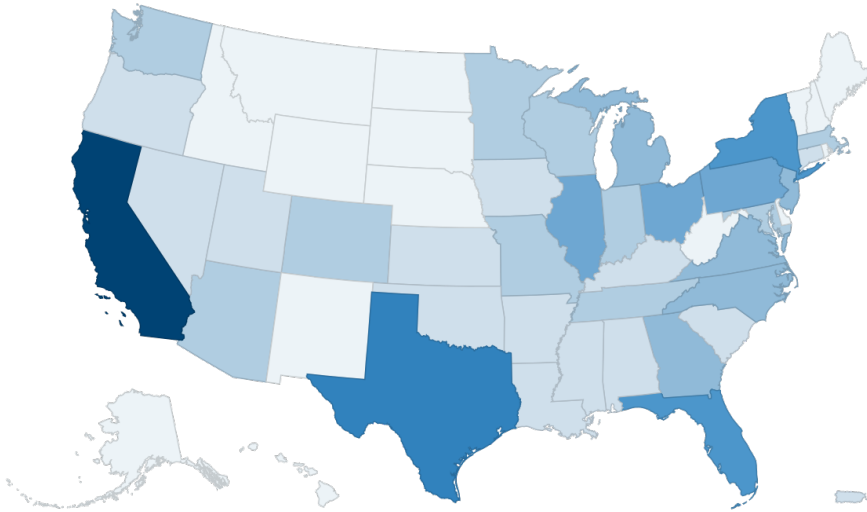


U.S. CENSUS BUREAU

Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan



FY2022- 2026

**David Donovan, Acting Chief
Office of Equal Employment
Opportunity, Diversity &
Inclusion (EEODI)**

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Agency DEIA Strategic Plan 2022 - 2026

Agency Name:

U.S. Census Bureau

Include Information About Components within the Agency Not Covered by this Agency DEIA Strategic Plan, as applicable: *As all components should be included within Agency DEIA Strategic Plans, please describe why components are not covered and where their strategic plans will be uploaded.*

All Headquarters and Field components are included.

DEIA Implementation Team:

Please see pages 18-19.

Chief Diversity Officer: *Identify the Chief Diversity Officer (CDO) of the agency, as described by recent [OPM guidance](#). If the agency does not have a CDO, describe the steps the agency is taking to establish this role.*

Identify Chief Diversity Officer	David Donovan, Acting Chief, Equal Employment Opportunity, and Diversity Inclusion (EEODI)
<i>If not currently established, what steps have been or will be taken to fill the role.</i>	N/A

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

Census' Office of EEODI engaged the Office of the Director, Human Resource Division, Section 508 Compliance, the Office of the Ombuds, the Diversity Council and Census Affinity Groups in the development of this plan.

State of the Agency: *Provide the agency's mission statement. Include in this section the agency's 3-5 most successful initiatives or programs, and 3-5 biggest challenges to advancing DEIA throughout the entire agency.*

The Census Bureau's mission is to serve as the nation's leading provider of quality data. The data collected by the agency serves as a premier source of information about the United States' changing economy, population, housing, workforce; and, state and local governments throughout the country. Pursuant to Article I, Section 2 of the Constitution, the agency oversees the decennial census every 10 years, which determines the distribution of Congressional seats to states, and is used to apportion seats in the U.S. House of Representatives. Census data is used to assist in critical decisions for functional areas of government operations. Census supports stakeholder engagement to educate the public on data products produced by the agency.

Include in this section the agency's 3-5 most successful initiatives or programs, and 3-5 biggest challenges to advancing DEIA throughout the entire agency.

Successful Initiatives and Programs

1. Two highly successful Executive Women in Motion Programs (with interagency collaboration) were hosted by Census in FY2019 and FY2021.
2. There is considerable interest in hiring from diverse intern programs.
3. In FY2021, a memorandum of understanding was signed with Bowie State University to build a strategic partnership and to support their students.
4. Our longstanding Diversity Council hosts an annual bureau-wide Diversity & Inclusion Showcase; employee led affinity groups support the Council's efforts.
5. Census established an Equity Council to support DEIA efforts.

Challenges to Advancing DEIA

1. Full participation is needed in the design and implementation of DEIA – related procedures and practices (including but not limited to anti-harassment, which includes sexual and non-sexual harassment).
2. A review of existing DEIA - related policies and procedures is necessary in order to identify and correct any weaknesses and gaps.
3. Prior to this fiscal year the EEO Plan was not developed or shared with our approximate 2300 managers and supervisors. The plan will be shared this fiscal year and managers and senior executives (GS-15 and above) will be asked to select two (2) action items of their choice to support for their respective workplaces each fiscal year.
4. A comprehensive barrier analysis has not yet been conducted based on the triggers identified. The barrier analysis must be initiated and completed in order for the agency to create barrier mitigation plans.

Agency DEIA Strategic Plan Governance Structure & Team: *Description of leadership and teams advancing DEIA across the entire agency and within each component. This should include the governance structure being used to oversee DEIA progress of both the working teams and of leadership engagement. Explain how leadership of the agency will be actively engaged and supportive of DEIA efforts. In particular, describe how leadership will support internal quarterly goals and the process by which leadership will provide ongoing feedback. Agencies are encouraged to include information on the structure and management of their DEIA implementations teams and across components, as applicable.*

Leadership involved to champion and advance DEIA (at the agency and component level)	Census Bureau Director, Office of the Deputy Director, Associate Directors, EEODI Human Resources Division, agency Division/Office Chiefs, Diversity & Inclusion Council, Affinity Group leaders, and the Transformation Initiative workgroups.
Cadence of leadership engagement	Quarterly engagement with Census leadership and Labor Management Council.
Mechanism of quarterly review by agency head	An end of quarter progress report will be submitted to the agency head, leadership, and the Labor Management Council; and, will outline accomplishments and potential challenges with meeting the goals.
Plan for integration of DEIA into decision-making, governance, mission, and goals	This plan builds upon the work currently being done by the agency, including but not limited to EEODI initiatives (such as the Management Directive -715), HRD initiatives (such as the Reasonable Accommodations Program, and Federal Equal Employment Opportunity Recruitment Plan), and Section 508 Compliance.
Team members and structure (at agency and component level)	An intra-agency DEIA implementation team will be engaged one every month to allow for more fluid collaborations. EEODI will lead the meetings and monitor the implementation of this plan. Additionally, to ensure that the implementation of the DEIA strategic/action plan reaches enterprise wide, we are requesting that Associate Directors identify a supervisory DEIA champion for each directorate and/or division.
Governance: How team will work together	Monthly meetings lead by EEODI.

DEIA Budget: *Describe budget efforts that are supporting and advancing DEIA. Explain how the agency is directing resources to support the efforts described in this strategic plan. Include any requests for new resources included in the FY23 Budget, including staff, and any new requests anticipated for future years.*

- EEOC MD-715 training and Barrier Analysis training (approximately \$8,000/ per class).
- Centralized funding for HRD to hire 40+ interns per fiscal year, and expand diverse intern programs and universities, colleges and community colleges.
- Centralized funding for all contracted sign language interpreting, captioning and personal assistant services.
- Procurement of assistive technology to ensure solutions are readily available.
- Additional funding may be needed to support the anti-harassment program.

DEIA and Interagency Initiatives: *Describe how the CDO and other executives responsible for DEIA will engage in and integrate with other interagency initiatives, such as the President’s Management Agenda, agency implementation of the Equity Executive Order, programmatic equity initiatives, etc.*

Census has established bi-weekly Equity meetings, and monthly Labor Management Council Meetings.

Managers and senior executives (GS-15 and above) will be asked to select two (2) action items of their choice to support for their respective workplaces each fiscal year. Associate Directors identify a supervisory DEIA champion for each directorate and/or division. The DEIA champion will not be required to participate in the monthly implementation team meetings; however, they will participate in one meeting per quarterly, will work closely with EEODI to promote messaging and programming within their directorate/division, and will report out monthly on the accomplishments of their respective areas.

FY2022 – 2026 Strategic Objectives

The goals and strategies of the Strategic Plan align with the Department’s Strategic Plan Goal 5, Provide 21st Century Service with 21st Century Capabilities, as well as Strategic Objective 5.2, Optimize workforce and diversity, equity, and inclusion practices. In addition, the DEIA Strategic Plan’s Goal 3, Create and Promote an Organizational Culture that is Inclusive and Supports a Sense of Belonging, aligns with the Priority Questions for Strategic Objective 5.2 in the Department’s Learning Agenda for FY 2022-26.

The Plan also aligns with President Biden’s Management Agenda. The DEIA Strategic Goals and Objectives/Sub Objectives and strategies all support Priority 1: Strengthening and Empowering the Federal Workforce and Priority 2, Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience.

The Census Bureau has identified four strategic objectives, which also align with the Census Bureau’s Strategic Plan Objective 3.1: Hiring, training, and equipping employees.

These objectives will allow the agency to leverage the intellectual and operational benefits of workforce diversity, equity, inclusion and accessibility. We must be intentional, consistent and proactive to enable diverse perspectives to be heard and empower employees to contribute fully to the success of our mission and goals. This requires deliberate efforts to inspire employees at all levels to reach their fullest potential, and contribute to the cultivation and stewardship of an equitable, inclusive and collaborative work environment. It is important to note that this Plan may evolve and is subject to change. The table below lists Census Goals, Strategic Objectives, and their associated performance measures.

Table 1: Census Bureau’s FY2022 – 2026 DEIA Strategic Objectives

GOAL 1: ADVANCE BUREAU-WIDE PRIORITY METRICS TO ENHANCE AN EQUITABLE WORKPLACE	
<i>Creating an inclusive and accessible workplace requires a demonstrated, enterprise – wide commitment to equity. Embracing diversity and inclusion requires us to ensure that compliance measures are met; and, look beyond legal compliance to focus on establishing a broader culture of inclusion, that mitigates unconscious bias, and leads a respectful and collaborative workplace where employee strengths are valued. Advancing the building of a productive, welcoming, and thriving workplace, is a necessary approach to maintain relevancy, and create a competitive advantage to complete our mission and goals in the 21st century and beyond.</i>	
OBJECTIVE 1:	Increase awareness of, and participation in the design and implementation of procedures and practices (ex: anti-harassment, which includes sexual and non-sexual harassment, anti-reprisal, etc.) that advance EEO - DEIA (EEODI/HRD/Labor Management Council).
OBJECTIVE 2:	Review of existing EEO - DEIA related policies, procedures and identify and correct any weaknesses and gaps (EEODI/HRD/OPCOM).
OBJECTIVE 3:	Develop participation in the implementation of an annual EEO – DEIA action plan, which support the mitigation of barriers and unconscious bias (EEODI/Bureau-wide).
GOAL 2: RETAIN AND ATTRACT INNOVATIVE AND DIVERSE TALENT	
<i>Inclusiveness is a strategy for using each employee’s unique, diverse, and individual strengths to increase our efficiency and productivity. The more transparent and trustworthy the culture, the more likely we are to retain, attract and hire high-performing employees, in order to advance our abilities to be more innovative, and our mission and goals.</i>	
OBJECTIVE 4:	Leverage existing career development, leader development, and mentorship resources to support employee growth and advancement (Bureau-wide).
OBJECTIVE 5	Increase outreach to historically underserved colleges, universities, and community colleges (Bureau-wide).

The next section details the DEIA Roadmap for Agency action. The Strategic Objectives, Actions, and their associated performance measures are outlined below.

Roadmap for Agency Action:

GOAL 1: ADVANCE BUREAU-WIDE PRIORITY METRICS TO ENHANCE AN EQUITABLE WORKPLACE

OBJECTIVE 1: Increase awareness of, and participation in the design and implementation of procedures and practices (ex: anti-harassment, which includes sexual and non-sexual harassment, anti- reprisal, etc.) that advance DEIA (Bureau-wide).

Strategies	<p>1.1 Design implementation of bureau-wide procedures and/or practices for anti-harassment and anti-reprisal. Responsible: EEODI.</p> <p>1.2 Advance the Bureau’s policy that requires (1) all Information & Communication Technology (ICT) to be Section 508 compliant, and (2) and modernization of our websites and digital services (21st Century Integrated Digital Experience Act (IDEA). Responsible: 508 Compliance Office.</p> <p>1.3 Ensure software solutions for Reasonable Accommodations are available to all Census employees in a timely manner. Responsible: HRD/508 Compliance Office.</p>						
Actions	<table border="0"><tr><td data-bbox="378 771 1302 852">1.1.a Design procedures and practices for anti-harassment (EEODI – HRD - OGC). Distribute FAQs sheet on anti-harassment to workforce.</td><td data-bbox="1344 771 1982 998">1.1.a Initiate design of anti-harassment procedures and practices by September, FY2022 (time frame for procedures may vary based on DOC OGC anti-harassment guidance for bureaus. Send FAQs sheet out to workforce 2nd and 4th Qtrs.</td></tr><tr><td data-bbox="378 1031 1302 1144">1.1.b Use existing EEOC guidance to design anti-reprisal FAQs sheet to inform workforce of anti-reprisal procedures and practices (EEODI). Distribute FAQs sheet.</td><td data-bbox="1344 1031 1982 1144">1.1.b Complete design of anti-reprisal FAQs sheet, September 30, 2022. Send FAQs sheet out to workforce 1st and 3rd Qtrs.</td></tr><tr><td data-bbox="378 1177 1302 1287">1.2.a Facilitate two annual trainings: managers/supervisors (up to one hour training), and non-supervisory employees (up to one hour training) to inform employees of 508 procedures, practices and resources.</td><td data-bbox="1344 1177 1982 1287">1.2.a 508 Office will lead the effort to schedule two annual trainings.</td></tr></table>	1.1.a Design procedures and practices for anti-harassment (EEODI – HRD - OGC). Distribute FAQs sheet on anti-harassment to workforce.	1.1.a Initiate design of anti-harassment procedures and practices by September, FY2022 (time frame for procedures may vary based on DOC OGC anti-harassment guidance for bureaus. Send FAQs sheet out to workforce 2 nd and 4 th Qtrs.	1.1.b Use existing EEOC guidance to design anti-reprisal FAQs sheet to inform workforce of anti-reprisal procedures and practices (EEODI). Distribute FAQs sheet.	1.1.b Complete design of anti-reprisal FAQs sheet, September 30, 2022. Send FAQs sheet out to workforce 1 st and 3 rd Qtrs.	1.2.a Facilitate two annual trainings: managers/supervisors (up to one hour training), and non-supervisory employees (up to one hour training) to inform employees of 508 procedures, practices and resources.	1.2.a 508 Office will lead the effort to schedule two annual trainings.
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1.2.a Facilitate two annual trainings: managers/supervisors (up to one hour training), and non-supervisory employees (up to one hour training) to inform employees of 508 procedures, practices and resources.	1.2.a 508 Office will lead the effort to schedule two annual trainings.						

1.3.a Identify and procure assistive technology and training to ensure solutions are readily available. Establish an accessibility lab (CAT) to evaluate new products and demonstrate tools to staff enterprise wide.

1.3.a 508 Office will lead efforts to identify and procure technology and training.

1.3.a Provide educational opportunities and guidance on how to identify and remediate accessibility issues within our digital products.

1.3.b 508 Office will lead efforts to identify and remediate accessibility issues.

Operational activities to measure progress

Report out through fiscal year MD-715 Report. Report out to Director, OPCOM, and Division Chiefs, annually (EEODI).

Bureau – wide townhall (fiscal year) on EEO policies, procedures (safe workplaces: anti-harassment, anti-sexual harassment, and accessibly workplaces. Identify changes made by the agency and successes); and, annual MD-715 reporting. Duration: one – hour (EEODI).

Conduct monthly 508 compliance coordination council meetings to identify potential issues and opportunities to engage enterprise-wide (508 Office).

Establish yearly maintenance agreements with service providers to refresh assistive technology solutions such as JAWS, ZoomText and Dragon Naturally Speaking (508 Office).

Capture training usage metrics from Census Learning Center quarterly and conduct quarterly awareness events to promote Section 508 and the IDEA Act (508 Office).

Identify and procure assistive technology and training to ensure solutions are readily available. Establish an accessibility lab (CAT) to evaluate new products and demonstrate tools to staff enterprise wide (508 Office).

Outcome measures (annual) to assess progress	Fiscal year reporting for Management Directive – 715 Report. Monitor harassment and retaliation complaint trends.	Completed annually.
	Host annual Section 508 awareness events including activities to support National Disabled Employee Awareness Month (NDEAM - October)..	October 2022
	Complete the OMB/DOC semiannual Section 508 data call and conduct annual training (in-person/virtual classroom, webinars).	Complete annually.
Responsible individuals or teams	EEODI, HRD, IT/508 Compliance Office	
Dedicated Resources, such as funding	Centralized funding is in place for all contracted sign language interpreting, captioning and personal assistant services. Identify and procure assistive technology and training to ensure solutions are readily available. Establish a computer accessibility lab (CAT) to evaluate new products and demonstrate tools to staff enterprise wide.	

OBJECTIVE 2: Review of existing DEIA - related policies, procedures and identify and correct any weaknesses and gaps (EEODI/HRD/OPCOM).

Strategies	2.1 Implement bureau-wide information sharing to support the prevention of unlawful discrimination (EEODI). 2.2. Expand use of data driven strategies to identify and mitigate barriers to employment (include issues identified in the Federal Employee Viewpoint Survey).	
Actions	2.1.a Anti-harassment and reprisal training - targeted for managers, supervisors, and non-supervisory staff (bi-annual).	Bi-annually, 4 th and 2 nd Quarter
	2.1.b Ensure anti-harassment and safety policies, procedures and statements are prominently displayed on its internal and external	Annually, end of 4 th Quarter

websites; included in recruitment and onboarding materials; and highlighted during New Employee Orientations.

Beginning distribution end of 3rd Quarter FY2022.

2.1.c Create and distribute FAQs sheets and briefings on agency policies, procedures, and resources to address inappropriate behaviors in the workplace (quarterly).

Beginning 1st Quarter FY2023.

2.1.d EEODI will participate in at least one annual Bureau-wide briefing with employees to help them understand what behaviors are inappropriate; and, to avoid pitfalls.

Beginning 1st Quarter FY2023

2.1.e Review statistical data relating to harassment inquiries and complaints of discrimination, harassment (including sexual harassment), and retaliation.

Complete review, July 2022

2.2.a Develop EEODI led workgroup to manage Barrier Analysis process to analyze triggers identified in FY2021 MD-715 report and continue analysis to identify barriers to equal employment; develop remediation plan(s).

EEODI team will complete barrier analysis training in April 2022.

Establish EEODI led workgroup, May 2022.

Review and discuss FY2021 MD-715 and trigger analysis, June 2022.

Utilize trigger analysis to develop barrier analysis research plan, July 2022.

Conduct barrier analysis for triggers identified, beginning August – end November 2022.

Create remediation plan(s), January 2023.

Brief leadership on remediation plan(s) April 2023. Identify any continuation of trigger

themes for the permanent workforce in the FY2022 MD-715 report.

Operational activities to measure progress

SES and leadership annual incorporation of action plan elements into their directorate and division goals (think beyond training - and look at our internal processes and procedures used to inform employees of resources, address concerns at the lowest level possible, and support the needs of employees (Deputy Director’s Office).

Increase bureau-wide ADR marketing by 25% to advance support of employee participation in the ADR processes to promote effective labor/management collaborations (EEODI).

Conduct EEODI barrier analysis beginning in FY2022.

Outcome measures (annual) to assess progress

Annual reporting via MD-715 to OPCOM and Division Chiefs.

Increased participation rate of employees and supervisors in ADR.

Review statistical data relating to harassment inquiries and complaints of discrimination. Report outcomes.

End of fiscal year reporting on barrier analysis/ remediation plan progress, and mitigation accomplishments during EEO reporting process.

Responsible individuals or teams

EEODI

Dedicated Resources, such as funding

Funding may be required to provide comprehensive support to the Anti-harassment Program.

Funding is also needed to pay for the Equal Employment Opportunity Commission (the premier civil rights/ barrier mitigation subject matter experts in the federal government) to facilitate barrier analysis training and MD-715 training for the barrier analysis workgroup (approximately \$8,000/ per class).

OBJECTIVE 3: Develop participation in the implementation of an annual EEO – DEIA action plan, which support the mitigation barriers and unconscious bias (Bureau-wide).

Strategies	<p>3.1 Incorporate this DEIA Strategic/Action plan into Census enterprise – wide strategic/action plan(s).</p> <p>3.2 Utilize this strategic plan, which has incorporated the identified triggers and disparities¹ from the FY2021 MD-715 Report; obtain bureau-wide support from Senior Executives, Associate Directors, and Division/Office Chiefs, where a minimum of 2 action items (from this FY2022 – 2026 Strategic/Action Plan) will be adopted and supported annually within their directorate and division programming and/or action plans.</p>	
Actions	<p>3.1.a Give a copy of this strategic/action plan to PPSI and place on SharePoint. Responsible: EEODI</p> <p>3.2.a Assertively promote and communicate Census’ EEO – DEIA action plan to OPCOM, Division Chiefs, Labor Management Council, and employees.</p> <p>3.2.b Identify supervisory DEIA champions for each directorate and/or division.</p>	<p>No later than the end of April 2022.</p> <p>Beginning May 2022 (OPCOM), May 2022 (Division Chief), May/June 2022 (Diversity Council and EEOAC). Bureau-wide presentation TBA (no later than end of July 2022)</p> <p>End of June 2022</p>

¹ The FY2021 MD-715 Report highlights permanent workforce data as it pertains to the agency’s Senior Executive Service (SES) pipeline (GS-13 to SES), the agency’s five most populous Mission Critical Occupations (MCO’s), and New Hire, and Separation data. These highlights identify potential Triggers as they relate to a "model EEO Program" and are discussed in the Part I - Agency EEO Plan to Eliminate Identified Barrier(s). Census’ FY2021 Disability Status was compared to the Federal goal by grade grouping and is discussed in Part J - Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities (PWD’s) and Persons with Targeted Disabilities (PWTD’s).

3.2.c Collaborate with the Transformation Office and Workgroups on EEO – DEIA plan, so that transformation workgroups are given the opportunity to potentially develop and implement projects that support EEO - DEIA goals and action items identified in this plan.

Transformation Office, no later than the end of May 2022. Workgroups, May/June 2022.

Operational activities to measure progress

Identify supervisory DEIA champions for each directorate and/or division; champions will work closely with EEODI to promote messaging and programming within their directorate/division.

Create a Microsoft Teams page for champions to report monthly EEO - DEIA accomplishments.
Schedule and hold one meeting per quarter with EEO – DEIA champions (4 meetings a year).

Increase bureau-wide marketing and advertising of the Federal Employee Viewpoint survey, increase EEODI marketing and advertising by 25% of current baseline.

Collaborate with the Transformation Initiative Office to secure support.

Outcome measures (annual) to assess progress

Annual reporting via State of the Agency to OPCOM and Division Chiefs.

Monitor Federal Employee Viewpoint survey responses for EEO – DEIA - related questions.

Annually report out (as part of EEODI and HRD reporting requirements, including but not limited to the MD-715, and annual accomplishments). Reports will address inclusive culture metrics and the potential impact of EEO – DEIA on team engagement, mitigation of bias, and the informal resolution of workplace disputes regarding cultural issues.

Responsible individuals or teams
 Dedicated Resources, such as funding

EEODI, Employee Engagement

N/A

GOAL 2: RETAIN AND ATTRACT INNOVATIVE AND DIVERSE TALENT

OBJECTIVE 4: Leverage existing career development, leader development, and mentorship resources to support employee growth and advancement (Bureau-wide).

Strategies	<p>4.1 Agency leaders model and advocate for an increase in advancing DEIA by supporting Diversity Council and Affinity Group programming.</p> <p>4.2 Leverage current career development and leader development and mentorship programming to support the development of both employees and aspiring leaders.</p> <p>4.3 Enhance Strategic Outreach and Recruitment (SOAR) to create a more Diverse and Inclusive applicant pool</p>	
Actions	<p>4.1.a Agency leadership demonstrates support by coming to Diversity Council and Affinity Group by encouraging more Senior Leaders to serve as ERG Champions, and attending virtual events (OPCOM).</p> <p>4.2.a Secure senior executive mentors for an annual Executive Women in Motion (EWIM). Targets employees GS-13 and above – open to all bureau-wide employees; and/or, secure GS-13 to SES mentors for an Emerging Leader Program (targeted employee: GS – 4 and above).</p> <p>4.2.b Develop and obtain support for multi-year plan to increase the hiring and retention of Persons with Disabilities (includes Neurodiversity Intern Program).</p>	<p>Ongoing</p> <p>EWIM, end of September 2022.</p> <p>Emerging Leader, end of November 2022.</p> <p>Develop in collaboration with the HRD Disability Employment Manager, Talent Acquisitions Branch, 508 Compliance Office, Field Leadership, EEOAC,</p>

	Autism/Disability Affinity Group, end of December 2022.
	Beginning end of April 2022, quarterly.
4.2.c Provide one facilitated learning opportunity per quarter (four trainings per fiscal year), and market CLC virtual training resources to strengthen cultural competencies and combat unconscious bias (EEODI).	Beginning end of April 2022, quarterly.
4.2.d Send bureau-wide marketing to employees; obtain OPCOM & Division Chief support for employee participation in events and trainings.	Develop in collaboration with the Diversity Council and Affinity Groups, end of August 2022.
4.2.e Initiate First Generation Professionals Virtual Network to support employees who are among the first in their immediate families to graduate from college and/or build a professional career without the model of a parent or caregiver who held a professional position. Host quarterly event.	Ongoing
4.2.f Leverage relationships and knowledge within the agency to develop an enterprise – wide strategy to increase the inclusivity of programmatic work, and stakeholder capacity.	Ongoing
4.2.g Engage employee affinity groups and incorporate suggestions.	Beginning August 2022
4.3.a Establish SOAR work group.	Beginning August 2022
4.3.b SOAR will analyze bureau applicant flow data, previous year’s MD-715 Report, Federal Equal Opportunity Recruitment Program Report (FEORP), and other sources as appropriate, to inform on recruiting and hiring practices as related to targeting individuals from underserved communities. The working group will include	Annually, end of FY2023

practitioners from HR, EEO, and individuals who perform corporate recruitment activities on behalf of the bureau.

4.3.c SOAR will submit recruitment recommendations for reaching individuals from underserved communities to their respective bureau's SHRO for inclusion in the bureau's annual SOAR Plan. The Bureau of Labor Statistics Civilian Labor Force (CLF) indicators will inform recruitment goals and targets.

Annually, end of FY2023

4.3.d Submit a SOAR Plan to the Department (OHRM) annually, which includes specific planned activities and goals in support of the Department's DEIA efforts to expand the diversity of the applicant pool.

End of 4th Quarter, FY2022

4.3.e SOAR will identify all current documented partnerships with organizations and institutions, including those which primarily serve individuals from underserved communities, i.e., Historically Black Universities and Colleges (HBCUs), Minority Services Institutions (MSIs), League of United Latin American Citizens (LULAC), Federal Asian Pacific American Council (FAPAC), Vocational Rehabilitation Centers, Veteran Services Offices (VSO), Black MBA Association.

Beginning 1st Quarter, FY2023

4.3.f SOAR will establish partnerships and increase those partnerships by 25% each year, until ten (10) documented partnerships are developed.

Beginning 1st Quarter, FY2023

4.3.g SOAR marketing materials (including social media materials) which are culturally sensitive, inclusive, and accessible, for outreach activities, including activities targeting individuals from underserved communities.

Beginning 1st Quarter, FY2023

4.3.h Leverage Affinity Groups in support of SOAR marketing strategies and activities, to include attending in-person recruitment events and/or participating in virtual recruitment events.

Operational activities to measure progress

Report out on percentage of employees who have completed career development, leader development and mentorship programming (2nd Quarter FY2023).

Develop an employee career progression tracking/feedback mechanism for participants (end of FY2024).

Reduce losses (analyze involuntary separations, non-retirement voluntary separations/resignations) by 2 percent of current baseline for groups with higher-than-expected separation rates by end of FY2024.

Report out accomplishments via fiscal year MD-715 Report (annually).

Increase marketing for the EEO program and the Diversity Council's annual Diversity Leadership Awards programs.

Track progress and accomplishments of SOAR work group.

Outcome measures (annual) to assess progress

Report out to Director, OPCOM and Division Chiefs annually.

Track participation rates in professional developmental programs and/or trainings are held annually to support career and leaders' development (including, effective communication, and interpersonal skills in a workplace with diverse employees).

Recognize employees who contributed significantly to EEO, diversity and inclusion initiatives at the Census Bureau; encourages employees at all position levels to effect positive change.

Ensure Census employees located away from headquarters are given opportunities to be fully engaged.

EEODI, HRD

Responsible individuals or teams

Dedicated

Resources, such as funding

Neurodiversity Intern Program (cost associated with training host supervisors, and mentoring interns TBD)

OBJECTIVE 5: Increase outreach to historically underserved colleges, universities, and community colleges (Bureau-wide).

Strategies 5.1 Develop an enterprise – wide strategy to increase bureau-wide outreach to (and engagement of) historically underserved colleges, universities, and community colleges for employment opportunities.

Actions 5.1.a Re-establish annual internship vendor contracts to facilitate the successful selection and onboarding for interns who can support Census’ mission and goals. TBD

5.1.b Secure interns from programs, including but not limited to Bowie State University MOU, summer/fall intern programs, Pathways Internship Programs, Recent Graduate Program, and the Presidential Management Fellows Program. TBD

5.1.c Expand the use of non-competitive internship programs, i.e., Workforce Recruitment Program (WRP), Wounded Warrior and Department of Defense (DoD) Skills Bridge Programs, which allows non-competitive conversion to a permanent appointment once the intern shows the necessary skills to perform the duties and responsibilities satisfactory. TBD

	5.1.d Identify opportunities to collaborate across the federal government with agencies that have a surplus of trained interns and fellows and limited full time permanent vacancies. Attention will be given to interns and fellows with backgrounds and/or education in mission critical career fields.	TBD
	5.1.e Engage employee affinity groups and leverage their support to distribute internship opportunities.	TBD
Operational activities to measure progress	<p>Intern hiring goal: 40+ interns per fiscal year from diverse programs and universities, colleges and community colleges.</p> <p>Host an annual virtual summit for historically underserved universities, colleges, and community colleges to introduce students and university staff to Census employment opportunities (all interested universities will be welcomed to join).</p>	
Outcome measures (annual) to assess progress	Dedicated outreach to share information about Census careers and employment opportunities to no fewer than seven historically underserved universities and colleges (including but not limited to, African American, Asian Americans Pacific Islanders, Hispanic American, Native American Alaskan Native; Lesbian, Gay, Bisexual, and Transgender+ individuals; Persons with Disabilities; Veterans; and, Women, in alignment with EEODI responsibilities, and White House Executive Orders 14031, 14035, 14041, 14045, 14050.	
Responsible individuals or teams	EEODI, HRD	

Dedicated Resources, such as funding We currently do not have any vendor contracts for diverse intern programs. Funding commitment is needed; 40 interns at \$15,000/each (approx.)

Ensure funding is for bureau-wide use and is centralized funding for HRD to fully support outreach to historically underserved colleges and universities, and vendors who focus on targeted outreach to historically underserved colleges and universities.

Current Census Bureau Initiatives and Activities that Support the DEIA Strategic Plan

	Initiatives & Activities	Priorities
Executive and cross—government guidance	President’s Management Agenda	<ul style="list-style-type: none"> • Use guiding principles and strategic priorities to guide identification of agency DEIA priorities and metrics used to evaluate progress.
	DEIA-related Executive Orders	<ul style="list-style-type: none"> • Use current set of Executive Orders as a guide for priority creation.
	National Security Memorandum 3	<ul style="list-style-type: none"> • Use guiding principles and strategic priorities to guide identification of agency DEIA priorities and metrics used to evaluate progress.
	Federal Employee Viewpoint Survey (FEVS)	<ul style="list-style-type: none"> • Identification of potential gaps in maturity to translate into top agency DEIA priorities • Outcome measures: use FEVS survey scores • Census’ Stay Survey
Recent DEIA assessments	DEIA Self-Assessment	<ul style="list-style-type: none"> • Identification of potential gaps in maturity to translate into top agency DEIA priorities.
	DEIA Maturity Model	<ul style="list-style-type: none"> • Map strategies to advance maturity model components to ensure progress along the DEIA continuum.
On-going strategic planning	Agency Strategic Plan FY2022-2026	<ul style="list-style-type: none"> • Create linkage between Agency Strategic Plan and Agency DEIA Strategic Plan to mutually reinforce goals and accountability. • Operational outcomes/measures: usage of metrics and/or linkages for purposes of increased collaboration and consistent reporting.
	Human Capital Operating Plan (HCOP) FY22-26	<ul style="list-style-type: none"> • Create linkage between HRD Action Plan and Agency DEIA Strategic Plan to mutually reinforce goals and accountability. • Data analytics outreach initiative (Bowie State University MOU)
	Census Transformation Initiative	<ul style="list-style-type: none"> • Communicate goals and measures for Census Transformation, an enterprise-wide effort to explore, design, and apply new ways of working that will

		allow the Census Bureau to remain on the leading edge of the global statistical community; help planners and decision-makers solve difficult problems based on data; build greater awareness with the American public about the value and promise of our work.
Current DEIA compliance reporting	Management Directive - 715 Report	<ul style="list-style-type: none"> • Identification of potential barriers. • FY2022 – 2023 EEODI Workforce Plan. • Identify DEIA work in progress. • Use existing metrics to track progress.
	Federal Equal Opportunity Recruitment Program (FEORP)	<ul style="list-style-type: none"> • Outreach activities (interns and Schedule A Programs (individuals with targeted disabilities and veterans). • Outcome measures: include metrics of activities accomplished.
	462 Statistical Complaint Report	<ul style="list-style-type: none"> • At a high-level, identify common areas or trends in reported complaint activity under federal anti-discrimination laws or other relevant laws or agency policies.

Census Bureau DEIA Implementation Team

The Census Bureau DEIA Implementation Team March 2021		Executive Order 14035 - Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce
Office/Branch	Name and Title	Email Contact
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Census Bible Affinity Group (all faiths and beliefs are welcomed)	Angela Andrade (TBA)	angela.andrade@census.gov
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DEFINITIONS:

For the purposes of [Executive Order 14035](#), in the context of the Federal workforce the following definitions are being used federal government - wide:

- A. The term “underserved communities” refers to populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. In the context of the Federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons. It also includes individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary (LGBTQ+) persons); persons who face discrimination based on pregnancy or pregnancy-related conditions; parents; and caregivers. It also includes individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers based on older age or former incarceration; persons who live in rural areas; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.
- B. The term “diversity” means the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.
- C. The term “equity” means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.
- D. The term “inclusion” means the recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
- E. The term “accessibility” means the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

- F. A trigger is a trend, disparity, or anomaly that suggests the need for further inquiry into a particular policy, practice, procedure, or condition. It is simply a red flag.
- G. A barrier is an agency policy, principle, or practice that limit or tends to limit employment opportunities for members of a particular EEO group based on their sex, race, ethnic background, or disability status. Many employment barriers are built into the organizational and operational structures of the agency and embedded in the day-to-day procedures and practices.
- H. Model EEO Program: The MD-715 divides the essential elements of a model EEO program into six broad categories (Demonstrated commitment from agency leadership; Integration of EEO into the agency's strategic mission; Management and program accountability; Proactive prevention of unlawful discrimination; Efficiency; and Responsiveness and legal compliance).

WHITE HOUSE EXECUTIVE ORDERS	
EO 13988	Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation
EO 14015	Establishment of the White House Office of Faith- Based and Neighborhood Partnerships
EO 14021	Guaranteeing an Educational Environment Free From Discrimination on the Basis of Sex, Including Sexual Orientation or Gender Identity
EO 14031	Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders
EO 14035	Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce
EO 14041	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity Through Historically Black Colleges and Universities
EO 14045	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics
EO 14049	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Native Americans and Strengthening Tribal Colleges and Universities
EO 14050	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Black Americans