



Agency Priority Goal | Action Plan | FY 22 – Q2

Diversity, Equity, Inclusion and Accessibility

Goal Leader(s):

Ambassador Gina Abercrombie-Winstanley, Chief Diversity and Inclusion Officer,
U.S. Department of State

Neneh Diallo, Chief Diversity, Equity, Inclusion and Accessibility Coordinator;
U.S. Agency for International Development

Goal Overview (Joint)

The U.S. Department of State and USAID aim to ...

Expand inclusive and equitable recruitment, hiring, and retention practices that contribute to diverse Department of State and USAID workforces across demographic groups, including groups inequitably represented at the Department and USAID. By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons with targeted disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees* with disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons with targeted disabilities.

*Referring to direct hire staff

Goal Overview (Joint)

Problem to Be Solved

Employees with disabilities are underrepresented in the senior ranks of the Department and USAID. The Equal Employment Opportunity Commission's (EEOC) 2017 final rule amending the regulations implementing Section 501 of the Rehabilitation Act of 1973 requires that federal agencies adopt the goal of having 12 percent of their workforce be people with disabilities, and 2 percent of their workforce be people with "targeted" disabilities (listed on the EEOC's website [here](#)). In light of this authority, persons with a disability will be the focus of this APG.

The Department can increase the number of employees with disabilities through hiring or by increasing the number of current employees who self-identify a disability through the Global Employment Management Systems (GEMS), the Department's primary human resource management application. All career Foreign Service (FS) employees currently must be "world-wide available" upon hiring, which may be a deterrent and barrier to people with disabilities pursuing a FS career or a deterrent for individuals to self-identify a disability. Due to the FS exam timeline and administrative clearance requirements, the results of any changes in FS recruitment processes may not be seen until two years after implementation. This Agency Priority Goal (APG) covers the current and next fiscal year, so we will focus this APG on hiring more Civil Service (CS) employees with a disability and increasing the number of CS and FS employees who self-identify a disability in GEMS. We will also deploy new GEMS questions to begin to track LGBTQI+ employees' progress to ensure they are also equitably treated on par with other protected classes.

Goal Overview (Joint)

Problem to Be Solved Continued

USAID has chronic underrepresentation of employees with disabilities and employees with targeted disabilities in both the civil and foreign service categories, as well as other demographics. Between FY2018 and FY2020, the federal workforce representation of employees with disabilities only increased by 0.22 percentage points (disabilities) and decreased by 0.1 percentage points for employees with targeted disabilities respectively per the Agency's MD-715 reports.

Goal Overview (Joint)

What Success Looks Like

Success will be greater representation of employees with targeted disabilities within our workforce and an increasing number of employees who voluntarily self-identify a disability in Department and USAID personnel systems. More employees self-identifying disabilities will be an expression of allyship with colleagues who have visible disabilities. Success will also be allowing employees to voluntarily self-identify sexual orientation/gender identity, regional or national origin, and first-generation U.S. citizenship status. Together with disability, this information will paint a fuller picture of diversity within the Department and USAID and help us better understand if all employees are receiving equitable treatment and equal opportunities.

Our nation's diversity is a unique source of strength and gives us a significant competitive advantage on the world stage. Our aim with this APG is for the Department and USAID to become models for how DEIA can be institutionalized in government, by advancing DEIA principles in how we recruit, hire, retain, and promote our workforce, thereby removing barriers to equal opportunity and advancing respectful, inclusive, and safe work environments with a workforce representative of the American public. Building and maintaining a workforce that reflects our country's diversity will demonstrate our values as a nation where all are afforded equal opportunities to achieve their highest aspirations and help us better promote U.S. interests abroad and deliver results for the American people.

Goal Team (USAID)

USAID Office of the Chief Diversity, Equity, Inclusion and Accessibility Officer (Office of the Administrator)

- Chief Diversity, Equity, Inclusion and Accessibility Officer: Neneh Diallo
- Staff and Divisions

Office of Human Capital and Talent Management (HCTM)

- Assistant to the Administrator: Adetola Abiade
- Director External Outreach and Recruitment: George Booth
- Disability Program Manager: Linda Wilson

Office of Civil Rights and Diversity (OCD)

- Acting Director: Ismael Martinez
- Affirmative Employment Chief: (open)

Goal Team (State)

1. **The Secretary of State's Office of Diversity and Inclusion (S/ODI)** was established in June 2021, following Secretary Blinken's appointment of Ambassador Gina Abercrombie-Winstanley in April 2021 as the Department's Chief Diversity and Inclusion Officer (CDIO). The CDIO is the Secretary's principal advisor on DEIA matters and manages activities that drive DEIA policy and programming efforts of the Department and its missions worldwide.
2. **The Secretary of State's Office of Civil Rights (S/OCR)** provides advice and services related to conflict resolution, employee and supervisor assistance, and diversity management. S/OCR also manages the Equal Employment Opportunity (EEO) program for the Department and works to prevent employment discrimination through outreach and training.
3. **The Bureau of Global Talent Management (GTM)**, formerly the Bureau of Human Resources, strives to recruit, retain, and sustain a diverse, talented, and inclusive workforce that is fully prepared to advance U.S. national security interests and American values throughout the world. GTM's Office of Accessibility and Accommodations (OAA), Office of Organization and Talent Analytics (OTA), Office of Talent Acquisition (TAC) and Executive Office (EX) will be major contributors to this goal.
4. **The Bureau of Overseas Buildings Operations (OBO)** provides safe, secure, functional, and resilient facilities that represent the U.S. government to the host nation and support the Department's achievement of U.S. foreign policy objectives abroad.

Goal target(s)

Achievement statement		Key indicators	Quantify progress			Frequency
		A “key performance indicator” measures progress toward a goal target				
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/2023	By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons with targeted disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons with targeted disabilities	Percentage of positions filled within a given quarter by people with targeted disabilities (USAID)	2%	1.28%	1.33%	Quarterly
		Percentage of positions filled within a given quarter by people with disabilities (USAID)	12%	5.25%	5.44%	Quarterly
		Percentage of workforce with targeted disabilities out of the total number of employees (State)	2.4%	2.0%	2.1%	Quarterly
		Percentage of workforce with any disability out of the total number of employees (State)	15.3%	14.3%	14.8%	Quarterly

Goal Strategies

Joint	Joint	State	USAID
Stronger Recruitment of Persons with Disabilities	Changes to Demographic Self-Identification	Increased Workplace Accessibility for Employees with Disabilities	Streamline Recruitment of Persons with Disabilities
<ul style="list-style-type: none"> ✓ Identify organizations that will be recruitment targets for persons with a disability. ✓ Brief Department and USAID hiring managers on this APG, refresh CS hiring manager training on Schedule A Hiring Authority and inform CS hiring managers of points of contact in organizations identified as recruitment targets. ✓ Encourage Department CS hiring managers to notify points of contact of job openings. ✓ Enhance recruitment of persons with disabilities through social media. ✓ Make recommendations for improving hiring practices of Foreign Service employees with disabilities. ✓ Update standard operating procedures to include a mandatory process to present hiring managers with all special hiring options before the vacancy announcement is posted. 	<ul style="list-style-type: none"> ✓ Support study and development of additional categories of self-identification in the Department's GEMS personnel system, including categories such as sexual orientation/gender identity, regional or national origin, first-generation U.S. citizenship status. ✓ Educate workforce on how self-identified demographic data can be used to give a fuller picture of agency diversity while protecting employee privacy. ✓ Assure applicants and current employees that self-identified disability demographic data will not be used to deny a medical clearance for entry or assignment. ✓ Increase employee comfort with providing self-identified demographic data, including for disability. ✓ Increase utility of Schedule A database to enhance ease of use for hiring managers to access information regarding applicants eligible for hire under Schedule A. 	<ul style="list-style-type: none"> ✓ Analyze overseas missions Barrier-free Accessibility Survey findings and encourage posts that are deficient to work with OBO to meet the Overseas Buildings Operations stated goal of at least one adaptable accessible housing unit per post. ✓ Educate our workforce on how they can help create an accessible workplace by ensuring virtual events, documents, websites, etc. are accessible to persons with disabilities. 	<ul style="list-style-type: none"> ✓ Execute communications and engagement plan targeting hiring managers and Administrative Management Support (AMS) Officers to increase adoption ✓ Increase utility of database of Schedule A resumes to enhance ease of use by hiring managers ✓ Create and utilize batch announcements to enhance Agency repository of resumes from persons with disabilities

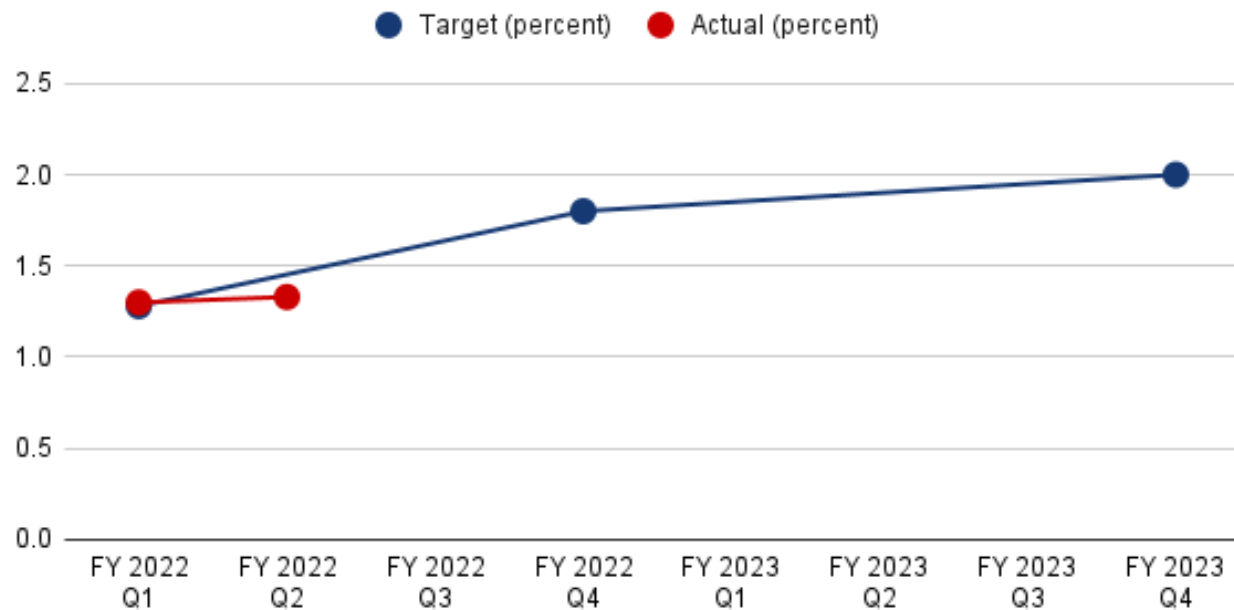
Key indicators

Indicator Title	Current Value	FY 2022 Target	FY 2023 Target
USAID			
Percentage of positions filled within a given quarter by people with targeted disabilities.	1.3%	1.8%	2%
Percentage of positions filled within a given quarter by people with disabilities.	5.4%	10%	12%
State			
Percentage of workforce with targeted disabilities out of the total number of employees.	2.1%	2.2%	2.4%
Percentage of workforce with any disability out of the total number of employees.	14.8%	14.8%	15.3%

Key indicator (USAID)

The percentage of positions filled within a given quarter by people with targeted disabilities

Percentage of positions filled within a given quarter by people with targeted disabilities (USAID)

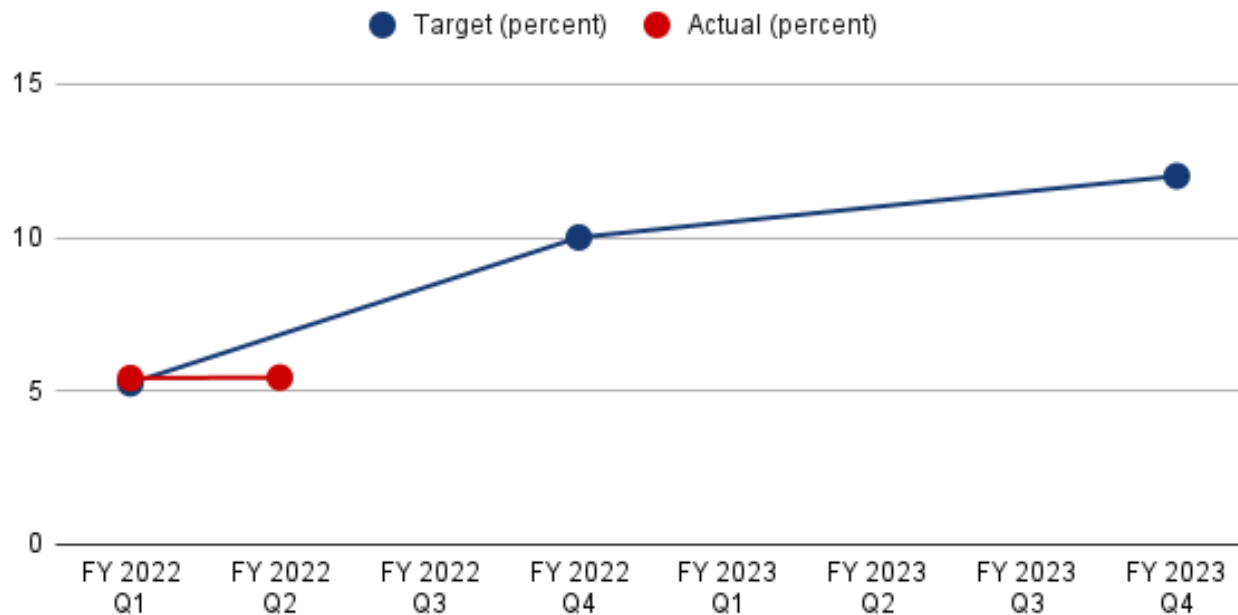


Rationale: This indicator tracks the number and percentage of people with targeted disabilities hired each quarter and helps demonstrate progress towards the goal of increasing the percentage of people with disabilities within the USAID workforce.

Key indicator (USAID)

The percentage of positions filled within a given quarter by people with disabilities

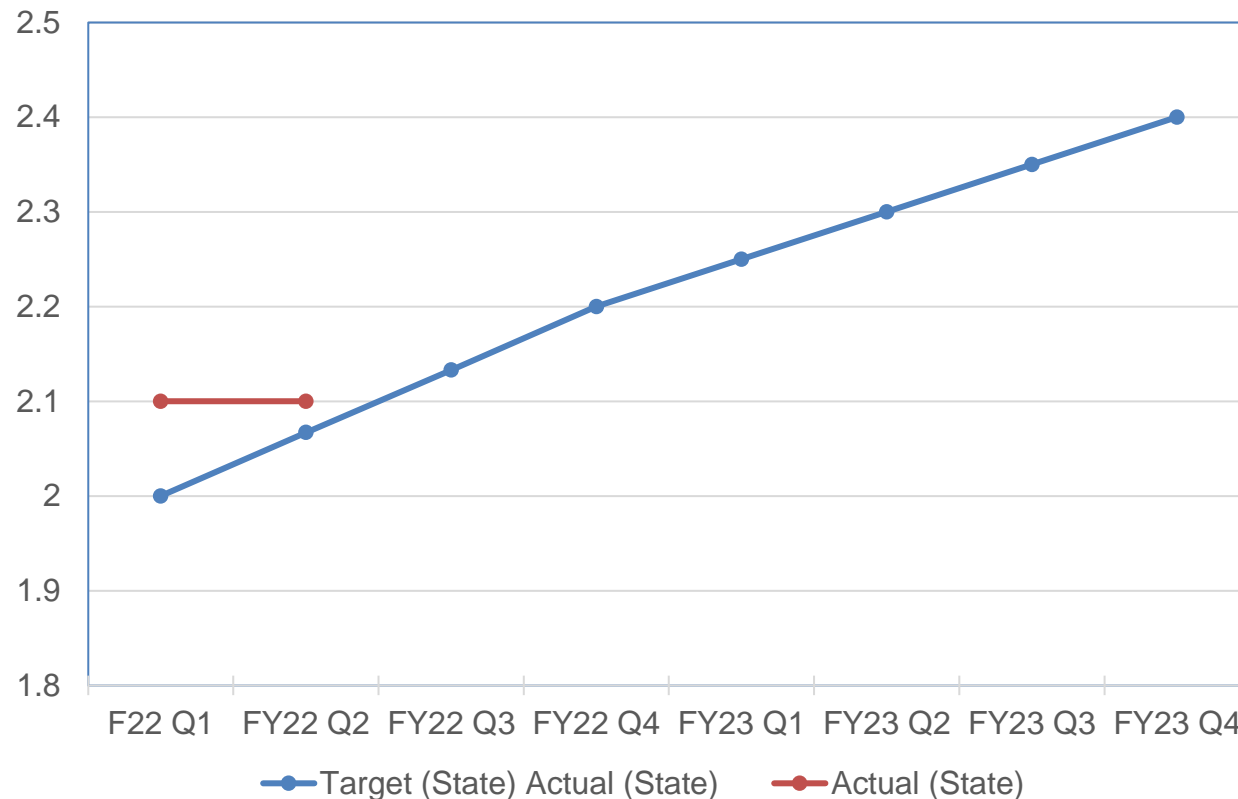
Percentage of positions filled within a given quarter by people with disabilities (USAID)



Rationale: This indicator tracks the number and percentage of people with disabilities including those with targeted disabilities hired each quarter and helps demonstrate progress towards the goal of increasing the percentage of people with disabilities within the USAID workforce.

Key indicator (State)

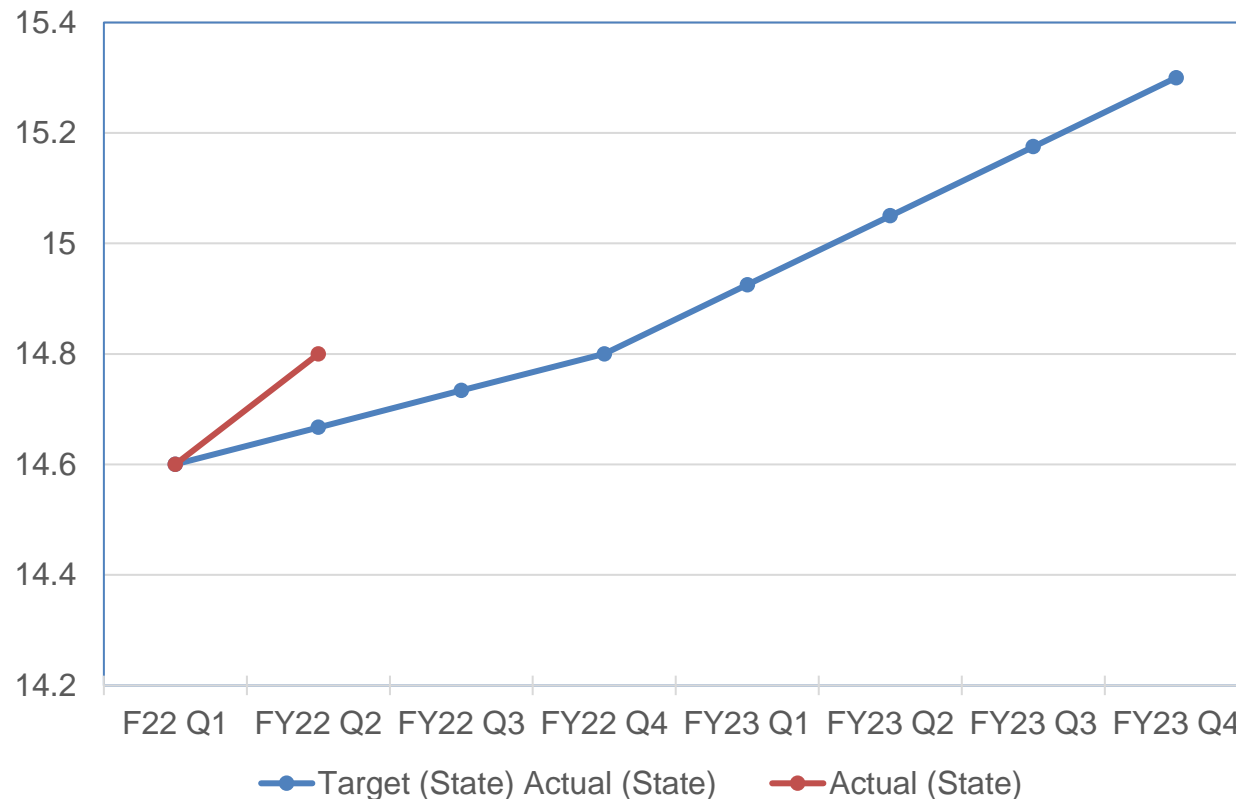
Percentage of workforce with targeted disabilities out of the total number of employees.



Rationale: This indicator tracks the percentage of people with targeted disabilities in the Department's workforce and helps demonstrate progress towards the goal of increasing the percentage of people with targeted disabilities.

Key indicator (State)

Percentage of workforce with any disability out of the total number of employees.



Rationale: This indicator tracks the percentage of people with disabilities including those with targeted disabilities self identifying and helps demonstrate progress towards the goal of increasing the percentage of people self-identifying disabilities within Department's workforce.

Key milestones (USAID)

Milestone Summary

Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Establish annual disability hiring goal and implement policy to formalize pre-announcement of position process inclusive of exhausting non-competitive eligibilities	Q1 FY, 2022	Complete		See slide 10 for USAID's annual disability hiring goal. Policy established in early 2022.
Complete the establishment of an annual disability hiring goal and implement policy to formalize pre-announcement of position process inclusive of exhausting non-competitive eligibilities	Q2 FY, 2022	Complete		USAID aims to have both the standard operating procedures and at scale use of the Workforce Recruitment Program (WRP) by Q4 FY 22.
Conduct a policy review of ADS 400 series chapters aimed at understanding and reducing barriers to equity with the intent of addressing any barriers identified (multiple quarters through end of reporting period starting in Q2 FY22)	Q2 FY, 2022	Delayed	Rescheduled to Q4, FY22	USAID will submit the Management Directive 715 (MD-715) in Q3, and will begin the ADS 400 review, anticipated to be in Q4.
Circulate USAID DEIA climate survey to staff	Q2 FY, 2022	Delayed	Rescheduled to Q1, FY23	USAID finalized its DEIA climate survey and is actively clearing to ensure privacy and liability risks are minimized. The survey is expected to launch by Q1 FY 23.
Launch educational campaign to encourage staff to identify any existing disabilities	Q3 FY, 2022	On-Track		

Key milestones (USAID)

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Publish Agency Affirmative Employment Program ADS Chapter	Q4 FY22	On-Track		
Establish positions on a GS-13/15 career ladder	Q4 FY 22	On-Track		
	Q2 FY23			
Establish mid-career fellowship program to develop mid-career CS and FS staff	Q3 FY22	On-Track		
	Q4 FY22			
	Q1FY23			

Key milestones (State)

Milestone Summary			
Key Milestone	Milestone Due Date [Q2, FY 2017]	Milestone Status [Complete, On-Track, Missed]	Comments [Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]
1. Send guidance to overseas missions about how to integrate DEIA into Integrated Country Strategy (ICS) management goals and objectives, as well as guidance to the State Department's U.S.-based workforce about how to integrate DEIA into internal-workforce management practices.	Q1, FY 2022	Complete	The State Department sent cable 21 State 109880, dated October 29, 2021 with subject line Guidance on Integrating Diversity, Equity, Inclusion, and Accessibility into Integrated Country Strategy Management Objectives and Sub-Objectives, to all diplomatic and consular (ALDAC) posts, and released State Department Notice 92115 to U.S.-based personnel, entitled Integrating DEIA into Management Practices. The cable helped overseas missions think through how DEIA issues can be integrated into management goals and objectives of Integrated Country Strategies (ICS), which each mission produces once every four years at the beginning of an administration. The Department Notice encouraged domestic bureaus and offices to use this guidance to better integrate DEIA into domestic management practices.
2. Disseminate first comprehensive DEIA climate survey to Department workforce.	Q2, FY 2022	Delayed	The DEIA climate survey should go out by the end of April.
3. Release 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).	Q3, FY 2022	Complete	Completed ahead of schedule with the release of 22 STATE 5558 on Jan. 20, 2022.

Key milestones (State)

Milestone Summary			
Key Milestone	Milestone Due Date	Milestone Status	Comments
	[Q2, FY 2017]	[Complete, On-Track, Missed]	[Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]
4. Send guidance to employees regarding new GEMS personnel system self-identification questions related to sexual orientation/gender identity, regional origin, and educational background that also encourages employees to self-identify disability through GEMS.	Q4, FY 2022		
5. Complete barrier analysis projects stemming from the 2020 GAO report on Department diversity.	Q4, FY 2022		
6. Develop options regarding what universities, institutions, and organizations the Department might recruit more Foreign Service applicants with disabilities from, as well as what virtual platforms might be used.	Q1, FY 2023		
7. Complete analysis of retention data of Foreign Service cohorts.	Q2, FY 2023		
8. Make recommendations to the Director General of Global Talent Management for improving hiring practices for Foreign Service employees with disabilities.	Q3, FY 2023		
9. Complete and publish annual trend analysis of DEIA data on S/ODI's sharepoint site and identify trends that indicate barriers for the advancement of underrepresented groups.	Q4, FY 2023		

Narrative (Joint) – FY 22 Q2

As a percentage of the total workforce, the number of State employees with any disability increased from 14.6 percent in FY22 Q1 to 14.8 percent at the close of FY22 Q2. The percentage of the workforce with targeted disabilities was unchanged at the close of FY22 Q2. The increase in the percentage of employees with any disability stems in equal measure from intake and changes in disability status of existing employees. The release in January 2022 of the FY21 Demographic Baseline Report that shows employee demographics for all bureaus, as well as dozens of bureau briefings on this report during Q2 have heightened awareness of demographic data quality and the ability of employees to edit their data using GEMS personnel system self-service. To accentuate our focus on personnel data, GTM and S/ODI are working on developing a diversity trend dashboard that will show 20 years of demographic data for all employees.

We achieved our FY22 Q3 milestone early – in Q2 – with the release of 22 State 5558, a cable by GTM/OAA to all diplomatic and consular (ALDAC) posts dated January 20, 2022, with subject line *Hosting a Virtual Event? How to Design with Accessibility in Mind*. GTM/OAA released Department Notice 94429 with the same title to U.S.-based personnel on March 9. The ALDAC and Department Notice encouraged integration of accessible design into virtual events to ensure accessibility and independent participation for all. They informed employees it is possible to now request reasonable accommodations related to a disability and American sign language interpreting services through the GTM Next Employee Portal. GTM Next also allows employees to communicate directly with analysts regarding accommodation requests and inquiries related to a disability.

We were delayed in meeting our Q2 milestone – disseminating the first comprehensive DEIA climate survey to the Department workforce – due to extra attention given to ensuring the survey included enhanced accessibility features. S/ODI expects it will go out by the end of April. The survey will gather actionable data on a range of issues including how the workforce will assess progress on DEIA issues and how employees feel about the degree of inclusion in the Department's current culture.

S/ODI completed the Department's five-year DEIA Strategic Plan (DEIA SP) in Q2, which focused in part on accessibility and retention of employees with disabilities. The White House Domestic Policy Council and Office of Personnel Management (OPM) are reviewing the DEIA SP and intend to have a coordinated release of all agency plans later this year. The Department will create a DEIA implementation team, which will meet quarterly and be responsible for monitoring and reporting to OPM on our progress in meeting DEIA SP milestones.

Narrative (Joint) – FY 22 Q2

In Q2 of FY 22, USAID appointed a Chief Diversity Officer to lead the newly created DEIA office. This office, which was also stood up in Q2, focuses on onboarding staff and complying with DEIA mandates such as the government wide DEIA Strategy. As staff have been onboarding and the functionality of the office expands with increased capacity, the due attention to ensuring process, awareness and capacity for improving our recruitment and retention of employees with disabilities will be focus areas. With this infrastructure now in place, USAID anticipates more significant progress towards its disability hiring goals in future quarterly reports as the agency implements hiring strategies.

USAID established the annual disability hiring goal and is actively working to establish standard operating procedures that prioritize review of Schedule A eligible potential employees pre advertisement of a position. In Q2, USAID began utilizing the Workforce Recruitment Program (WRP), a nationwide repository of Schedule A eligible candidates as a part of its recruitment toolkit.

USAID rescheduled the completion of the ADS 400 review to Q4 FY 22, following the submission of Management Directive 715 (MD-715) in Q3 FY 22.

USAID finalized its DEIA Climate Survey in Q2 FY 22, and is currently clearing it through the necessary processes for circulation to the Agency's workforce. USAID anticipates the survey to launch in Q1, FY 23.

Data accuracy & reliability (USAID)

USAID collects demographic data on all direct hire employees through an Office of Human Capital and Talent Management (HCTM) managed portal and repository. The data categories include sex, race, ethnicity, and disability. Disability is further disaggregated into categories of: disability and targeted disability. This data is collected upon on-boarding and employees have the ability to update demographic data on demand through a self-service option within the employee personnel system. The reliability of this data is consistent with government wide data collection approaches. The HCTM portal and repository is scrubbed and validated quarterly.

USAID collects data on separations, hires, and applicant flow of applicants through the recruitment process in a similar manner. Demographic information is disclosed on a voluntary basis by staff. These data points can be disaggregated via the above demographic categories. The reliability of this data is consistent with government wide data collection approaches.

Limitations of the demographic data across all data points include reliability of self-reporting and self-identification. Because demographic choices do not always correspond with self-identity, incentives for individuals to participate or self-report are varied and dependent upon self-motivation. Anecdotal aspects of the data collection on individuals with disabilities points to employee hesitancy to report disability if this is not required to establish their hiring eligibility.

Data accuracy & reliability (USAID)

Data Source	Accuracy	Reliability	Notes
<u>Strategy/Indicator #1:</u> Percentage of positions filled within a given quarter by people with disabilities			
<u>Strategy/Indicator #2:</u> Percentage of positions filled within a given quarter by people with targeted disabilities.			
HCTM Portal and Repository	High	Med	Data categories include sex, race, ethnicity, and disability. Disability is further disaggregated into disability and targeted disability. This data is collected upon on-boarding and employees have the ability to update demographic data on demand through a self service option

Data accuracy & reliability (State)

Data Source	Accuracy	Reliability	Notes
Self-Identification	Medium	High	Individuals self-identify disability at time of hire and can update later in GEMS Self-Service or through their bureau hiring office if necessary.
Disability Hire Transactions	High	High	Individuals hired using a legal authority restricted to people with disabilities require validation of supporting documentation that certifies their disability.
GTM/OAA Database	High	High	GTM/OAA maintains accurate records of all approved reasonable accommodations. As part of the approval process, GTM/OAA verifies that all recipients of reasonable accommodation have a disability.

Because the EEOC's final rule on hiring individuals with disabilities gives us the ability to set percentage targets, much of the focus of this APG is on increasing recruitment, hiring, and retention of employees with disabilities. In the State Department, data pertaining to employees with disabilities comes from three sources: 1) the GEMS online personnel system in which U.S. direct-hire employees can self-identify disabilities, including targeted disabilities; 2) GTM/OAA's database of approved reasonable accommodations, including the OPM code associated with the request which may indicate a targeted disability; and 3) GEMS transactions with a legal authority restricted to people with disabilities, for example, disabled veteran hiring and Schedule A disability hiring.

There is the potential that FS applicants and employees may fail to identify their disability in fear that it could be used to deny them medical clearance for entry or assignment. In addition, the Department aims to expand GEMS self-identification categories by FY22 Q4, to include new questions about sexual orientation/gender identity, regional or national origin, and first-generation U.S. citizenship status. We will also encourage employees to update their demographic self-identification, including regarding disability, which we hope will make our data more comprehensive.

Additional information (Joint)

Contributing Programs

Organizations:

- Office of Personnel Management
- Equal Employment Opportunity Commission
- White House Domestic Policy Council
- General Services Administration

Program Activities:

- Reviewing existing guidance, regulations, policies, and practices that govern agency collection of Federal employees' demographic data, and consider issuing, modifying, or revoking such guidance in order to expand collection of voluntarily self-reported data
- Supporting and guiding agencies in building/strengthening partnerships with universities, institutions, and organizations that serve individuals with disabilities in order to enhance recruitment of people with disabilities, per the President's Partnerships Initiative outlined in Executive Order 14035
- Ensuring the physical and virtual environment of our workplaces is sufficient in cases where it is currently insufficient and maximized in cases where it is already sufficient.

Legal Authorities:

- The Rehabilitation Act of 1973
- Sections 501, 504, and 508 of The Rehabilitation Act of 1973, as amended (29 U.S.C. 791, 794, 794d)
- 29 CFR 1614.601

Additional information (Joint)

Policies:

- Executive Order 13583 on Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, August 18, 2011
- Presidential Memorandum on Promoting Diversity and Inclusion in the National Security Workforce, October 5, 2016
- Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, January 20, 2021
- Executive Order 13988 on Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation, January 20, 2021
- National Security Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships, February 4, 2021
- Executive Order 14020 on Establishment of the White House Gender Policy Council, March 8, 2021
- Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, June 25, 2021
- National Strategy on Gender Equity and Equality, October 22, 2021
- Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, November 23, 2021