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;
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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

Employees with disabilities and employees with targeted disabilities at USAID are underrepresented in both the civil and foreign service. Between FY 2018 and FY 2020, the federal workforce representation of employees with disabilities only increased by 0.22 percent for employees with disabilities and decreased by 0.1 percent for employees with targeted disabilities per the Agency's Management Directive 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 (A/DEIA): USAID established the Office of the Chief Diversity, Equity, Inclusion, and Accessibility Officer (A/DEIA) in early 2022 to advance, coordinate, and provide technical expertise in support of DEIA programming and implementation across the Agency. A/DEIA is led by the Chief Diversity Officer (CDO), who oversees three divisions: (1) People, Workplace, and Culture; (2) Training, Events, and Outreach; and (3) Development Programming.
- Chief Diversity, Equity, Inclusion and Accessibility Officer: Neneh Diallo
- Division Chief, People, Workplace & Culture: Clifton Kenon

Office of Human Capital and Talent Management (HCTM): HCTM handles all aspects of personnel activities, from recruitment and workforce planning to policy development, assignment evaluation, promotion, discipline, career development, and retirement policies and programs for USAID's Foreign and Civil Service employees. To encourage a diverse and robust applicant pool for our positions, HCTM participates in meetings of professional associations, jobs fairs, and can conduct briefings for student and other special interest groups.
- Assistant to the Administrator: Adetola Abiade
- Director External Outreach and Recruitment: George Booth
- Disability Program Manager: Linda Wilson

Office of Civil Rights (OCR): OCR is responsible for providing leadership, strategic direction, guidance, and technical expertise and advisory services to carry out USAID's EEO programs and responsibilities
- Director: Ismael Martinez
- Affirmative Employment Chief: Laketa Burgess

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 A "key performance indicator" measures progress toward a goal target	Quantify progress			Frequency
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%	1.4%	Quarterly
		Percentage of positions filled within a given quarter by people with disabilities (USAID)	12%	5.25%	5.8%	Quarterly
		Percentage of workforce with targeted disabilities out of the total number of employees (State)	2.4%	2.0%	2.3%	Quarterly
		Percentage of workforce with any disability out of the total number of employees (State)	15.5%	14.3%	15.6%	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**
✔ 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.	✔ 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.	✔ 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.	✔ 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.	**1.4%**	**1.8%**	**2%**
Percentage of positions filled within a given quarter by people with disabilities.	**5.8%**	**10%**	**12%**
State			
Percentage of workforce with targeted disabilities out of the total number of employees.	**2.3%**	**2.2%**	**2.4%**
Percentage of workforce with any disability out of the total number of employees.	**15.6%**	**14.8%**	**15.5%**

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 targeted disabilities (USAID)

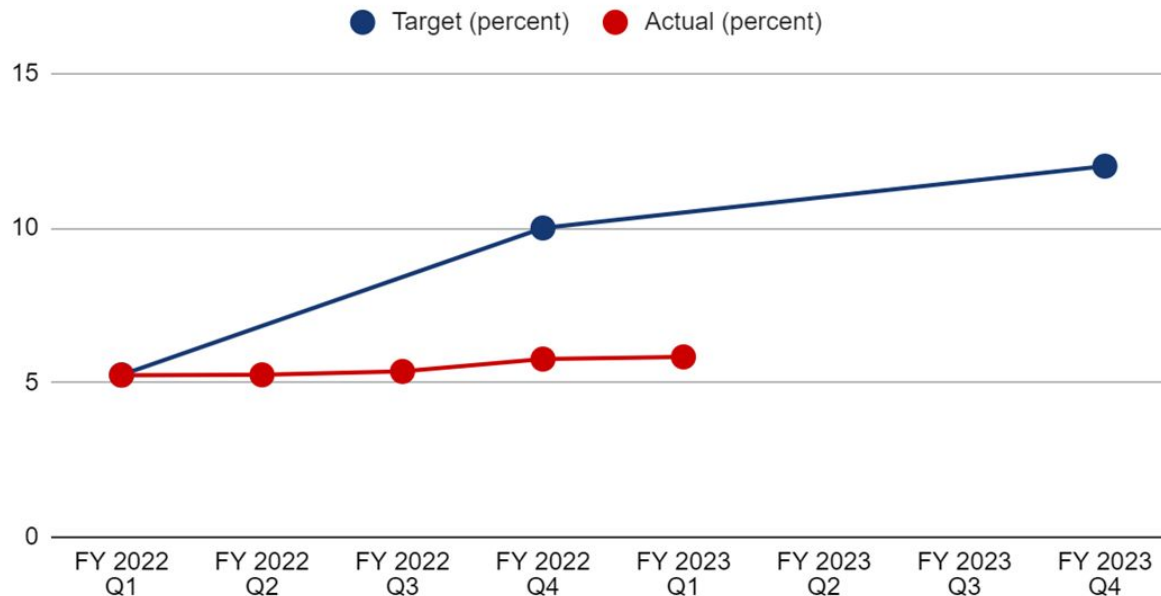● Target (percent)   ● Actual (percent)
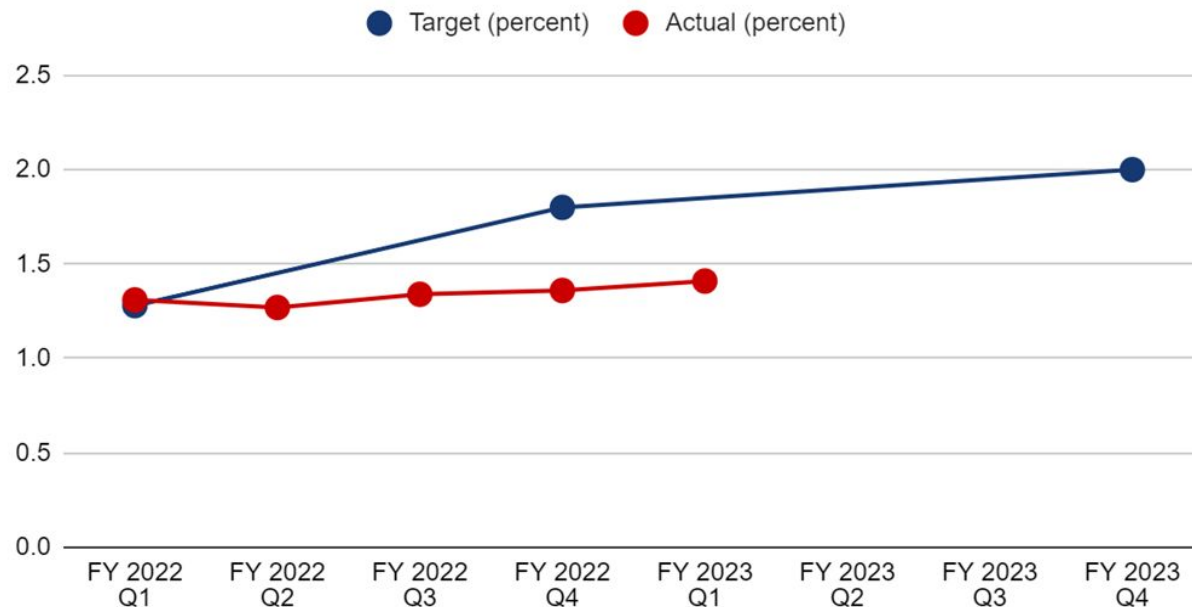
Rationale: This indicator tracks the number and percentage of people with disabilities including those with targeted disabilities hired each quarter and helps demonstrate progress towards the goal of increasing the percentage of people with disabilities within the USAID workforce.

Key indicator (USAID)

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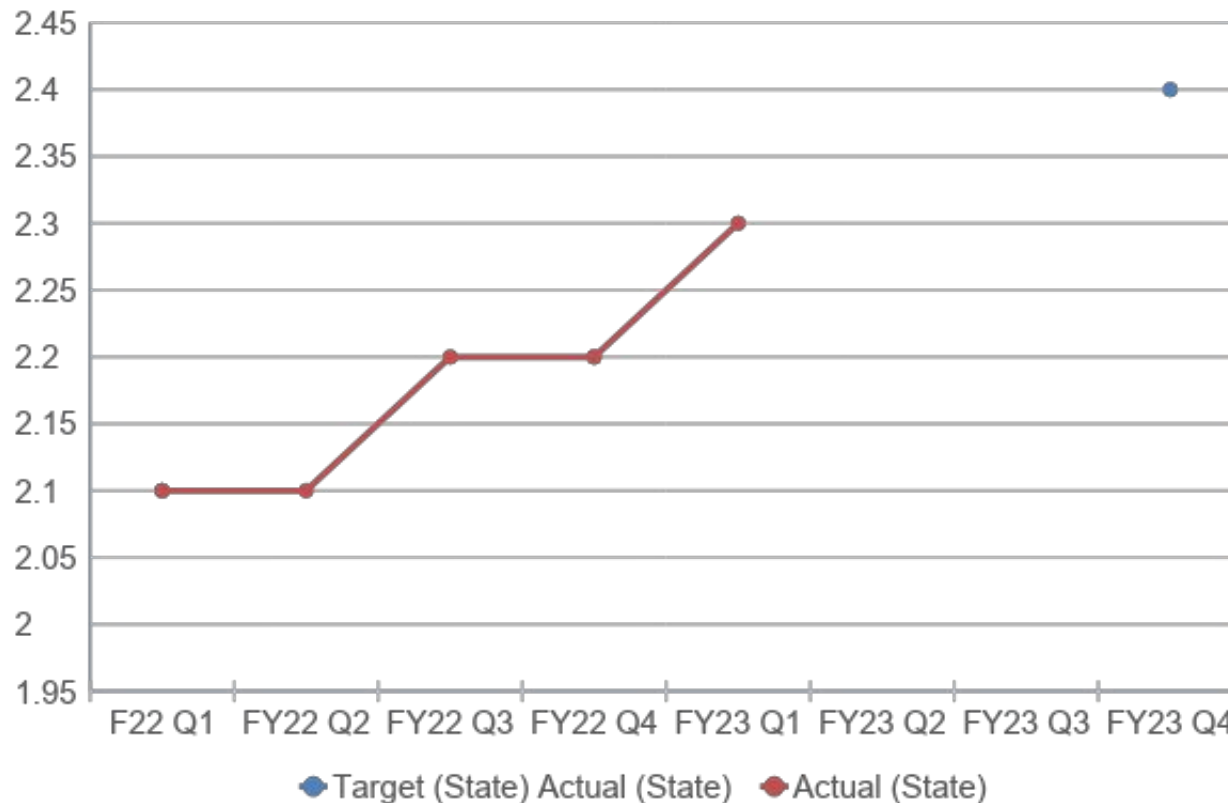

Percentage of positions filled within a given quarter by people with disabilities (USAID)

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.

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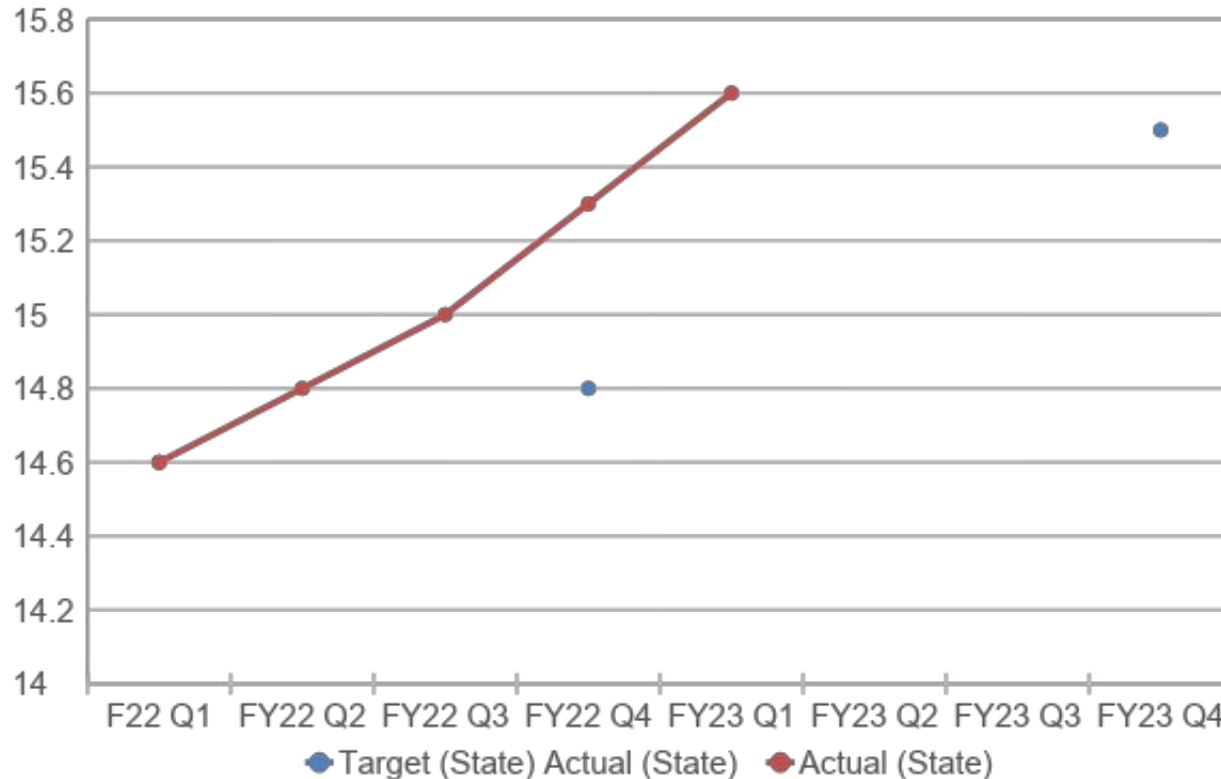
Percentage of workforce with any disability out of the total number of employees.

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	Comments	
Establish annual disability hiring goal and implement policy to formalize pre-announcement of position process inclusive of exhausting non-competitive eligibilities	Q1 FY 22	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 FY22	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 FY22	Complete		USAID submitted the MD 715 in Q3 FY 22 which included a review of policies within the ADS 400 series. As noted in the milestone, this milestone is still ongoing.
Circulate USAID DEIA climate survey to staff	Q2 FY22	Complete	Delayed to Q1 FY 23	USAID launched its DEIA Survey and completed collection of data in Q1 FY23
Launch educational campaign to encourage staff to identify any existing disabilities	Q3 FY22	Complete	Launched in Q4 FY22	Campaign launched in Q4 FY22 via the Office of Civil Rights with support from DEIA and HCTM.
Publish Agency Affirmative Employment Program ADS Chapter	Q4 FY22	Complete		
Establish mid-career fellowship program to develop mid-career CS and FS staff	Q1 FY23	Complete		USAID expanded its capacity for the International Career Advancement Program (ICAP) from 6 to 12 in FY22 and will expand to 20 in FY23.
Establish positions on a GS-13/15 career ladder	Q2 FY23	On-track		Career Ladder positions are being established across USAID currently at the GS11/12/13/14 level.

Key milestones (State)

Milestone Summary			
Key Milestone	**Milestone Due Date** *[Q2, FY 2017]*	**Milestone Status**	**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	Complete	The Department's DEIA climate survey, which was delayed in Q2, was launched in Q3, on April 28, and closed May 16.
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 *[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]*
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	Delayed	Due to extensive internal deliberations about new GEMS questions, this milestone was delayed, but we expect it to be completed Q2 FY 23..
5. Complete barrier analysis projects stemming from the 2020 GAO report on Department diversity.	Q4, FY 2022	Completed	Barrier analyses completed per GAO's recommendation that State do additional analysis to identify potential barriers to equal opportunity for historically underrepresented groups within its workforce: -CS Promotion Rates -FS-04 to FS-03 Promotion Rates -FS Candidates' Refusal of FS Final Offer -African-American Pass Rates for the Foreign Service Officer Test
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	Delayed	Staffing and portfolio changes in TAC/REC have delayed implementation of this objective. TAC/REC and OAA will meet in early 2023 to review/refine existing plans and identify the most promising institutions and platforms to use for recruitment of applicants with disabilities.
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 (USAID) – FY 23 Q1

- In FY 22, 91% of applicants to CS positions did not have a disability, while 5% did. Of the 5% of applicants with a disability, USAID found 11% eligible, referred 9%, and selected 18%. USAID selected applicants with disabilities at twice the rate at which they apply. USAID is also referring applicants to hiring managers for the hiring managers to consider the applicants noncompetitively outside of vacancy announcements.

- USAID is evaluating its techniques for collecting and disaggregating data to highlight a more comprehensive and dynamic status of this APG. USAID has experienced data challenges, which have included large numbers of attrition among staff due to temporary and term limited employment. USAID anticipates having enhanced data for future quarters of reporting for this APG. In particular, USAID is exploring ways to make the analysis more detailed by exploring differences between our civil and foreign service.

- USAID believes its current, focused efforts will increase the number of employees with disabilities in the workforce and that, by continuing to be vigilant and scaling up efforts, the Agency will continue to realize results. It is important to note that USAID has low employee attrition and vacancy rates.

Narrative (State) – FY 23 Q1

As a percentage of the total workforce, the number of State employees with any disability increased from 15.3 percent in FY22 Q4 to 15.6 percent at the close of FY23 Q1. The percentage of the workforce with targeted disabilities increased from 2.2 percent to 2.3 percent from FY22 Q4 to the close of FY23 Q1. The increase in the percentage of employees with any disability stems from intake and changes in disability status of existing employees.

We increased the FY23 year-end target for employees with any disability from 15.3 percent to 15.5 percent. This increase is justified based on increased outreach/recruitment activities and our recently concluded iCount campaign, which focused on strengthening equity and inclusion for employees with a disability; fostering disability-inclusive management practices; and encouraging voluntary employee self-identification of disability in GEMS, the Department's primary centralized personnel database. The expected rollout of new GEMS employee self-identification questions will also entail a new push to encourage employees to self-identify disability and new additional demographic categories.

In FY23 Q1, the Department marked National Disability Employment Awareness Month (NDEAM) with several events focused on employees with disabilities. On October 3 at the start of NDEAM, S/ODI, in partnership with the Bureau of Global Public Affairs, kicked off the Department's iCount campaign. On October 11, S/ODI held a hybrid Department-wide event launching iCount, featuring CDIO Abercrombie-Winstanley, Special Advisor for International Disability Rights Sara Minkara, and disability rights leader Joyce Bender. Bender spoke about disability myths and facts, ableism, allyship, and best practices to promote workplace inclusion.

For NDEAM, the Bureau of Global Talent Management's Office of Accessibility and Accommodations (GTM/OAA) hosted a panel discussion October 20 about Schedule A hiring authority and released guidance to the Department on the same. GTM/OAA and GTM's Office of Talent Acquisition (GTM/TAC) partnered to host a recruitment event targeting persons with disabilities interested in careers in the Department Civil Service, which included a panel of three Civil Service employees with disabilities. GTM/OAA's Disability and Reasonable Accommodations Division Chief participated in a Department-wide "meet and greet" hosted by the Disability Action Group (DAG), an employee organization. In FY23 Q1, GTM/OAA released to the Department its customer experience survey report, as well as guidance on creating accessible hybrid events and providing accessible video content. GTM/OAA also started conducting training to IT Staff, collaborating to increase understanding of assistive technology and improve customer support to users of assistive technology.

On November 7, Secretary Blinken participated in a roundtable discussion with three Chiefs of Mission who identify as employees with disabilities, which was live-streamed to all employees. As a result, the Secretary directed the Department to create a standard operating procedure (SOP) for adjudicating use of disability-related medical devices in secure spaces. In December, CDIO Abercrombie-Winstanley participated in a fireside chat with the DAG that addressed misconceptions about voluntary self-identification of disability in GEMS. Also in December, S/ODI released a [video](#) to the workforce, which has now also been released to the public, that featured Deputy Secretary of State Wendy Sherman and other Department leaders discussing lived experiences with disability and encouraging disability allyship.

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
Strategy/Indicator #1: Percentage of positions filled within a given quarter by people with disabilities			
Strategy/Indicator #2: 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-dentification, including regarding disability, which we hope will make our data more comprehensive.

Additional information (Joint)

<u>Contributing Programs</u>

Organizations:

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

Program Activities:

- o 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
- o 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
- o 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:

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