approval process.

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

Deaf Inclusion in the Foreign Service working group conducted an analysis and worked with a variety of internal and external stakeholders, including experts from Gallaudet University, the Foreign Service Institute's School of Language Service, and the Bureau of Global Talent Management, etc. to identify the appropriate funding mechanism to remove the barrier of foreign sign language acquisition when foreign sign language acquisition is not seen as a "service need" and can, thereby, be unfunded for deaf or hard of hearing diplomats whose primary means of communication is ASL and who would like to learn the local foreign sign language of the country in which they would be posted.

2. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

In February 2022, the Language Designated Workgroup (LDWG) agreed to move forward with the introduction to explore resolutions.

S/OCR worked with the TAC's Recruitment team to advertise the career opportunities related to Foreign Service, in addition to evening virtual live session – S/OCR conducted a survey regarding the career opportunity in the Foreign Service.

Global Public Affairs (GPA) hosted I3 Sign @ State Symposium: Inaugural Sign@State Symposium, I3: Influence, Identity, and Impact on Global Scale, Thursday, April 21, 2022, featuring three deaf panelists and a deaf moderator. The symposium's second panel helped explain the process of entering the Department through Schedule A hiring, and what support is available for deaf employees.

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

This barrier involves addressing attitudinal and institutional barriers. Currently, a draft action memo for decision by the Under Secretary for Management is being circulated. If approved, the memo will change Department policies to 1) allow waivers for deaf and hard of hearing examinees on the spoken portion of any foreign language test and 2) authorize

centralized funding for deaf and hard of hearing diplomats to learn local sign languages as a reasonable accommodation if they use sign language as their primary mode of communication.