



**U.S. Department
of Transportation**

FY22 – FY26

A photograph of the U.S. Department of Transportation building, showing the entrance with a curved canopy and the text "UNITED STATES DEPARTMENT OF TRANSPORTATION" on the building facade.

**UNITED STATES
DEPARTMENT OF TRANSPORTATION**

DEIA Strategic Plan

**Advancing Diversity, Equity, Inclusion, and Accessibility
in the Department Of Transportation**

Every person in America relies on our transportation system, directly or indirectly, every day.

We at the Department of Transportation (DOT), therefore, have a profound responsibility to ensure that every American—regardless of their race, faith, ethnicity, gender identity, sexual orientation, age, income, geography, ability, or any other characteristic—has equitable access to our nation’s transportation system. We are better able to achieve this goal when our own staff reflects the full breadth of our country’s diversity.

That is why President Biden issued his Executive Order on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce. In accordance with that order, we at DOT are proud to issue this Fiscal Year 2022-2026 DEIA Strategic Plan. This Plan touches on everything from our recruitment and retention efforts, to professional development, to our workplace culture. The strategies it contains will serve as a roadmap to make DOT a more diverse, equitable, inclusive, and accessible workplace for years to come.

This plan was developed by staff from our offices of civil rights and human resources and from program offices across all of our Operating Administrations, under the leadership of the Departmental Office of Civil Rights and Departmental Office of Human Resources Management. They have taken the lead, but each of us has an important role to play in realizing the vision of this plan. We must all remain committed to recruiting and retaining a diverse workforce where everyone can bring their full selves to work, and to ensuring opportunity for those who have faced employment discrimination and professional barriers in the federal workforce. I look forward to working with leaders across the Department – and each of you – to deliver on this important responsibility.



Pete Buttigieg
U.S. Secretary of Transportation

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1.0 Executive Summary

On June 25, 2021, President Biden signed Executive Order (EO) 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce*. This EO launched a whole-of-government initiative to cultivate a federal workforce that draws from the full diversity of the Nation and advances equitable employment opportunities. The EO reaffirms that the United States (U.S.) is at its strongest when our Nation's federal workforce mirrors the communities it serves, and when our public servants are fully equipped to advance equitable outcomes for all American communities. Notably, this initiative will advance opportunity for all underserved communities as defined by the EO to include people 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; 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 (LGBTQI+) individuals); individuals who face discrimination based on pregnancy or pregnancy-related conditions; parents and caregivers; individuals who belong to communities that face discrimination based on their religion; individuals with disabilities; first-generation professionals or first-generation college students; and individuals with limited English proficiency.

Every day across the country, employees of the U.S. Department of Transportation (DOT) carry out tasks large and small to successfully execute mission critical operations. They guide pilots through the air and back safely to the ground; ensure planes, trains, trucks, highways, bridges, and pipelines are safe; support ships and ports and the flow of trade through the Great Lakes; and provide crucial funding to transit buses and subways. The Department has a commitment to provide equal opportunity to all its employees and job applicants, while fostering a work environment where all personnel feel included, valued, and essential in the fulfillment of the DOT mission.

The U.S. Department of Transportation's mission is to deliver the world's leading transportation system, serving the American people and economy through the safe, efficient, sustainable, and equitable movement of people and goods.

The DOT DEIA Strategic Plan demonstrates DOT's commitment to DEIA as critical to advancing the Department's mission. The DOT Plan aligns with the EO 14035¹, [*Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*](#), and follows the guidance provided in the Equal Employment Opportunity Commission's Management Directive 715 and the Government-

¹ Executive Order 14035 <https://www.whitehouse.gov/wp-content/uploads/2021/11/Strategic-Plan-to-Advance-Diversity-Equity-Inclusion-and-Accessibility-in-the-Federal-Workforce-11.23.21.pdf>

wide DEIA Strategic Plan issued by the Office of Personnel Management² (OPM) on November 23, 2021.

This DEIA Strategic Plan for DOT also helps fulfill EO 13985³, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government* and supports the agency's commitment to cultivate a workforce that draws from the full diversity of the Nation and advances equitable employment opportunities for individuals who are members of underserved communities. Aligned with the Department's overarching Fiscal Year (FY) 2022-26 Strategic Plan that includes Equity as a Strategic Goal and highlights the importance of DEIA in DOT's workforce, this DOT DEIA Strategic Plan outlines DOT's strategic direction for continued development and implementation of programs, policy, procedures, and activities that will advance DEIA across the Department over the next four fiscal years.

DOT issued this DEIA Strategic Plan within a few months of the passage of the *Investment and Infrastructure Jobs Act*⁴, known as the *Bipartisan Infrastructure Law* (BIL). The BIL is a once-in-a-generation opportunity in America's transportation network that includes historic levels of funding for transportation projects that will allow the nation to modernize its infrastructure, making it safer and more resilient; make our transportation systems more equitable; help fight climate change; and create hundreds of thousands of well-paying jobs—including union jobs—laying the foundation for America to compete and prosper in the 21st century. DOT expects to hire up to 1,700 new positions over the next five years in a wide variety of occupations to directly support implementation of the BIL. It is important that we capitalize on this unique opportunity to truly embed DEIA principles and practices into our recruitment, outreach, hiring, and retention strategies.

Under the leadership of the Assistant Secretary for Administration and the Director of the Departmental Office of Civil Rights (DOCR), DOT's DEIA efforts are being coordinated through the Workforce Equity Team. This team comprises representatives from across DOT who, through their professional and personal commitment, have worked in the DEIA space for a significant part of their careers. They are driving DOT's efforts to integrate DEIA into five focus areas: **Recruitment, Outreach and Hiring; Leadership and Professional Development; Retention; Workplace Culture; and Accountability.**

These focus areas are designed to target all opportunities available to strengthen DEIA in DOT throughout the employee lifecycle, from job application to separation from Federal employment. Using these areas as a foundation, DOT will develop new programs and policies,

² Government-wide DEIA Strategic Plan <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>

³ Executive Order 13985 <https://www.federalregister.gov/documents/2021/01/25/2021-01753/advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>

⁴ H.R. 3684 Infrastructure Investment and Jobs Act November 15, 2021, <https://www.congress.gov/bill/117th-congress/house-bill/3684/text>

and update current programs, policies, and practices, to integrate DEIA throughout DOT culture, operations, structure, and mission.

This DOT DEIA Strategic Plan represents a bold commitment to bring together DOT leaders and employees from across the Department, from Civil Rights and Human Resources, to Budget and Counsel, to our mission-driven programs—to work to advance and integrate DEIA across every part of the Department.

Achieving these goals will require collaboration across the Department. Senior leaders will be held accountable for the implementation of this DOT DEIA Strategic Plan and all Operating Administration (OA) leadership, hiring managers, supervisors, human capital professionals, Human Resource Directors, Diversity and Inclusion professionals, affinity group leaders, Employee Resource Groups leaders, and union members will be expected to support this important effort.

2.0 DEIA Vision, Mission and Operating Principles

2.1 DEIA Vision and Mission Statements

Within the EO are the Vision and Mission Statements for the Federal Government:

Federal Government-wide DEIA Vision Statement

The federal government will advance and embed Diversity, Equity, Inclusion, and Accessibility (DEIA) throughout its workforce.

Federal Government-wide DEIA Mission Statement

Across the federal government, agencies will work collaboratively to drive innovation and organizational outcomes, draw from the full diversity of the nation, and position the federal government to serve as a model employer that values and promotes equity for all Americans.

The DEIA Vision and Mission Statements for DOT have also been established, as of January 2022 and signed by the Assistant Secretary of Administration and the Director of the Departmental Office of Civil Rights. The DOT DEIA Vision and Mission Statements are shared here:

Department of Transportation DEIA Vision Statement

Advance a DOT culture that embeds DEIA throughout the entire Department and serve as a model agency for DEIA within the Federal government.

Department of Transportation DEIA Mission Statement

Ensure the sustainable integration of DEIA principles and values into all workforce-related programs and activities.

2.2 Operating Principles for DEIA

The Government-wide DEIA Strategic Plan identifies five operating principles for DEIA. DOT believes in adhering to this government-wide plan by focusing organizational efforts based on these principles through integration of five focus areas in DOT: **Recruitment, Outreach and Hiring; Leadership and Professional Development; Retention; Workplace Culture;** and **Accountability**. Below are the five government-wide operating principles and a brief description of each principle, followed by how DOT is integrating these principles into its DEIA planning and efforts.

Principle 1: Use Data and Evidence-Based Decision-Making

The Government-wide DEIA Strategic Plan highlighted the need to take a data-driven approach to DEIA where evidence would inform decision-making and policy development.

DOT will be using dashboards that reflect DEIA metrics to make this data more easily accessible throughout the Department. DOT is also identifying resources to support statistical analysis of workforce data that can be used to inform programs and policies.

Principle 2: Focus on Continuous Improvement

Agencies are expected to focus their DEIA efforts on achieving systematic, ongoing improvement of processes and outcomes, rather than cyclical or one-time achievements.

To help achieve this goal, the Government-wide Strategic Plan included a DEIA Maturity Model and OPM provided agencies with a Maturity Model Scorecard⁵. This DOT DEIA Strategic Plan is intended to identify the opportunities for advancing DEIA policies, practices and processes while focusing on changes and/or best practices that demonstrate continuous improvement in each area of the Maturity Model.

Principle 3: Adopt a Collaborative, Whole-of-Agency Mandate with Partnership Engagement

To be successful, the Government-wide Strategic Plan states that DEIA must leverage the efforts, capabilities, and resources of the whole agency. Rather than existing solely within Equal Employment Opportunity (EEO), civil rights, or human resources offices, DEIA must be a priority of the entire agency, integrated across agency functions and embedded into agency culture.

Under the leadership of the Secretary, the Assistant Secretary for Administration, and the Director of the Departmental Office of Civil Rights (DOCR), DOT's DEIA efforts are being coordinated through the Workforce Equity Team. This Team comprises representatives from across DOT components, disciplines, and occupations who have worked to advance DEIA for a significant part of their careers. The Workforce Equity Team operates through Action Members

⁵ See Appendix 6.1, DEIA Maturity Model Scorecard Results for DOT, December 14, 2021

who focus on a specific topic or project to help develop and execute DEIA program proposals, strategic plans, and implementation plans, and Advisory Members, who are knowledgeable about their OA's DEIA programs and efforts and serve as consultants to provide ideas and proposals to strengthen DEIA. Action Members hold bi-weekly meetings, and Advisory members attend bi-monthly progress meetings; all meetings are in support of achieving the DOT DEIA goals. The Workforce Equity Team is driving the DOT efforts to integrate DEIA into the agency's five focus areas. This is a shift in DOT's approach to DEIA, which has traditionally been led by each OA independently. This new "whole-of-DOT" approach will increase collaboration and coordination while building upon the strong programs currently in place in individual OAs. Ultimately, this approach will lead to a DOT culture that actively integrates diversity, equity, inclusion, and accessibility into all our work.

This Workforce Equity Team will serve as the primary DEIA implementation team and will stay engaged with teams across DOT that have responsibilities to oversee budget development and formulation, governmental affairs, public affairs, the regulatory agenda, performance planning, information technology and data, the human capital operating plan, EEO compliance, and strategic planning. Through this engagement, the Workforce Equity Team will ensure commitment to DEIA priorities across the Department.

Principle 4: Prioritize Accountability and Sustainability

The Government-wide Strategic Plan asserts that DEIA efforts and policies be embedded throughout the entire agency, and that DEIA must be integrated into the decision-making, governance structure, core mission, and goals of the agency. Further, agency leadership should measure executives' performance consistent with merit system principles and executive core competencies to hold the agency accountable to its DEIA goals.

DOT's leaders commit to champion DEIA as essential to the Department's mission. The actions and activities in this DOT DEIA Strategic Plan will become part of the leadership's agenda and communications, to ensure documentation of successes, best practices and lessons learned for compilation in annual reports as required per the EO. Leaders will ensure inclusion of practices and measures in the performance plans of senior executives and hold them accountable for implementing this DOT DEIA Strategic Plan. DOT leaders will also increase transparency through periodic written reports to the Office of the Secretary (OST), inclusion of Employee Resource Group (ERG) and affinity group representatives in new employee onboarding briefings, and the establishment of a DEIA page on the department's intranet, DOTNet, to share progress with employees on DEIA Strategic Plan implementation.

Principle 5: Understand the Perspectives of the Workforce and the Customers

The Government-wide Strategic Plan understands that agencies must have a strong understanding of their workforce in order to ensure equity is reflected in the delivery of services and programs. This understanding will support agencies' ability to improve employee experiences and create a more equitable and inclusive workplace and deliver more equitable systems and programs.

This DOT DEIA Strategic Plan reflects the agency's commitment to achieving a better understanding of what employees need to do their jobs more effectively and the different challenges employees manage both inside and outside of the workplace. Improving the understanding and experience of our DOT employees can help us serve DOT customers better. By helping our employees expand their DEIA lens, we enhance our ability to identify how transportation can either overburden or build up and create opportunities for urban and rural communities that have been historically underserved.

3.0 The Current State of DEIA in DOT

3.1 Chief Diversity Officer for DOT

DOT's Chief Diversity Officer (CDO) leads the Human Capital Planning and Solutions Division within the Departmental Office of Human Resources Management (DOHRM). In addition to responsibility for DEIA efforts, the CDO manages a multitude of other programs. The CDO reports to the Director of the Departmental Office of Human Resources, who reports to the Assistant Secretary for Administration. DOT is currently considering proposals to elevate the role of the CDO to a senior executive along with the oversight and authority to coordinate and lead DEIA strategic priorities across DOT. DOT expects to elevate the CDO to a senior executive by the end of FY 2022. The senior-most official responsible for DEIA within each DOT OA varies; all OA Civil Rights Directors have a direct line to the head of their OA.

3.2 Summary of DOT's DEIA Self-Assessment Report

Section 4(a) of EO 14035 required each agency to complete a preliminary DEIA self-assessment between August 2021 and October 2021 to capture the current state of DEIA. DOT's Workforce Equity Team led the efforts to assess the state of DOT's DEIA programs and identify opportunities to strengthen these efforts across the Department.

The preliminary assessment of the DOT's DEIA programs was supported by data analysis and incorporated details from other DEIA-related reports, such as the annual MD-715 Report that DOT submits to the U.S. Equal Employment Opportunity Commission (EEOC), and the Notification and Federal Anti-Discrimination and Retaliation Act of 2002 (No FEAR) Report that DOT submits to Congress. These reports have continued to drive DOT's on-going self-

assessment of the state of equal opportunity in employment. In addition to assessing DOT-wide programs and policies, information from each of the OAs was collected and reviewed to create a *ONE DOT* response.

The assessment reflected a thorough and fair account of the current state of DEIA programs at DOT, including identification of areas leadership acknowledged as opportunities for improvement. These opportunities for improvement are integrated into the actions and activities outlined in this DOT DEIA Strategic Plan and will allow us to expand the strong programs already in place in individual OAs to create an overall DOT culture that embeds DEIA within all our work. The next section of this DOT DEIA Strategic Plan highlights those strong programs and practices where DOT is advancing outcomes and experiencing points of success. At the same time, the self-assessment report documented several areas where DOT needs to improve to the next level(s) of maturity and these areas guide the actions and activities identified in Section 5.1 of this DOT DEIA Strategic Plan.

3.3 DOT’s Points of Success and Promising Practices

The DOT self-assessment compiled several effective practices that are currently employed by some or all of DOT’s Operating Administrations, demonstrating measures of success at advancing DEIA in the workplace. These points of success and promising practices include:

<p><u>Employee Mentoring Program</u> DOT’s 12-month departmental employee mentoring program provides an opportunity for employees to build strategic relationships, gain professional development, and obtain a broader perspective of DOT’s mission and future.</p>	<p><u>ADVANCE ERG</u> The Volpe Center Disability Awareness committee started a new Employee Resource Group named ADVANCE: Advancing Employees with Disabilities at Volpe through Advocacy, Networking, Collaboration and Education.</p>	<p><u>DOT Career Path Guides</u> DOHRM’s Human Capital Planning and Solution Division developed and promotes the usage of the DOT Career Path Guides designed to assist employees in identifying the competencies and technical skills required to progress in each occupational series.</p>
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Executive and Political Resources Center

DOT has an Executive and Political Resources Center, which is a centralized body dedicated to Senior Executive Service (SES) recruitment, hiring and coaching. This allows DOT, with the exclusion of FAA and the OIG, to have a consistent approach to building its SES personnel. The DOT Executive Coaching program supports GS-15 and SES members in enhancing their emotional intelligence to lead more effectively. DOT is embarking on a pilot to include FAA executives within the department's Executive Resource Board process.

Employee Resource Group-Special Emphasis Program Manager Community of Practice

DOCR and DOHRM co-host DOT's Employee Resource Group (ERG)-Special Emphasis Program Manager Community of Practice (CoP). This CoP developed and distributed a questionnaire to the leaders of DOT's 24 ERGs to collect information on the status and structure of DOT's ERGs, along with challenges and issues of concern that each group currently has. New ERGs, such as the HBCU ERG, are also now emerging because of the efforts of the CoP.

Internship Programs for Diverse Groups

DOT has expanded outreach opportunities for students of diverse backgrounds to participate in paid internships through its Summer Transportation Internship Program for Diverse Groups (STIPDG) and the FAA-led Minority Serving Institutions (MSI) Program. Through STIPDG, the Department offers approximately 100 paid internships each year. In FY 2020, 57% of STIPDG participants were women and 70% of participants were students of color; and 35% of the 180 MSI Intern program participants were from HBCUs and HSIs.

DOT Recruitment Council


DOT has a Recruitment Council comprising representatives from each of the OAs who share best practices. The Council coordinated and hosted the first DOT-wide virtual job fair in July 2021. The cross-OA coordination for the job fair eliminated barriers related to personnel and funding that may have prevented some OAs from independently hosting this type of event, and established a framework for ongoing coordination.

Anti-Harassment Program Coordinators

Each of DOT's OAs has a designated Anti-Harassment Program Coordinator who is responsible for processing allegations of harassing behavior and ensures that all employees and managers/supervisors participate in annual training on the program and their responsibilities to prevent and address harassing behavior.

DOT Executive Agent Center of Excellence

The DOT Executive Agent (EA) develops and posts job announcements for eight of DOT's OAs and the Office of the Secretary. Through this center of excellence, DOT has taken steps to remove candidate identifiers before providing hiring certificates to managers to limit potential conscious and unconscious biases towards any particular groups.

<p><u>Electronic Performance Management System</u> DOT has transitioned to an electronic Performance Management System to ensure there is a documented record of when performance expectations are communicated and if mid-year and end of year discussions have occurred during the correct timelines. This ensures that all employees are provided with some communication on performance on a regular basis, regardless of race, color, gender, disability status, or other factors.</p>	<p><u>Disability Resource Center</u> DOT's Disability Resource Center (DRC) is a centrally funded national program, providing disability employment services and supports, to ensure applicants and employees with disabilities are included and have access throughout the DOT work experience. The DRC provides services in three key areas: Recruitment & Hiring; Reasonable Accommodations; and Consultation, Education and Training.</p>	<p><u>Secretarial Civil Rights Policy Statements</u> Annually, DOT issues seven Secretarial Civil Rights Policy Statements outlining the Department's and the Secretary's commitment to DEIA and to civil rights. The Secretarial Civil Rights Policy Statements also provide avenues to address potential discrimination, inequity, or harassing behavior at work. DOT views this as an important step to show leadership commitment to DEIA and creation of a strong foundation to build upon to foster an inclusive workplace culture.</p>
<p><u>DOT Selective Placement Program Manager</u> DOT has a Selective Placement Program Manager who leads OA representatives in sharing best practices and establishing standards for inclusive recruitment, hiring and advancement of employees with disabilities.</p>		<p><u>DOT as a Top Employer of Veterans</u> DOT ranks in the top three Federal employers of veterans. Veterans accounted for 33.4% of DOT's FY 2020 hires. The FAA process for hiring air traffic controllers has a specific track for members of the military, and DOT makes use of special hiring authorities that provide access to veterans.</p>

3.4 Review of DOT Workforce Participation Demographics and Onboarding

As mentioned in Section 3.2, workforce data is compiled by civil rights and human resources offices for their respective annual reports, to include the MD-715 issued to the EEOC and the DOT Human Capital Operating Plan (HCOP) issued to OPM. These documents contain analysis⁶ of statistical data DOT collects regarding the workforce and of efforts to recruit, develop, and retain talent. DOT's workforce composition has remained consistent for the last several fiscal

⁶ There are limitations to data analysis of some DEIA-specific categories. For example, there is no mechanism for collecting or assessing LGTBQI+ participation in the DOT workforce. Also, Federal data systems are not yet designed to record DEIA information beyond compliance-related data for individual, or groups of, employees.

years. This presents an opportunity to move beyond the status quo, seek innovative ways to truly diversify the workforce, and more closely align with the demographic composition of the American public.

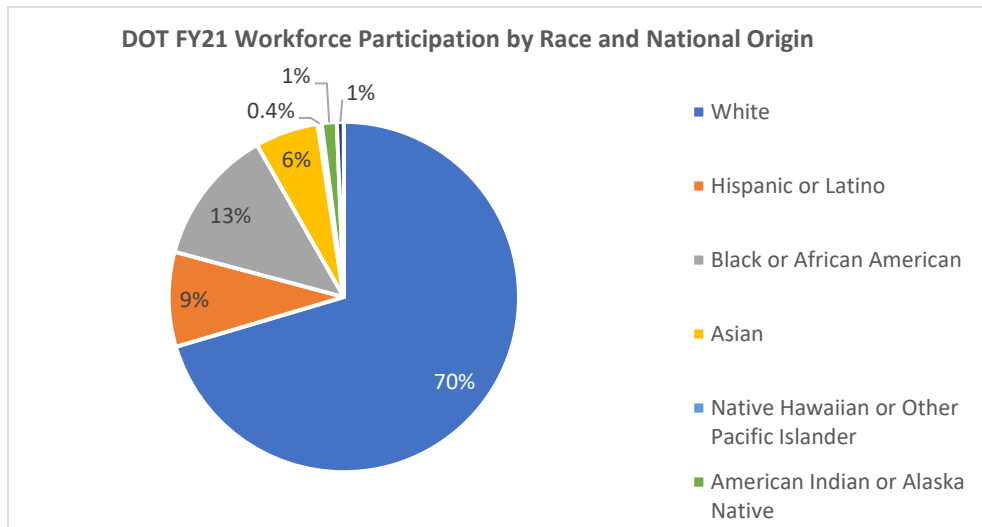


Figure 1: Workforce Participation by Race and National Origin in DOT for FY21

As shown in *Figure 1*, DOT’s workforce of 54,000 employees was documented as 70% White, 13% Black or African American, 9% Hispanic or Latino, and 6% Asian, with additional races and national origins comprising the remaining 3%.

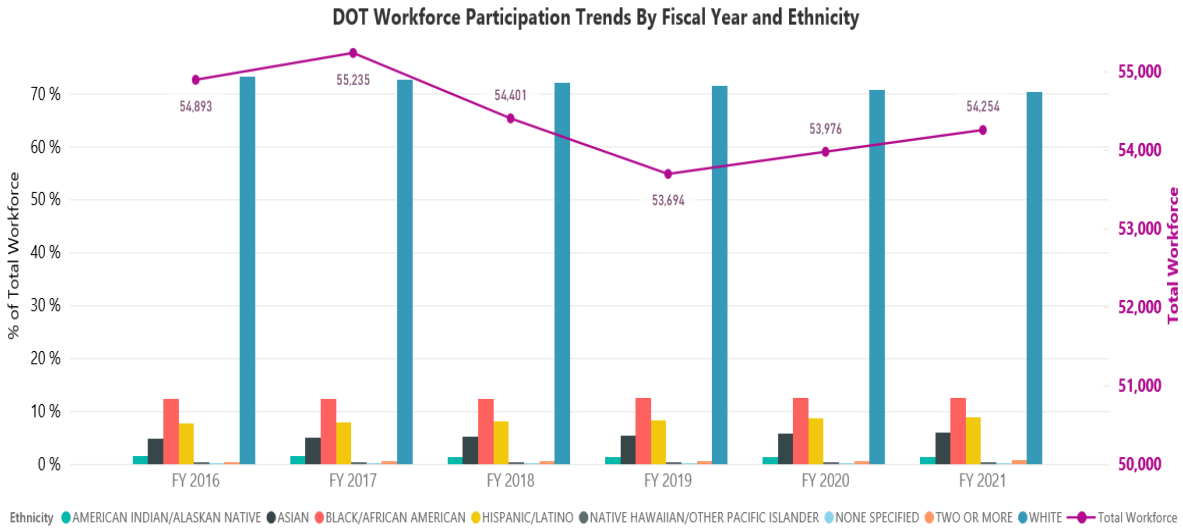


Figure 2: DOT Workforce Participation Trends by Fiscal Year since 2016, and Ethnicity

The workforce participation trends from FY 2016 to FY 2021 (*Figure 2*) mirror this distribution with those identifying as White dropping slightly in the last two years but consistently hovering around 70%. Even with a decrease of the overall workforce in 2019, there was no measurable change in the workforce composition.

Hiring percentages in 2021, as shown in *Figure 3*, reflected slightly more diversity – 18% of all new hires were Black or African American, 10% were Hispanic or Latino, and 8% were Asian.

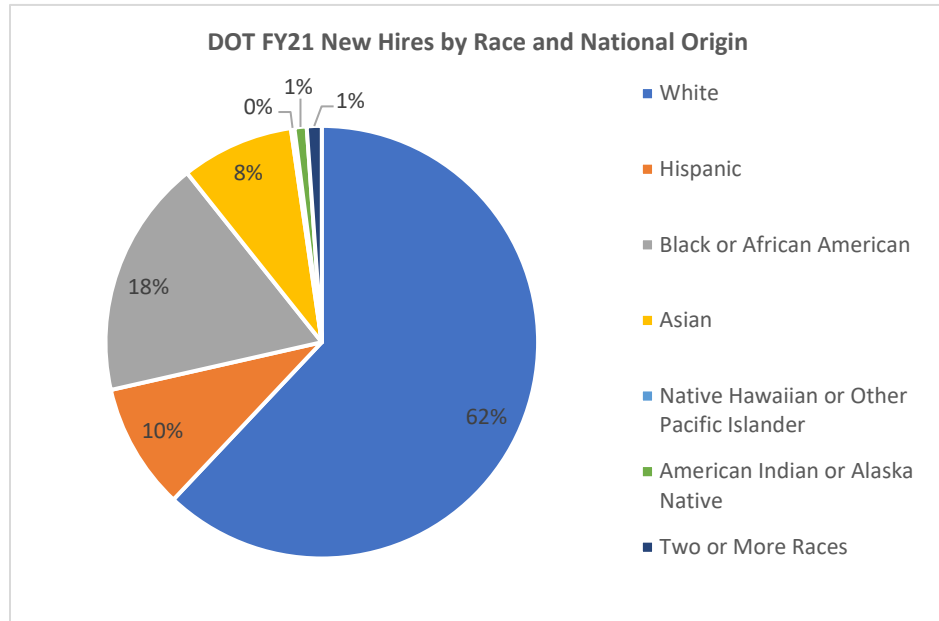


Figure 3: DOT Onboarding Data by Race and National Origin for 2021; source: DOHRM, Dec 2021¹

As shown in *Figure 4*, in FY 2021, men comprise approximately 74% of DOT's workforce. Women accounted for just under 26% of the workforce. Women of color accounted for just over 10% of the workforce – Black women comprise 5.9%, Hispanic women or Latinas account for 2.1%, and Asian women account for 1.7% of the total workforce.

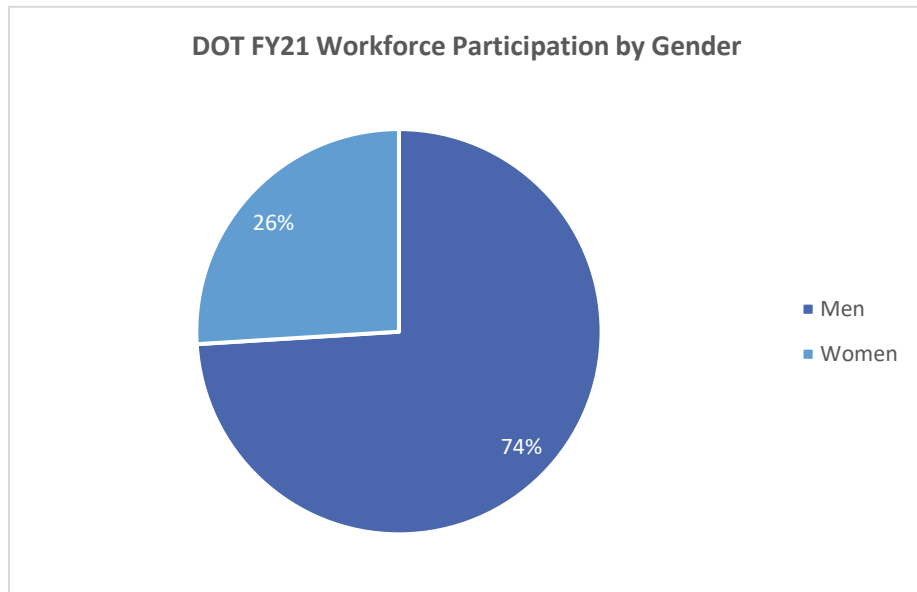


Figure 4: DOT Workforce Participation by Gender FY21

The overall gender composition of the workforce has remained at 70% or more male for at least the last six years as reflected in the *DOT Workforce Participation Trends by Gender & Fiscal Year* chart, *Figure 5*.

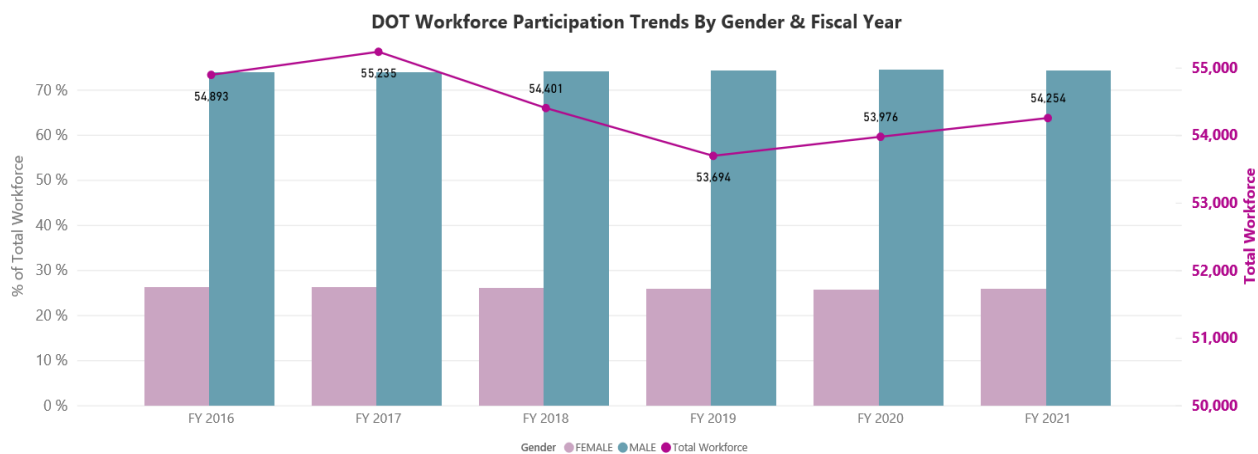


Figure 5: DOT Workforce Participation Trends by Fiscal Year since 2016, and Gender

As indicated by the analysis of fiscal year workforce participation snapshots and multi-year trends of race, national origin, and gender, the data shows that there has not been a significant shift in the composition of the DOT workforce for the past six years. This stagnation also holds true for people with disabilities; participation rates for persons with disabilities have hovered around 15% of the workforce over the same multi-year timeframe. This emphasizes the need for this DOT DEIA Strategic Plan to identify barriers, develop and implement strategies, and ultimately ensure accountability measures are established for shifting the composition of the DOT workforce to be more reflective of all communities.

4.0 Moving DEIA Forward at DOT

4.1 Analysis of DEIA Maturity at DOT, and Setting Intentions to Remedy

Another important precursor to developing the DOT DEIA Strategic Plan was analyzing and understanding how DOT’s current efforts measured against OPM’s Maturity Model Scorecard ([provided in Appendix 6.1](#)), a tool that was highlighted as a best practice in the Government-wide Strategic Plan. The Maturity Model Scorecard was used by OPM to assess DOT’s self-assessment according to a 3-level continuum. The results provide a foundation for considering which actions and decisions will have the most potential for effectively building and strengthening the infrastructure for DEIA throughout DOT over the next four years and into the future. The scorecard’s continuum comprises three levels of maturity: first level—building foundational capacity, which indicates an agency’s compliance with statutes and regulations; second level—advancing outcomes, which shows an improvement beyond compliance requirements by adopting DEIA priorities and policies throughout the agency; and third level—

leading and sustaining, in which DEIA principles are integrated fully into the mission and vision of the enterprise.

Out of the 24 areas OPM reviewed, DOT was assessed at a Level 1 for 15 areas and Level 2 for nine areas. This means that on the continuum of DEIA maturity, DOT must do more to actively promote the integration of DEIA fully into Departmental culture, strategic planning, and mission critical work. In those nine areas where DOT was assessed to be at Level 2, DEIA values are actively being promoted by one or more operating administrations in DOT, however these values may not be fully or consistently integrated and actualized Department-wide. Overall, OPM's scoring establishes DOT as solidly satisfactory at building a foundational capacity, which meets compliance expectations, with some successes in advancing next level DEIA outcomes. A further look at the scorecard definitions highlights that DOT's DEIA work would benefit from more resources, better integration, and centralization.

Thus, our Level 1 and Level 2 scores provide an opportunity for DOT to enhance its DEIA efforts. The actions outlined in this four-year DEIA Strategic Plan are focused on advancing and adopting DEIA priorities and policies to move beyond compliance, and to leverage this opportunity to embed and sustain DEIA into all 24 areas. The following section maps out a plan for Department-wide action.

5.0 DOT DEIA Focus Areas and DEIA Actions

5.1 DOT Focus Areas and Descriptions

DOT has centered its strategies and efforts to improve DEIA at DOT around five focus areas which align with the Government-wide DEIA Priorities ([Appendix 6.3](#)) identified in EO 14035 and reiterated in the Government-wide DEIA Strategic Plan. DOT's five focus areas also align with regulations related to hiring, development, internal controls, and more as part of the intentional design to support sustainable efforts across the Department.

DOT DEIA Focus Areas

- **Recruitment, Outreach, and Hiring:** affirmatively engage with more external affinity groups in STEM fields, and diverse groups and organizations to raise awareness of and excitement about careers in transportation, expand the applicant pool for DOT vacancies to be more diverse and inclusive, and ensure that the hiring process is equitable, inclusive, and unbiased.
- **Leadership and Professional Development:** improve diversity of the Department's senior executive cadre, ensure that leadership development integrates DEIA principles, and establish equity in access to leadership development opportunities for employees.

- **Retention:** identify programs and policies that can ensure more equitable promotion opportunities, an inclusive workplace at all levels, and equitable and inclusive employee engagement.
- **Workplace Culture:** ensure a work environment focused on shared goals, inclusion and belonging, while also engaging with employees regularly to promote a workplace free from harassment and that encourages everyone to bring their full and authentic selves to the workplace, allowing the workforce to perform at their highest potential.
- **Accountability:** assess the effectiveness of programs and promote ownership and responsibility of employees, supervisors, and leadership at all levels for developing, supporting, and demonstrating the tenets of DEIA in all DOT policies, programs, and practices.

A chart which cross references alignment of the DOT DEIA Focus Areas with the Government-wide DEIA Priorities is provided in [Appendix 6.4](#). The DOT Focus Areas, Actions and Key Activities outlined below provide the more specific strategic direction for how DOT will advance DEIA through development and implementation of policy (or policies) and procedures that create consistency and accountability within all OAs. The implementation plan being developed for these actions and key activities is provided in [Appendix 6.5](#).

5.2 DOT Actions and Key Activities

The following charts represent actions and key activities that are planned for implementation to advance DEIA throughout the Department between FY 2022 and FY 2026. Accountability is critical to achieving success in becoming a best-in-class organization for progressing DEIA in the workforce. To ensure transparency, visibility, and accountability, this DOT DEIA Strategic Plan will be disseminated to all OA leadership. Familiarity with the entirety of this Plan is encouraged so that awareness, implementation, support, and reporting responsibilities can be fully embraced within each leader's component organization. In addition, DEIA activities will be tracked for reporting and shared on both the internal DOT intranet⁷ for DOT employees, and on the external Transportation.gov site⁸ as required by the EO, to make available to the general public⁹ information on efforts to advance DEIA in the agency's workforce.

⁷ Web address TBD

⁸ Web address TBD

⁹ Executive Order 14035, Sec.4 (c)

DOT Focus Area #1	Recruitment, Outreach and Hiring
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Government-wide Strategic Priorities:	Data Collection
	Promoting Paid Internships
	Partnerships and Equitable Recruitment
	Advancing Equity for Employees with Disabilities
	Advancing Equity for LGBTQI+ Employees
	Pay Equity

DOT Action:	1.1 Facilitate the recruitment of individuals who are members of underserved communities as candidates and applicants for DOT employment opportunities.
Activities:	<ul style="list-style-type: none"> a. Develop and implement strategies to increase diversity of the applicant pool for DOT’s mission critical occupations with a focus on increasing gender diversity and identifying opportunities where there are low participation rates of underserved communities, such as people with disabilities, people of color, and LGBTQI+ people. b. Ensure all recruitment strategies and materials are accessible to individuals with disabilities. c. Seek authority from OPM for additional direct hire authorities for DOT mission critical occupations (MCOs), as well as mission support occupations to include acquisitions, civil rights, and human resources. d. Develop partnerships which foster opportunities to increase outreach to and engagement with previously incarcerated individuals, regarding employment opportunities with DOT and strategies for successfully applying for Federal jobs. e. Develop a DOT framework for establishing effective partnerships with colleges, universities, community colleges, and technical training entities, and other institutions that offer Vocational Rehabilitation and Apprenticeship Programs.
DOT Action:	1.2 Provide opportunities for students from underserved communities and diverse backgrounds to learn about career opportunities, easily apply to internships, and participate in paid internships.
Activities:	<ul style="list-style-type: none"> a. Develop a simplified approach to applying for internships and other entry-level job opportunities.

	<ul style="list-style-type: none"> b. Develop a DOT-wide focused strategy and framework to establish effective partnerships with colleges, universities, and technical training entities that serve individuals with disabilities, underserved populations and communities including Historically Black Colleges and Universities (HBCU), community colleges, technical schools, and Minority Serving Institutions (MSI) of higher learning to expand outreach for DOT paid internship opportunities. c. Assess current paid internship opportunities, inclusive of the Workforce Recruitment Program (WRP), to identify ways to expand participation, and conduct focused recruitment of underserved groups. Develop guidance to support the development of a career ladder management intern program, which provides opportunities in DOT occupations. d. Design a marketing and outreach toolkit to facilitate use of social media platforms to highlight and promote DOT paid internship opportunities to a broad and diverse applicant pool. The toolkit will align with agency efforts to ensure accessibility of all materials. e. Bolster existing programs and establish new programs to support outreach to K-12 students, with a focus on underserved communities to build the pipeline for STEM and transportation careers and a skilled technical workforce. f. Establish DOT-wide guidance and tools to support development of an Employee Ambassador Program to conduct outreach and recruitment.
DOT Action:	1.3 Assess current hiring practices and evaluate equity in employment opportunities and financial security.
Activities:	<ul style="list-style-type: none"> a. Establish a baseline analysis of applicant flow data for MCOs and strategies to annually increase diversity in applicant pools for MCOs which have, or have had previous underrepresentation of women, persons with disabilities, people of color and other employee groups. b. Develop and implement a DOT DEIA training curriculum for hiring managers and human resources specialists that includes a focus on inclusive and equitable hiring practices. c. Establish DOT-wide policies that require diverse hiring panels and are based on government and industry best practices.

	<ul style="list-style-type: none"> d. Conduct an analysis of whether certain hiring practices, such as salary determinations and recruitment incentives, have a disproportionate impact on perspective employees from underserved communities. e. Develop guidance and resource materials for hiring managers and external organizations that can serve to dispel myths about hiring, while also promoting outreach to prospective employees from underserved communities. f. Position DOT as an employer of choice through the availability and accessibility of workplace flexibilities, such as remote work, expanded telework, student loan repayment, and tuition reimbursement. These may increase job attractiveness among recent graduates, those who are new to the Federal workforce, and current members of the Federal workforce who are considering employment opportunities at DOT. g. Examine DOT’s suitability assessment process to identify and address barriers to employment for formerly incarcerated people.
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DOT Focus Area #2	Leadership and Professional Development
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- Government-wide Strategic Priorities:**
- Data Collection
 - Professional Development
 - Advancing Equity for Employees with Disabilities
 - Advancing Equity for LGBTQI+ Employees
 - Pay Equity

DOT Action:	2.1 Improve the collection of workforce demographic data from professional development programs, promotions, and leadership development opportunities.
Activities:	<ul style="list-style-type: none"> a. Track and analyze the demographics of applications and candidate selections for career development programs to assess and improve representation of underserved communities as appropriate. b. Create a static report module within the DOT Learns Learning Management System (LMS) that allows modal tracking of demographic and diversity data for accountability of completion of trainings and to provide data for driving future training investments.

	<ul style="list-style-type: none"> c. Conduct data analysis (data extraction and/or survey, interviews) to determine whether DOT employees, particularly DOT employees from underserved communities, such as people with disabilities, women, and people of color, appear to progress or pause at specific grade levels. Then determine what factors may be the cause, e.g., occupational requirements or other factors. d. Analyze the senior executive pipeline and developmental opportunities including conducting focus groups to examine potential barriers to employment and advancement of employees from underserved communities, such as people with disabilities, women, and people of color.
DOT Action:	2.2 Expand inclusion of DEIA into all developmental programs and practices to promote a respectful, safe, and inclusive workplace.
Activities:	<ul style="list-style-type: none"> a. Issue guidance on best practices for assessing inclusiveness and accessibility of developmental opportunities, and practices that should be avoided in the marketing of, selection for, and approval of funds, for developmental programs. b. Integrate DEIA and respectful communication topics into all DOT supervisory and leadership training. c. Examine current leadership and supervisory/management training programs and curriculum to identify opportunities to integrate DEIA principles and best practices.
DOT Action:	2.3 Evaluate current professional development, coaching, and mentoring programs for opportunities to improve access for all employees, with a focus on underserved groups.
Activities:	<ul style="list-style-type: none"> a. Evaluate executive coaching programs. b. Develop strategies to conduct focused marketing and outreach to underserved employees to expand the coaching program within the Office of the Secretary, across OAs, and throughout the Department. c. Evaluate the DOT mentoring program to identify effectiveness, revise based on identified best practices, and establish clear expectations for expected outcomes for the mentor and the mentee.
DOT Action:	2.4 Establish leadership accountability for providing professional development opportunities to employees.
Activities:	

	<ul style="list-style-type: none"> a. Ensure that manager and supervisor performance plans include a specific metric that holds them accountable for providing technical and/or leadership development opportunities to all staff members. b. Identify opportunities for cross-modal collaboration to support DOT-wide professional development opportunities. c. Ensure that all professional development opportunities are accessible, and there is a streamlined process to offer accommodations for employees with disabilities.
DOT Action:	2.5 Assess and improve diversity and equity in the Senior Executive Service (SES) and the FAA Executive System (FAAES) recruitment and hiring process.
Activities:	<ul style="list-style-type: none"> a. Review composition of the current SES and FAAES workforce to establish baseline demographic data. b. Conduct data collection of participants for leadership and supervisory development programs and review data to determine potential barriers to entry to these programs. c. Conduct data analysis of SES and FAAES succession pools, applicant pools, and candidate lists, to identify gaps and/or barriers for candidates from underserved communities. d. Establish baseline demographic data in the leadership pipeline (GS-13, 14 and 15 and FAA equivalents). Use this baseline to build a focused recruitment effort to cultivate GS-13, GS-14, and GS-15 employee candidates to increase diversity in the SES applicant pool. e. Develop best practices for the senior executive hiring processes to ensure that the process is equitable and inclusive with focused efforts to eliminate any potential bias in hiring. f. Implement a survey for collecting data on the SES and FAAES experience regarding hiring, onboarding and DEIA; evaluate results, and implement program and process changes based on the findings.
DOT Action:	2.6 Cultivate DOT leaders as equity facilitators
Activities:	<ul style="list-style-type: none"> a. Develop training and community of practice that cultivates senior executives as equity facilitators – to include content related to

	<p>management of their teams and content related to equity and its application in their lines of business.</p> <p>b. Provide guidance and best practices on how to foster a culture of equity within an organization, including change management strategies and other topics that support senior executives with advancing DOT’s equity agenda.</p>
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DOT Focus Area #3	Retention
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	Data Collection
Government-wide	Advancing Equity for Employees with Disabilities
Strategic Priorities:	Advancing Equity for LGBTQI+ Employees

DOT Action:	3.1 Increase employee engagement.
Activities:	<ul style="list-style-type: none"> a. Develop and implement DOT-wide stay surveys and engage the workforce in listening sessions/focus groups to obtain quantitative and qualitative data to support employee engagement. Make information from surveys and focus groups available to employees. b. Foster partnerships between Employee Resource Groups (ERGs) and DOT career and non-career leadership. c. Develop guidance on the establishment and support of ERGs for current and not yet represented populations. d. Enhance partnership and collaboration with labor unions to build on insight gained from their representation and engagement with their members. e. Enhance the DOT Day One Orientation to include a focus on diversity, equity, inclusion, and accessibility and provide awareness and access to Employee Resource Groups, affinity groups and the DOT Disability Resource Center (DRC). f. Explore development of an assessment that collects feedback on the “New Employee Onboarding Experience”; assessment to be administered throughout the first year of employment.

	<p>g. Assess and update the DOT-wide Exit Survey and explore strategies to implement a DOT-wide approach to voluntary exit interviews. Explore strategies to increase Exit Survey participation. Develop a process for analyzing and sharing the DOT-wide Exit Survey results regularly with human resources, civil rights, and supervisors and managers.</p>
DOT Action:	3.2 Improve the process for requesting reasonable accommodations and proactively support accessibility.
Activities:	<p>a. Review each OA’s acclimation to DOT’s new Reasonable Accommodation Order, <i>Procedures for Processing Reasonable Accommodation Requests from Job Applicants and DOT Employees with Disabilities</i> and ensure that each OA has created clear procedures for requesting and processing reasonable accommodations.</p> <p>b. Strengthen DOT’s 508 program to ensure consistency in 508-compliance across the Department, in all five Section 508 Maturity Domains (Acquisitions, Training, Technology Lifecycle, Testing and Validation, and Complaint Management). Provide departmental leadership and require each OA to have a defined process for addressing 508-compliance, and to develop more training/education on 508-compliance, such as hosting accessible meetings and creating accessible documents.</p> <p>c. Procure accessible IT systems and software, including webinar and meeting platforms with integrated accessibility tools and capabilities.</p>
DOT Action:	3.3 Establish a culture of equitable access and availability of services, benefits and facilities.
Activities:	<p>a. Conduct an assessment and develop a policy to ensure that all DOT facilities meet the needs of underserved communities to create a more inclusive workplace, including but not limited to LGBTQI+, people with disabilities, nursing mothers and employees requesting religious accommodations.</p> <p>b. Review processes and practices and develop guidance relating to employee identification and employee e-mail addresses to identify any barriers to inclusion for employees from underserved communities.</p> <p>c. Ensure that existing and future DOT employee support services and benefits equitably provide resources for LGBTQ+ employees.</p>

	<ul style="list-style-type: none"> d. Develop a framework for policies and programs to support DOT as an employer of choice for working families, including support for childcare, tuition assistance programs and facilities for use by nursing parents. e. Develop DOT-wide guidance regarding accessibility and how it may be reflected in our organizational culture. f. Strengthen DOT’s 508-compliance requirements pertaining to publicly available documents and public-facing DOT websites. g. Establish mandatory training for managers and supervisors on reasonable accommodation topics. h. Establish accessibility as a requirement for all activities within the DEIA Strategic Plan and implementation plan.
DOT Action:	3.4 Advance recommendations and policies that support equal pay.
Activities:	<ul style="list-style-type: none"> a. Conduct analysis of workforce data, including career ladder promotions and performance ratings to determine if there is equity in compensation and professional growth opportunities. b. Revise DOT policies, practices, and programs based on findings from data analysis to create an environment that provides equal pay to employees.

DOT Focus Area #4	Workplace Culture
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- Chief Diversity Officer
- Safe Workplaces
- Data collection
- DEIA Training and Learning
- Advancing Equity for Employees with Disabilities
- Advancing Equity for LGBTQI+ Employees
- Expanding Employment Opportunities for Formerly Incarcerated Individuals (FII)

DOT Action:	4.1 Establish a DEIA training curriculum that supports a respectful, safe, inclusive, and productive culture.
Activities:	<ul style="list-style-type: none"> a. Develop and implement a DOT-wide training plan focused on Diversity, Equity, Inclusion, and Accessibility. This will include specific DEIA training

	<p>to all, but especially to managers and supervisors such as workshops that focus on building an inclusive workplace culture.</p> <p>b. Evaluate current programs within DOT and those used by best-in-class organizations that facilitate culture change within large organizations.</p>
DOT Action:	4.2 Ensure that trainings, policies, and other items are put in place to ensure a safe workplace environment that successfully creates a positive workplace culture.
Activities:	<p>a. Support ongoing Department-wide and OA-specific events to commemorate Special Emphasis Months with participation by both career and non-career leadership.</p> <p>b. Finalize a proposal to expand and strengthen the role of the Chief Diversity Officer to lead and coordinate additional DEIA oversight, programs, and policies.</p> <p>c. Develop a religious accommodation policy to provide a consistent framework for the processing of requests for accommodation based on sincerely held religious beliefs, practices, or observances.</p> <p>d. Develop and implement policies and programs to support employees who have experienced domestic violence, sexual assault, dating violence and stalking.</p>
DOT Action:	4.3 Strengthen DOT’s Anti-Harassment Program.
Activities:	<p>a. Implement annual review of OA anti-harassment programs, including processing and investigation of allegations, and availability and participation in employee anti-harassment training.</p> <p>b. Review DOT’s anti-harassment policy framework to identify opportunities to strengthen the anti-harassment policy framework.</p> <p>c. Build a community of practice among DOT’s Anti-Harassment Program Coordinators to highlight and replicate best practices and provide support to employees overseeing the program.</p> <p>d. Establish mandatory annual training for staff responsible for managing the anti-harassment program to include harassment prevention and conducting investigations.</p>

	<ul style="list-style-type: none"> e. Ensure DOT organizational climate and stay surveys include questions which assess perceptions of harassment and safety in the workplace. f. Ensure that the topic of harassment prevention and safe workplaces is covered in all new supervisor/leadership trainings.
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DOT Focus Area #5	Accountability
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Government-wide Strategic Priorities:	Chief Diversity Officer
	Safe Workplaces
	Data collection
	DEIA Training and Learning
	Advancing Equity for Employees with Disabilities

DOT Action:	5.1 Review existing policies and provide guidance to improve the collection of workforce demographic data.
Activities:	<ul style="list-style-type: none"> a. Develop and publish a DOT-wide workforce data dashboard that presents the demographics of the DOT workforce to provide transparency of potential disparities. b. Establish DOT-wide templates within the learning management system, for collecting workforce demographics to ensure a consistent approach to data analytics. c. Develop a process and metrics to assess the return on investment of recruitment and outreach activities.
DOT Action:	5.2 Establish DOT-wide DEIA Accountability measures.
Activities:	<ul style="list-style-type: none"> a. Require OAs to develop and implement an action plan to address diversity gaps in workforce representation in mission critical occupations/positions by implementing partnerships, recruitment, and retention strategies. b. Establish clear and consistent DEIA metrics that are measurable and required for all employee performance plans, with specific metrics for supervisors and managers.

	<ul style="list-style-type: none"> c. Issue briefings highlighting representation of underserved communities in offices within each DOT component to increase awareness of disparities in workforce composition. d. Issue guidance on practices that should be encouraged and avoided while recruiting, evaluating promotions, approving leave, granting funds for training, etc. e. Benchmark DEIA accountability measures which can be used to frame the DOT Maturity Model Scorecard as an initial benchmark, and mark progress toward the next level of maturity in each area on the scorecard. f. Establish an internal DOT DEIA page accessible to all employees that utilizes a maturity model to report on DOT’s advancement of DEIA programs and goals. g. Provide budget guidance to support advancement of DEIA activities.
DOT Action:	5.3 Ensure accountability practices reinforce the importance of DEIA training.
Activities:	<ul style="list-style-type: none"> a. Establish guidance and accountability measures to hold supervisors accountable for completion, and their direct reports’ completion, of mandatory DEIA training. b. Develop annual metrics for measuring the budgetary investment in tailored DEIA training for leadership and employees by OA, and DOT as a whole.
DOT Action:	5.4 Ensure that DOT facilitates and maintains a model EEO program.
Activities:	<ul style="list-style-type: none"> a. Review OA organizational structures and ensure that all EEO/civil rights directors report directly to the head of their respective OA. b. Continue building capacity across civil rights offices to complete informal EEO counseling and formal EEO complaint processing in a timely manner. c. Provide training to EEO counselors to encourage the use of Alternative Dispute Resolution (ADR) during the informal EEO counseling period and refer harassment complaints in a timely manner to the appropriate anti-harassment coordinator.

5.3 In Conclusion

This DOT DEIA Strategic Plan aligns with the Department’s FY 2022-2026 Strategic Plan and renews the Department of Transportation’s commitment to recruiting, selecting, retaining, and developing a diverse and high-performing workforce. This work is critically important, and we know we have room for growth and improvement. Through the DOT actions and key activities outlined within this DOT DEIA Strategic Plan, there are strong opportunities to move our efforts from compliance to integration and innovation. For DOT to truly build the safest, most modern, most efficient, most equitable, and most environmentally sustainable transportation system, we must have a workforce that reflects the diversity of America. We will achieve this through improved coordination across all DOT offices, leadership accountability, and active employee engagement at all levels and in all OAs, reflecting a shared responsibility for success, and as a result, improving our overall performance.

We acknowledge that our efforts will face changing conditions outside of DOT control, which may impact implementation and may require adjustments to the timelines and performance metrics. This will not deter our resolve to bring about change, even if that change needs to begin on a small scale. Integrating change will require re-thinking how we do business, bringing together new teams of people, challenging long-held assumptions and processes, and trying new approaches. We recognize that innovation involves risk and understand that not all our approaches may succeed. Through this multi-year plan and audacious goals, we can fulfill the mission of becoming a model employer, by integrating DEIA principles and values into every aspect of our workforce and our work.

6.0 Appendices

6.1 DOT DEIA Maturity Model Assessment Scorecard Results

Department of Transportation DEIA Maturity Model Scorecard December 14, 2021				
Signals of Maturity	Level 1 Foundational Capacity		Level 2 Advancing Outcomes	Level 3 Leading and Sustaining
DEIA Approach	Focused on complying with non-discrimination legislation and regulatory requirements.	<input checked="" type="checkbox"/>	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency practices promote the values of DEIA, but DEIA may not yet be integrated across Agency mission and strategic planning.	DEIA is an integral part of overall Agency mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data driven analysis, and continuous improvement. Agency undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity Framework	Definition of diversity confined to EEO categories.	<input checked="" type="checkbox"/>	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational Structure	DEIA work may be under-resourced within the organization and/or decentralized across the Agency.	<input checked="" type="checkbox"/>	DEIA work partially funded with limited integration across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of Agency leadership with significant and sustained SES responsibility.
DEIA Integration	DEIA work may be siloed within the Agency and/or disconnected from mission and strategic planning.	<input checked="" type="checkbox"/>	DEIA goals reflected in Agency strategic planning.	DEIA goals fully and strategically integrated with Agency strategic planning, performance management, and learning agendas.
DEIA Program Structure -Resources	DEIA may be an unfunded mandate within the Agency; DEIA initiatives and programs may not have dedicated resources.	<input checked="" type="checkbox"/>	Limited funding, pending funding request and/or existing infrastructure / teams being leveraged to support the DEIA function.	Appropriate funding and staffing connecting to specific metrics that are established for budget justifications for increased funding for DEIA. Continuous assessment of return on DEIA investments.
DEIA Program Structure -Program Mgmt.	Management of DEIA initiatives may be decentralized within the Agency and/or DEIA programs are not led by senior leadership.	<input checked="" type="checkbox"/>	Senior managers have been assigned with program responsibility within the Agency but DEIA initiatives are not yet driven by senior-most leaders with a direct line to the Secretary or Agency head.	Chief Diversity Officer or Diversity and Inclusion Officer has direct line to Secretary or Agency head and coordinates DEIA policies and initiatives across Agency.
Data-Driven Workplace Policy, Practices, and Procedures				
-Data-Driven Approach	Agency captures data for baseline reporting and compliance.	<input checked="" type="checkbox"/>	Agency captures comprehensive data and monitors outcomes via dashboards that are used to inform decision-making.	Agency subject matter experts and general managers leverage data to monitor outcomes and conduct root cause analysis.
-Policy Development	Agency policies meet legislative and regulatory requirements and Agency assesses barriers to employment.	<input checked="" type="checkbox"/>	Agency regularly evaluates and addresses systemic and cultural barriers, if any, across the talent lifecycle for all employees, including those from underserved communities.	Agency regularly assesses practices, addresses any potential barriers, analyzes data, and broadly communicates results/outcomes with the workforce and the public.
-Recruitment	Recruitment policies and practices may focus on non-discrimination of diverse candidates.	<input checked="" type="checkbox"/>	Recruitment policies and practices proactively advance DEIA goals and actively promote diversity.	Recruitment policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.
-Hiring	Hiring policies and practices focus on compliance with non-discrimination laws or take basic steps to promote DEIA.	<input checked="" type="checkbox"/>	Hiring policies and practices proactively advance DEIA goals and actively promote diversity.	Hiring policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.

Department of Transportation DEIA Maturity Model Scorecard

December 14, 2021

Signals of Maturity	Level 1 Foundational Capacity	Level 2 Advancing Outcomes	Level 3 Leading and Sustaining
-Promotion	Promotion policies and practices focus on compliance with non-discrimination protections.	Promotion policies and practices proactively advance DEIA goals and actively promote diversity.	<input checked="" type="checkbox"/> Promotion policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on under-represented communities.
-Retention	Retention practices include non-discrimination complaint and investigation processes.	Retention practices proactively advance DEIA goals and provide information about resources to employees.	<input checked="" type="checkbox"/> Retention practices actively work to mitigate barriers faced by employees in the workplace, including employees from under-represented communities.
-Professional Development	Professional development programs do not include DEIA content and/or only convey information to employees about opportunities.	Professional development programs proactively advance DEIA by including targeted DEIA content	<input checked="" type="checkbox"/> Professional development programs and strategically advance equity for employees by mitigating barriers, including for employees from underserved communities.
-Pay & Compensation	Pay and compensation practices focus on compliance with non-discrimination policies.	Pay and compensation policies advance DEIA goals and seek to improve fair pay.	<input checked="" type="checkbox"/> Pay and compensation policies actively work to advance pay equity across the Agency.
-Reasonable Accommodation for employees and applicants with disabilities	Reasonable accommodations policies focus on compliance with non-discrimination laws.	Reasonable accommodations policies seek to improve employee experiences and promote opportunity for employees with disabilities.	<input checked="" type="checkbox"/> Reasonable accommodations policies advance accessibility agency-wide and advance equity for Americans with disabilities.
-DEIA Training	DEIA trainings may be under-funded, have limited availability, and/or meet minimum requirements for accessibility.	DEIA trainings proactively advance equity by promoting a culture of inclusion.	<input checked="" type="checkbox"/> DEIA trainings are an integral part of the Agency-wide learning agenda and are strategically leveraged to advance Agency-wide equity goals.
-Workplace Safety and Sexual Harassment	Workplace safety policies focus on compliance with laws and mandates, and the Agency has written workplace safety policies in place.	Agency proactively advances DEIA through robust implementation of written workplace safety policies.	<input checked="" type="checkbox"/> Workplace safety policies are promoted by the senior-most leaders within the Agency and are an integral part of workplace culture.
-Inclusive Workplace Culture	Agency may lack inclusive workplace programming and/or programming is limited in scope.	Agency proactively advances DEIA values in workplace culture.	<input checked="" type="checkbox"/> Agency integrates workplace inclusion measures into overall performance management and strategic planning.
-Reasonable Accommodation for employees seeking a religious accommodation	Reasonable accommodations policies focused on compliance with non-discrimination laws and mandates.	Agency takes proactive steps to advance inclusion for employees who are people of faith and improves the experience of accessing religious accommodations.	<input checked="" type="checkbox"/> Agency embeds inclusion of employees of all faiths and religious beliefs throughout workplace culture and continuously improves the religious accommodations process.
SES & Leadership Involvement			
-Engagement	Leaders endorse DEIA and encourage participation / participate in some workforce DEIA events / observances.	Leaders regularly elicit employee feedback and seek support from ERGs.	<input checked="" type="checkbox"/> Leaders model and champion DEIA consistently.
-Accountability	Agency may lack clear accountability structures to ensure leaders are involved in promoting and advancing DEIA within the workplace, or DEIA is promoted by leaders who feel personally motivated.	Leaders are held accountable for DEIA actions / outcomes, as appropriate, by way of their performance evaluations.	<input checked="" type="checkbox"/> Leaders integrate DEIA into their decision-making process, governance structure, mission, and goals.
Culture of Inclusion			
-Strategy	Agency may have ad hoc or stand-alone initiatives focused on raising awareness of the benefits of an inclusive workplace culture.	Agency has clear mission, vision, and values that reflect a commitment to DEIA and alignment to internal and external	<input checked="" type="checkbox"/> Agency has a formal DEIA strategy, including milestones/timelines and ongoing evaluation of effectiveness.

Department of Transportation DEIA Maturity Model Scorecard

December 14, 2021

Signals of Maturity	Level 1 Foundational Capacity	Level 2 Advancing Outcomes	Level 3 Leading and Sustaining
		brand in the language used to promote DEIA.	
-Employee Experience	Agency builds employee engagement/ ERGs on an ad hoc basis.	<input checked="" type="checkbox"/>	Agency adopts inclusion programs and initiatives that align with Agency-wide DEIA and mission goals.
-Accessibility	Agency meets legislative and regulatory requirements for access needs and reasonable accommodations.	<input checked="" type="checkbox"/>	Agency makes key investments to improve and expand accessibility proactively across the organization.
			Agency leverages the diverse backgrounds of employees and ERGs to enhance results of Agency programs and initiatives.
			Agency proactively assesses the environment for barriers to accessibility and makes improvements based on continual evaluation of data and changes in legal requirements.

6.2 Authoritative Documents utilized in formation of DOT DEIA Strategic Plan

Date of Document	Document Title	Summary
January 25, 2021	Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government	On January 20, 2021, President Biden signed this EO which states that executive departments and agencies must recognize and work to redress inequities in their policies and programs that serve as barriers to equal opportunity
March 18, 2021	DOT Human Capital Operating Plan (HCOP) FY 2021	The intent of the DOT HCOP is to improve, streamline, and enhance the effectiveness of key HR programs over the coming years through actions that will improve our processes and maximize employee and organizational performance. Specific diversity metrics are monitored as part of the Strategic Priority 2: Talent Management, Objectives 1 and 2.
June 25, 2021	Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce	On June 25, 2021, President Biden signed EO 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. This EO seeks to create a government-wide initiative to promote DEIA.
July 29, 2021	DOT Management Directive (MD) 715 Report for Fiscal Year (FY) 2020	This report provides statistical data regarding DOT's workforce and highlights actions DOT has taken to ensure equal opportunity in its practices to recruit, develop, and retain talent.
October 2021	OPM One-Page Reference Guide to Diversity, Equity, Inclusion, and Accessibility EO	The OPM one-page document provided guidance on the execution of EO 14035. It identified (8) DEIA priorities from the EO as the priorities for the Government-wide Strategic Plan.
October 6, 2021	Preliminary Agency Assessment on Current Status of Diversity, Equity, Inclusion, and Accessibility within the U.S. Department of Transportation Workforce	Section 4(a) of EO 14035 requires each agency to complete a preliminary assessment of the current state of DEIA in their human resources practices and workforce composition. The Workforce Equity Subcommittee, under the

		leadership of DOT's Equity EO Leadership Team, prepared this assessment of DEIA at DOT.
November 23, 2021	Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce	This Government-wide Strategic Plan was issued by OPM to Advance DEIA in the Federal Workforce offers a roadmap for implementing EO 14035 and lays out key steps agencies can take to strengthen DEIA in their workforce policies, practices, and culture.
December 1, 2021	OPM Talent Surge Playbook for Rebuilding the Federal Workforce	This Playbook contains information on HR flexibilities, authorities, actions, and other resources that will assist agencies to strategically plan, recruit and hire staff needed to rebuild their workforce to deliver on diverse and complex agency missions and offering improved customer services for the American people.
December 17, 2019 (passed) December 20, 2021 (effective)	Fair Chance to Compete for Jobs Act of 2019	The Fair Chance to Compete for Jobs Act of 2019 prohibits federal agencies and federal contractors from requesting criminal background information from job applicants prior to extending an offer, with a few exceptions. The Fair Chance Act went into effect on December 20, 2021.

6.3 Government-wide DEIA Priorities and Descriptions

Executive Order 14035 requires a whole-of-government approach to cultivate DEIA across agencies. It charges all federal agencies with taking steps to reinvigorate and advance DEIA policies and practices across all aspects of employment. This will be accomplished through the following Government-wide DEIA priorities:

- **Safe Workplaces:** Create a framework to address workplace harassment, including sexual harassment; and promote training, education, prevention programs, and monitoring to create a culture that does not tolerate harassment or other forms of discrimination or retaliation and that supports employees who have experienced domestic violence, sexual assault, or stalking.
- **Chief Diversity Officer:** Establish or elevate Chief Diversity Officers or diversity and inclusion officers within agencies to promote diversity and inclusion within the workforce.
- **Data Collection:** Improve the collection of voluntarily self-reported demographic data about the federal workforce to take an evidence-based approach to reducing potential barriers in hiring, promotion, professional development, and retention practices.
- **Promoting Paid Internships:** Remove barriers for low-income and first-generation professionals, including by reducing reliance on unpaid internships and expanding paid internship opportunities.
- **Partnerships and Recruitment:** Establish new recruitment partnerships to build a more diverse pipeline into public service and facilitate recruitment, including the recruitment of individuals from underserved communities.
- **Professional Development and Advancement:** Advance equity and transparency in professional development opportunities.
- **DEIA Training and Learning:** Expand the availability of DEIA training so that federal employees are supported and have the tools to promote respectful and inclusive workplaces.
- **Advancing Equity for Employees with Disabilities:** Serve as a model employer for employees with disabilities by charging key agencies with coordinating across the federal government to develop processes to increase accessibility and reduce barriers to employment.
- **Advancing Equity for LGBTQI+ Employees:** Advance equity for LGBTQI+ employees by striving to ensure that the federal health benefits system equitably serves all LGBTQI+ employees and their families, expanding the usage of gender markers and pronouns that

respect transgender, gender non-conforming, and non-binary employees, and working to create a more inclusive workplace.

- **Pay Equity:** Advance pay equity so that public servants are fairly compensated for their talents, including federal employees who may face discrimination based on race or gender, and working with agencies to review and, if necessary, revise job classifications and compensation practices.
- **Expanding Employment Opportunities for Formerly Incarcerated Individuals:** Assess potential barriers that formerly incarcerated individuals face when seeking federal employment and seek to expand job opportunities for individuals with past convictions.

6.4 Alignment of DOT Focus Areas with Government-wide DEIA Priorities

Below, a cross-reference chart demonstrates how the DOT Focus Areas align to and address each Government-wide DEIA Priority. These DOT Focus Areas have natural alignment with the Government-wide Priorities as identified in Executive Order 14035 and in the Government-wide Strategic Plan issued by OPM in November 2021.

	DOT Focus Areas				
	Recruitment, Outreach and Hiring	Leadership and Professional Development	Retention	Workplace Culture	Accountability
E.O. 14035 Government-wide Priorities					
Chief Diversity Officer (CDO)				✓	✓
Safe Workplaces				✓	✓
Data Collection	✓	✓	✓	✓	✓
Promoting Paid internships	✓				
Partnerships and Equitable Recruitment	✓				
Professional Development		✓			
DEIA Training and Learning				✓	✓
Advancing Equity for Employees with Disabilities	✓	✓	✓	✓	✓
Advancing Equity for LGBTQI+ Employees	✓	✓	✓	✓	
Pay Equity	✓	✓			
Expanding Employment Opportunities for Formerly Incarcerated Individuals (FII)	✓			✓	

6.5 DOT DEIA Actions and Key Activities Implementation Plan

With the approval of the above DOT Actions and key activities identified in the DOT DEIA Strategic Plan for FY 2022- FY 2026, DOT is moving into implementation. This is a living document, and it is expected that some of the personnel and timelines will shift along the way. In the implementation plan below, only actions targeted to be completed during FY 2022 or FY 2023 have quarterly completion dates; actions targeted for completion in FY 2024, FY 2025, and FY 2026, are assigned only a year. As the implementation plan moves forward, more specific timeframes will be assigned.

<p>DOT DEIA Focus Areas:</p>	<p>Focus Area 1 – Recruitment, Outreach and Hiring Focus Area 2 – Leadership and Professional Development Focus Area 3 – Retention Focus Area 4 – Workplace Culture Focus Area 5 – Accountability</p>
<p>Resources:</p>	<ul style="list-style-type: none"> • EO 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce • Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce • DEIA Workforce Equity Team and Executive Champions • DOT Management Directive (MD) 715 Report for Fiscal Year (FY) 2020 • DOT Human Capital Operating Plan (HCOP) FY 2020-2021

Legend:

COMPLETE
IN PROGRESS
NOT STARTED

		Owner(s)	Priority Year/Qtr.	Status
Focus Area 1: Recruitment, Outreach and Hiring				
DOT Action 1.1	Facilitate the recruitment of individuals who are members of underserved communities as candidates and applicants for DOT employment opportunities.			
Key Activities				
a.	Develop and implement strategies to increase diversity of the applicant pool for DOT’s mission critical occupations with a focus on increasing gender diversity and identifying opportunities where there are low participation rates of underserved communities, such as people with disabilities, people of color, and LGBTQI+ people.	Departmental Office of Human Resource Management (DOHRM) (Lead) Departmental Office of Civil Rights (DOCR) DOT Recruitment Council OA Recruitment Program Managers Special Emphasis Program Managers (SEPMs)	FY22/Q4	Not Started
b.	Ensure all recruitment strategies and materials are accessible to individuals with disabilities.	DOHRM (Lead) HR Council DOT Recruitment Council OA Recruitment Program Managers	FY25	Not Started
c.	Seek authority from OPM for additional direct hire authorities for DOT mission critical occupations (MCOs), as well as mission support occupations to include acquisitions, civil rights, and human resources.	DOHRM (Lead)	FY23/Q1	In Progress
d.	Develop partnerships which foster opportunities to increase outreach to and engagement with previously incarcerated individuals, regarding employment opportunities with DOT and strategies for successfully applying for Federal jobs.	DOHRM (Lead) DOCR DOT Recruitment Council Workforce Equity Team	FY22/Q4	In Progress
e.	Develop a DOT framework for establishing effective partnerships with colleges, universities, community	DOHRM (Lead) DOCR	FY24	Not Started

		Owner(s)	Priority Year/Qtr.	Status
	colleges, and technical training entities, and other institutions that offer Vocational Rehabilitation and Apprenticeship Programs.	DOT Recruitment Council OA Recruitment Program Managers SEPMs		
DOT Action 1.2	Provide opportunities for students from underserved communities and diverse backgrounds to learn about career opportunities, easily apply to internships, and participate in paid internships.			
	Key Activities			
a.	Develop a simplified approach to applying for internships and other entry-level job opportunities.	DOT Executive Agent (Lead) Human Resources Council	FY24	Not Started
b.	Develop a DOT-wide focused strategy and framework to establish effective partnerships with colleges, universities, technical training entities, that serve individuals with disabilities, underserved populations and communities including Historically Black Colleges and Universities (HBCU), community colleges, technical schools and Minority Serving Institutions (MSI) of higher learning to expand outreach for DOT paid internship opportunities.	DOHRM (Lead) DOCR DOT Recruitment Council OA Recruitment Program Managers SEPMs Employee Resource Groups (ERGs)	FY23/Q4	Not Started
c.	Assess current paid internship opportunities, inclusive of the Workforce Recruitment Program (WRP), to identify ways to expand participation and conduct focused recruitment of underserved groups. Develop guidance to support the development of a career ladder management intern program, which provides opportunities in DOT occupations.	DOHRM (Lead) External Affairs Coordinators	FY25	Not Started

		Owner(s)	Priority Year/Qtr.	Status
d.	Design a marketing and outreach toolkit to facilitate use of social media platforms to highlight and promote DOT paid internship opportunities to a broad and diverse applicant pool. The toolkit will align with agency efforts to ensure accessibility of all materials.	DOHRM (Lead) SEPMs	FY24	Not Started
e.	Bolster existing programs and establish new programs to support outreach to K-12 students, with a focus on underserved communities to build the pipeline for STEM and transportation careers, and a skilled technical workforce.	External Affairs Coordinators (Lead) DOCR SEPMs ERGs	FY24	Not Started
f.	Establish DOT-wide guidance and tools to support development of an Employee Ambassador Program to conduct outreach and recruitment.	DOCR (Lead) DOHRM External Affairs Coordinators SEPMs ERGs	FY24	Not Started
DOT Action 1.3	Assess current hiring practices and evaluate equity in employment opportunities and financial security.			
	Key Activities			
a.	Establish a baseline analysis of applicant flow data for MCOs and strategies to annually increase diversity in applicant pools for MCOs which have, or have had previous underrepresentation of women, persons with disabilities, people of color and other employee groups.	Workforce Equity Team (Lead) DOCR DOHRM	FY22/Q3	In Progress
b.	Develop and implement a DOT DEIA training curriculum for hiring managers and human resources specialists that	DOHRM (Lead) HR Council DOT Learning and Development (L&D)	FY23/Q2	Not Started

		Owner(s)	Priority Year/Qtr.	Status
	includes a focus on inclusive and equitable hiring practices.	Center of Excellence		
c.	Establish DOT-wide policies that require diverse hiring panels and are based on government and industry best practices.	DOHRM (Lead) HR Council ERGs SEPMs DOCR	FY23/Q3	Not Started
d.	Conduct an analysis of whether certain hiring practices, such as salary determinations and recruitment incentives, have a disproportionate impact on prospective employees from underserved communities.	DOHRM (Lead) HR Council DOCR	FY24	Not Started
e.	Develop guidance and resource materials for hiring managers and external organizations that can serve to dispel myths about hiring, while also promoting outreach to, prospective employees from underserved communities.	Workforce Equity Team (Lead) DOHRM Office of Security HR Council	FY23/Q2	Not Started
f.	Position DOT as an employer of choice through the availability and accessibility of workplace flexibilities, such as remote work, expanded telework, student loan repayment, and tuition reimbursement. These may increase job attractiveness among recent graduates, those who are new to the Federal workforce, and current members of the Federal workforce who are considering employment opportunities at DOT.	DOHRM (Lead) HR Council OST-B and OA Budget Offices	FY25	Not Started
g.	Examine DOT's suitability assessment process to identify and address barriers to employment for formerly incarcerated people.	Office of Security (Lead) DOCR DOHRM	FY24	Not Started

		Owner(s)	Priority Year/Qtr.	Status
Focus Area 2: Leadership and Professional Development				
DOT Action 2.1	Improve the collection of workforce demographic data from professional development programs, promotions, and leadership development opportunities.			
Key Activities				
a.	Track and analyze demographics of applications and candidate selections for career development programs to assess and improve representation of underserved communities as appropriate.	DOHRM (Lead) DOCR Workforce Equity Team	FY24	Not Started
b.	Create a static report module within the DOT Learns Learning Management System (LMS) that allows modal tracking of demographic and diversity data for accountability of completion of trainings and to provide data for driving future training investments.	DOHRM (Lead) FAA ELMS Office (System Owner)	FY24	Not Started
c.	Conduct data analysis (data extraction and/or survey, interviews) to determine whether DOT employees, particularly DOT employees from underserved communities, such as people with disabilities, women, and people of color, appear to progress or pause at specific grade levels. Then determine what factors may be the cause, e.g., occupational requirements or other factors.	Workforce Equity Team (Lead) DOHRM DOT L&D Center of Excellence	FY23/Q2	Not Started
d.	Analyze the senior executive pipeline and developmental opportunities including conducting focus groups to examine potential barriers to employment and	DOHRM/Executive and Political Resources Center (EPRC) (Lead) Workforce Equity Team	FY25	In Progress

		Owner(s)	Priority Year/Qtr.	Status
	advancement of employees from underserved communities, such as people with disabilities, women, and people of color.			
DOT Action 2.2	Expand inclusion of DEIA into all developmental programs and practices to promote a respectful, safe, and inclusive workplace.			
	Key Activities			
a.	Issue guidance on best practices for assessing inclusiveness and accessibility of developmental opportunities, and practices that should be avoided in the marketing of, selection for, and approval of funds, for developmental programs.	Workforce Equity Team (Lead) DOHRM	FY25	Not Started
b.	Integrate DEIA and respectful communication topics into all DOT supervisory and leadership training.	DOHRM (Lead) DOT L&D Center of Excellence HR Council DOCR	FY24	Not Started
c.	Examine current leadership and supervisory/management training programs and curriculum to identify opportunities to integrate DEIA principles and best practices.	DOT L&D Center of Excellence (Lead) DOHRM DOT Learning Leaders Council	FY23/Q4	Not Started
DOT Action 2.3	Evaluate current professional development, coaching, and mentoring programs for opportunities to improve access for all employees, with a focus on underserved groups.			
	Key Activities			
a.	Evaluate executive coaching programs.	DOHRM (Lead) HR Council DOT Learning Leaders Council	FY24	Not Started
b.	Develop strategies to conduct focused marketing and outreach to underserved employees to expand the	DOHRM (Lead) HR Council	FY25	Not Started

		Owner(s)	Priority Year/Qtr.	Status
	coaching program within the Office of the Secretary, across OAs, and throughout the Department.	DOT Learning Leaders Council		
c.	Evaluate the DOT mentoring program to identify effectiveness, revise based on identified best practices, and establish clear expectations for expected outcomes for the mentor and the mentee.	DOHRM (Lead) DOT Learning Leaders Council	FY24	Not Started
DOT Action 2.4	Establish leadership accountability for providing professional development opportunities to employees.			
	Key Activities			
a.	Ensure that manager and supervisor performance plans include a specific metric that holds them accountable for providing technical and/or leadership development opportunities to all staff members.	HR Council (Lead) DOHRM	FY23/Q3	Not Started
b.	Identify opportunities for cross-modal collaboration to support DOT-wide professional development opportunities.	DOHRM (Lead) DOT Learning Leaders Council	FY24	Not Started
c.	Ensure that all professional development opportunities are accessible, and there is a streamlined process to offer accommodations for employees with disabilities.	DOHRM (Lead) HR Council DOT Learning Leaders Council	FY23/Q1	Not Started
DOT Action 2.5	Assess and improve diversity and equity in the Senior Executive Service (SES) and the FAA Executive System (FAAES) recruitment and hiring process.			

		Owner(s)	Priority Year/Qtr.	Status
Key Activities				
a.	Review composition of the current SES and FAAES workforce to establish baseline demographic data.	Workforce Equity Team (Lead) DOHRM DOCR	FY23/Q1	In Progress
b.	Conduct data collection of participants for leadership and supervisory development programs and review data to determine potential barriers to entry to these programs.	DOHRM/EPRC (Lead) FAA HR	FY23/Q1	Not Started
c.	Conduct data analysis of SES and FAAES succession pools, applicant pools, and candidate lists, to identify gaps and/or barriers for underserved candidates.	DOHRM/EPRC (Lead) FAA HR Workforce Equity Team	FY23/Q3	Not Started
d.	Establish baseline demographic data in the leadership pipeline (GS-13, 14 and 15 and FAA equivalents). Use this baseline to build a focused recruitment effort to cultivate GS-13, GS-14, and GS-15 employee candidates to increase diversity in the SES applicant pool.	DOHRM/EPRC (Lead) HR Council Workforce Equity Team	FY24	Not Started
e.	Develop best practices for the senior executive hiring processes to ensure that the process is equitable and inclusive with focused efforts to eliminate any potential bias in hiring.	DOHRM/EPRC (Lead) Workforce Equity Team	FY25	Not Started
f.	Implement a survey for collecting data on the SES and FAAES experience regarding hiring, onboarding and DEIA; evaluate results, and implement program and process changes based on the findings.	DOHRM/EPRC (Lead) FAA HR Workforce Equity Team	FY25	Not Started

		Owner(s)	Priority Year/Qtr.	Status
DOT Action 2.6	Cultivate DOT leaders as equity facilitators.			
Key Activities				
a.	Develop training and community of practice that cultivates senior executives as equity facilitators – to include content related to management of their teams and content related to equity and its application in their lines of business.	DOCR (Lead) DOT L&D Center of Excellence DOHRM	FY23/Q3	Not Started
b.	Provide guidance and best practices on how to foster a culture of equity within an organization, including change management strategies and other topics that support senior executives with advancing DOT’s equity agenda.	DOCR (Lead) DOHRM	FY23/Q1	Not Started

		Owner(s)	Priority Year/Qtr.	Status
Focus Area 3: Retention				
DOT Action 3.1	Increase Employee Engagement			
Key Activities				
a.	Develop and implement DOT-wide surveys and engage the workforce in listening sessions/focus groups to obtain quantitative and qualitative data to support employee engagement. Make information from surveys and focus groups available to employees.	Workforce Equity Team (Lead) DOHRM	FY23/Q2	Not Started

b.	Foster partnerships between Employee Resource Groups (ERGs) and DOT career and non-career leadership.	DOHRM (Lead) ERGs	FY22/Q4	Not Started
c.	Develop guidance on the establishment and support of ERGs for current and not yet represented populations.	Workforce Equity Team (Lead) DOHRM DOCR	FY23/Q1	In Progress
d.	Enhance partnership and collaboration with labor unions to build on insight gained from their representation and engagement with their members.	DOHRM (Lead) HR Council Workforce Equity Team	FY23/Q1	Not Started
e.	Enhance the DOT Day One Orientation to include a focus on diversity, equity, inclusion, and accessibility and provide awareness and access to Employee Resource Groups, affinity groups and the DOT Disability Resource Center (DRC).	DOHRM (Lead) HR Council ERGs	FY23/Q1	Not Started
f.	Explore development of an assessment that collects feedback on the “New Employee Onboarding Experience”; assessment to be administered throughout the first year of employment.	DOHRM (Lead) HR Council	FY24	Not Started
g.	Assess and update the DOT-wide Exit Survey and explore strategies to implement a DOT-wide approach to voluntary exit interviews. Explore strategies to increase Exit Survey participation. Develop a process for analyzing and sharing the DOT-wide Exit Survey results regularly with human resources, civil rights, and supervisors and managers.	DOHRM (Lead) HR Council	FY25	Not Started

DOT Action 3.2	Improve the process for requesting reasonable accommodations and proactively support accessibility.			
	Key Activities			
a.	Review each OA's acclimation to DOT's new Reasonable Accommodation Order, <i>Procedures for Processing Reasonable Accommodation Requests from Job Applicants and DOT Employees with Disabilities</i> and ensure that each OA has created clear procedures for requesting and processing reasonable accommodations.	DOCR (Lead) OA Civil Rights Directors	FY22/Q4	In Progress
b.	Strengthen DOT's 508 program to ensure consistency in 508-compliance across the Department, in all five Section 508 Maturity Domains (Acquisitions, Training, Technology Lifecycle, Testing and Validation, and Complaint Management). Provide departmental leadership and require each OA to have a defined process for addressing 508-compliance, and to develop more training/education on 508-compliance, such as hosting accessible meetings and creating accessible documents.	Office of Chief Information Officer (OCIO) (Lead) DOCR	FY25	Not Started
c.	Procure accessible IT systems and software, including webinar and meeting platforms with integrated accessibility tools and capabilities.	OCIO (Lead)	FY25	Not Started
DOT Action 3.3	Establish a culture of equitable access and availability of services, benefits, and facilities.			

Key Activities				
a.	Conduct an assessment and develop a policy to ensure that all DOT facilities meet the needs of underserved communities to create a more inclusive workplace, including but not limited to LGBTQI+, people with disabilities, nursing mothers and employees requesting religious accommodations.	Office of Facilities (Lead) Gender Justice Team OST-B	FY24	Not Started
b.	Review processes and practices and develop guidance relating to employee identification and employee e-mail addresses to identify any barriers to inclusion for employees from underserved communities.	Gender Justice Team (Lead) DOHRM DOCR OCIO	FY23/Q1	Not Started
c.	Ensure that existing and future DOT employee support services and benefits equitably provide resources for LGBTQ+ employees.	DOHRM (Lead) Workforce Equity Team HR Council	FY24	Not Started
d.	Develop a framework for policies and programs to support DOT as an employer of choice for working families, including support for childcare, tuition assistance programs, and facilities for use by nursing parents.	DOHRM (Lead) Workforce Equity Team HR Council	FY25	Not Started
e.	Develop DOT-wide guidance regarding accessibility and how it may be reflected in our organizational culture.	DOHRM (Lead) DRC	FY24	Not Started
f.	Strengthen DOT's 508-compliance requirements pertaining to publicly available documents and public-facing DOT websites.	OCIO (Lead) DRC DOCR	FY23/Q4	Not Started

Office of Security				
g.	Establish mandatory training for managers and supervisors on reasonable accommodation topics.	DOHRM (Lead) DRC	FY24	Not Started
h.	Establish accessibility as a requirement for all activities within the DEIA Strategic Plan and implementation plan.	Workforce Equity Team	FY22/Q4	Not Started
DOT Action 3.4	Advance recommendations and policies that support equal pay.			
Key Activities				
a.	Conduct analysis of workforce data, including career ladder promotions and performance ratings to determine if there is equity in compensation and professional growth opportunities.	Workforce Equity Team (Lead) DOHRM HR Council	FY22/Q4	Not Started
b.	Revise DOT policies, practices, and programs based on findings from data analysis to create an environment that provides equal pay to employees.	DOHRM (Lead) Workforce Equity Team	FY24	Not Started

		Owner(s)	Priority Year/Qtr.	Status
Focus Area 4: Workplace Culture				
DOT Action 4.1	Establish a DEIA training curriculum that supports a respectful, productive, safe, inclusive, and productive culture.			
Key Activities				

		Owner(s)	Priority Year/Qtr.	Status
a.	Develop and implement a DOT-wide training plan focused on Diversity, Equity, Inclusion, and Accessibility. This will include specific DEIA training to all, but especially to managers and supervisors, such as workshops that focus on building an inclusive workplace culture.	DOCR (Lead) Workforce Equity Team	FY24	Not Started
b.	Evaluate current programs within DOT and those used by best-in-class organizations that facilitate culture change within large organizations.	DOCR (Lead)	FY24	Not Started
DOT Action 4.2	Ensure that trainings, policies, and other items are put in place to ensure a safe workplace environment that successfully creates a positive workplace culture.			
	Key Activities			
a.	Support ongoing Department-wide and OA-specific events to commemorate Special Emphasis Months with participation by both career and non-career leadership.	SEPMs (Lead) DOHRM DOCR	FY22/Q2	In Progress
b.	Finalize a proposal to expand and strengthen the role of the Chief Diversity Officer to lead and coordinate additional DEIA oversight, programs, and policies.	DOHRM (Lead) DOCR	FY22/Q3	Not Started
c.	Develop a religious accommodation policy to provide a consistent framework for the processing of requests for accommodation based on sincerely held religious beliefs, practices, or observances.	DOCR (Lead)	FY24	Not Started

		Owner(s)	Priority Year/Qtr.	Status
d.	Develop and implement policies and programs to support employees who have experienced domestic violence, sexual assault, dating violence and stalking.	DOHRM (Lead)	FY24	Not Started
DOT Action 4.3	Strengthen DOT's Anti-Harassment Program.			
	Key Activities			
a.	Implement annual review of OA anti-harassment programs, including processing and investigation of allegations, and availability and participation in employee anti-harassment training.	DOHRM (Lead) DOCR	FY22/Q2	Not Started
b.	Review DOT's anti-harassment policy framework to identify opportunities to strengthen the anti-harassment policy framework.	DOCR (Lead) DOHRM	FY24	Not Started
c.	Build a community of practice among DOT's Anti-Harassment Program Coordinators to highlight and replicate best practices and provide support to employees overseeing the program.	DOHRM (Lead) DOCR	FY22/Q2	Not Started
d.	Establish mandatory annual training for staff responsible for managing the anti-harassment program to include harassment prevention and conducting investigations.	DOCR (Lead) DOHRM	FY23/Q3	Not Started

		Owner(s)	Priority Year/Qtr.	Status
e.	Ensure DOT organizational climate and stay surveys include questions which assess perceptions of harassment and safety in the workplace.	Workforce Equity Team (Lead) DOHRM	FY23/Q2	Not Started
f.	Ensure that the topic of harassment prevention and safe workplaces is covered in all new supervisor/leadership trainings.	DOHRM (Lead) HR Council Anti-Harassment Coordinators	FY23/Q1	Not Started

		Owner(s)	Priority Year/Qtr.	Status
Focus Area 5: Accountability				
DOT Action 5.1	Review existing policies and provide guidance to improve the collection of workforce demographic data.			
	Key Activities			
a.	Develop and publish a DOT-wide workforce data dashboard that presents the demographics of the DOT workforce to provide transparency of potential disparities.	DOHRM (Lead) OCIO	FY22/Q3	In Progress
b.	Establish DOT-wide templates within the learning management system, for collecting workforce demographics to ensure a consistent approach to data analytics.	DOHRM (Lead) FAA ELMS	FY23/Q3	Not Started
c.	Develop a process and metrics to assess the return on investment of recruitment and outreach activities.	DOT Executive Agent (Lead) FAA HR Workforce Equity Team HR Council	FY24	Not Started

		Owner(s)	Priority Year/Qtr.	Status
DOT Action 5.2	Establish DOT-wide DEIA Accountability measures.			
Key Activities				
a.	Require OAs to develop and implement an action plan to address diversity gaps in workforce representation in mission critical occupations/positions by implementing partnerships, recruitment, and retention strategies.	DOCR (Lead) DOHRM OA Civil Rights (OA CR) Offices HR Council	FY23/Q4	Not Started
b.	Establish clear and consistent DEIA metrics that are measurable and required for all employee performance plans, with specific metrics for supervisors and managers.	DOHRM (Lead) DOCR Workforce Equity Team	FY23/Q3	Not Started
c.	Issue briefings highlighting the representation of underserved communities in offices within each DOT component to increase awareness of disparities in workforce composition.	DOHRM (Lead) DOCR	FY24	Not Started
d.	Issue guidance on practices that should be encouraged and avoided while recruiting, evaluating promotions, approving leave, granting funds for training, etc.	DOHRM (Lead)	FY24	Not Started
e.	Benchmark DEIA accountability measures which can be used to frame the DOT Maturity Model Scorecard as an initial benchmark, and mark progress toward the next level of maturity in each area on the scorecard.	Workforce Equity Team (Lead)	FY22/Q4	Not Started

		Owner(s)	Priority Year/Qtr.	Status
f.	Establish an internal DOT DEIA page accessible to all employees that utilizes a maturity model to report on DOT's advancement of DEIA programs and goals.	Workforce Equity Team (Lead) DOHRM DOCR OCIO	FY22/Q4	Not Started
g.	Provide budget guidance to support advancement of DEIA activities.	Office of the Assistant Secretary for Budget and Programs (OST-B) (Lead) DOHRM	FY23/Q2	Not Started
DOT Action 5.3	Ensure accountability practices reinforce the importance of DEIA training.			
	Key Activities			
a.	Establish guidance and accountability measures to hold supervisors accountable for completion, and their direct reports' completion, of mandatory DEIA training.	DOHRM (Lead)	FY23/Q2	Not Started
b.	Develop annual metrics for measuring the budgetary investment in tailored DEIA training for leadership and employees by OA, and DOT as a whole.	OST-B (Lead) DOHRM	FY24	Not Started
DOT Action 5.4	Ensure that DOT facilitates and maintains a model EEO program.			
	Key Activities			
a.	Review OA organizational structures and ensure that all EEO/civil rights directors report directly to the head of their respective OA.	DOCR (Lead) OA CR Offices	FY22/Q4	Not Started

		Owner(s)	Priority Year/Qtr.	Status
b.	Continue building capacity across civil rights offices to complete informal EEO counseling and formal EEO complaint processing in a timely manner.	DOCR (Lead) OA CR Offices	FY23/Q3	Not Started
c.	Provide training to EEO counselors to encourage the use of Alternative Dispute Resolution (ADR) during the informal EEO counseling period and refer harassment complaints in a timely manner to the appropriate anti-harassment coordinator.	DOCR (lead) OA CR Offices	FY23/Q3	Not Started

6.6 Acknowledgement and Appreciation

The Office of the Secretary extends appreciation to the Executive Champions and members of the DEIA Workforce Equity Team representing DOT in the formation of this DOT DEIA Strategic Plan.

Laila Alequresh	Irene Marion
Curtis Allen	Leslie McBroom
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Julia Edmonds	Silvia Nigh
Theresa Firestine	Lori Putman
Calvin Gibson	Maya Sarna
Betty Jackson	DeShawn Shepard
Janelle Johnson	Monique Stewart
Sara Kluberanz	David Sweeney
Stephanie Lawrence	Leon White
Alison Levy	Angela Williams
Matthew Lewis	Nicole Wright

The DEIA Workforce Equity Team acknowledges and extends appreciation to each person who took part in our survey(s) and data collection efforts. Thank you!

6.7 Acronym and Abbreviation Glossary

Acronym/Abbreviation	Definition
ADL	Alternative Duty Location; program at FHWA
ADR	Alternative Dispute Resolution
ADVANCE	Advancing Employees with Disabilities at Volpe through Advocacy, Networking, Collaboration and Education; an Employee Resource Group at Volpe
BTS	Bureau of Transportation Statistics
CDO	Chief Diversity Officer
CoP	Community of Practice
DEIA	Diversity, Equity, Inclusion, and Accessibility
DEI	Diversity, Equity, and Inclusion
DOCR	Departmental Office of Civil Rights, an office within the Office of the Secretary of Transportation
DOHRM	Departmental Office of Human Resources Management, an office within the Office of the Secretary of Transportation
DOT	Department of Transportation, also referenced in this document as Department
DRC	Disability Resource Center
EA	Executive Agent
EAP	Employee Assistance Program
EEOC	U.S. Equal Employment Opportunity Commission
EEO	Equal Employment Opportunity
EO	Executive Order
EPRC	Executive and Political Resources Center
ERG	Employee Resource Group

Acronym/Abbreviation	Definition
FAA	Federal Aviation Administration, a DOT Operating Administration
FEVS	Federal Employee Viewpoint Survey
FHWA	Federal Highway Administration, a DOT Operating Administration
FII	Formerly Incarcerated Individual; also referenced as Previously Incarcerated Individual
508	Section 508 and 508-compliance requires that all external public facing content be accessible to people with disabilities. This also applies to specific categories of non-public facing official agency communications.
FMCSA	Federal Motor Carrier Safety Administration, a DOT Operating Administration
FRA	Federal Railroad Administration, a DOT Operating Administration
FTA	Federal Transit Administration, a DOT Operating Administration
FY	Fiscal Year
GLS	Great Lakes St. Lawrence Seaway Development Corporation, a DOT Operating Administration
HBCU	Historically Black Colleges and Universities
HCOP	Human Capital Operating Plan
HR	Human Resources
IT	Information Technology
K-12	Kindergarten through 12 th grade
LGBTQI+	Lesbian, Gay, Bisexual, Transgender and Queer or Questioning, plus other sexual or gender identities
LMS	Learning Management System; DOT's LMS is known as DOT Learns; FAA's LMS is known as ELMS
MARAD	Maritime Administration, a DOT Operating Administration
MCO	Mission Critical Occupation
MD	Management Directive; written report

Acronym/Abbreviation	Definition
MSI	Minority Serving Institution
NHTSA	National Highway Traffic Safety Administration, a DOT Operating Administration
No FEAR Act	Notification and Federal Anti-Discrimination and Retaliation Act of 2002
OA	DOT Operating Administration, including, for this purpose, program offices in the Office of the Secretary
OCIO	Office of Chief Information Officer
OIG	Office of Inspector General for DOT
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OST	Office of the Secretary of Transportation
PII	Personally Identifiable Information
RNO	Race and National Origin
PHMSA	Pipeline and Hazardous Materials Safety Administration, a DOT Operating Administration
SEPM	Special Emphasis Program Managers
SES	Senior Executive Service members who serve in key positions in government agencies
STEM	Science, Technology, Engineering, and Mathematics academic disciplines
STIPDG	Summer Transportation Internship Program for Diverse Groups
TBD	To Be Determined
Volpe	Volpe National Transportation Systems Center
WRP	Workforce Recruitment Program, managed by the Department of Labor and Department of Defense