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From: Office of Federal Contract Compliance Programs <ofccp_no_foia@dol.gov>
Sent: Friday, September 15, 2023 at 04:30:12 PM EDT
Subject: 2023-f-10863 Response Letter

The Office of Federal Contract Compliance Programs (OFCCP) has made a determination on the release of the information you requested. Please see the attached documents and correspondence for our response.

Cordially,

OFCCP FOIA Office

United States Department of Labor

**OFFICE OF FEDERAL CONTRACT
COMPLIANCE PROGRAMS (OFCCP)**

Fiscal Year 2022 Agency Management Plan

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Agency Introduction:

The Department of Labor's (DOL) Office of Federal Contract Compliance Programs (OFCCP) enforces the affirmative action and equal employment opportunity obligations required of employers who do business with the federal government. OFCCP works to promote equity and ensure non-discrimination. OFCCP holds federal contractors and subcontractors responsible for complying with their legal requirements. OFCCP's mission to protect workers and promote diversity aligns with DOL's Strategic Goal 2 to "Ensure Safe Jobs, Essential Protections, and Fair Workplaces." In FY 2022, OFCCP's work will contribute to DOL's Strategic Objective 2.2 to "Protect Workers' Rights."

OFCCP administers and enforces three equal employment opportunity laws: Executive Order 11246, as amended (Executive Order); Section 503 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 793 (Section 503); and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212 (VEVRAA).¹ Collectively, these laws, as amended, make it unlawful for contractors and subcontractors doing business with the federal government to discriminate in employment because of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discriminating against applicants or employees because they inquire about, discuss, or disclose their compensation or that of others, subject to certain limitations, and may not retaliate against applicants or employees for engaging in protected activities. These laws also require that federal contractors provide equal employment opportunity through affirmative action.

OFCCP's national office develops regulations and policy, and provides operational, administrative, and mission support to the regional and field offices. The regional and field offices conduct compliance evaluations, complaint investigations, and compliance assistance, and engage in outreach activities.

For FY 2022, OFCCP has identified a set of goals and supporting strategies that align with our DOL's strategic objectives. OFCCP is committed to tackling long-standing employment practices that create barriers to opportunity and perpetuate inequality in our social and economic systems for underrepresented workers, including workers of color, women, LGBTQ+ individuals, workers with disabilities and veterans. As our country continues to confront a health pandemic and rebuild its economy, OFCCP has a critical role to play in supporting a more equitable future for all workers. Black workers in particular are facing unprecedented rates of job loss and disparities in health impacts, which has compounded longstanding discrimination that has historically limited access to economic opportunities in these communities. In August 2021, the Black unemployment rate was 8.8%, nearly twice as high as the white unemployment rate of 4.5%. Even before the pandemic, Black workers continued to experience both overt and more subtle forms of bias in the workplace, with systemic barriers to hiring and promotions, job segregation, unequal pay, harassment, and retaliation remaining drivers of inequality. OFCCP is committed to utilizing increased investments in its budget to strengthen its enforcement efforts and increase contractors' commitments to their equal employment opportunity and affirmative action obligations.

¹ Executive Order 11246, Sept. 24, 1965, 30 FR 12319, 12935, 3 CFR, 1964-1965, Comp., p. 339, as amended; Section 503 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 793, (Section 503); and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	Effectively Execute Enforcement Standards	1.1 Maximize the Impact of the Agency's Limited Resources	Maximize Resources
1	Effectively Execute Enforcement Standards	1.2 Reinvigorate Systemic Enforcement in the Construction Industry	Construction Enforcement
1	Effectively Execute Enforcement Standards	1.3 Modernize Technology	Modernize Technology
2	Improve Employer Compliance with the Law	2.1 Increase Contractor Accountability	Contractor Accountability
2	Improve Employer Compliance with the Law	2.2 Expand Stakeholder Outreach	Stakeholder Outreach
3	Advancing Fair Workplace Policies	3.1 Promoting Workplace Equity	Workplace Equity
3	Advancing Fair Workplace Policies	3.2 Increasing Access to Employment Opportunities for Underrepresented Workers	Employment Opportunities
4	DOL as a Model Workplace	4.1 Engaging Employees in Building a Modernized Workforce	Modernized Workforce
4	DOL as a Model Workplace	4.2 Developing a Diversity, Equity, and Inclusion-Focused Organization	Organizational Development

FY 2022 Budgetary Resources

Budget Activity:	Budget Authority (whole dollars)	FTE
Enforcement	\$140,732,000	639

Theme 1: Effectively Execute Enforcement Standards

Strategy 1.1: Maximize the Impact of the OFCCP's Limited Resources

Activities:

In FY 2022, OFCCP will strategically allocate its limited resources on comprehensive compliance evaluations that identify and remedy systemic discrimination in hiring, compensation and other areas. OFCCP anticipates an uptick in the number of cases it opens by Quarter 4 of FY 2022 as a result of an increase in its FTE. In FY 2022, OFCCP will track the number of cases opened as a contextual measure. In addition, OFCCP will update its regulations and guidance and promote outreach and technical assistance to foster increased compliance.

- **Strengthening Strategic Enforcement – (b) (5)**

- **Handling Employment Discrimination Complaints** – OFCCP will continue to rigorously investigate complaints alleging employment discrimination at federal contractor workplaces. The agency follows strict time guidelines to perfect a complaint and complete its investigation. Complaints that do not fall under OFCCP jurisdiction are referred to the Equal Employment Opportunity Commission for processing. OFCCP will continue to closely monitor complaint processing during FY 2022. ((b) (5)

- **Combating pay discrimination – (b) (5)**

In addition, to strengthen the agency's ability to better identify and remedy persistent barriers to pay equity along lines of race/ethnicity and gender, OFCCP will track contextually, the percent of discrimination conciliation agreements with systemic pay discrimination findings.

- **Issuing Notice of Proposal to Modify (NPRM) Final Rule to Codify Procedures to Resolve Potential Discrimination (PDN Rule)** – OFCCP included this regulatory proposal in its spring 2021 regulatory agenda. The proposal would modify certain provisions set forth in the November 10, 2020 final rule, Nondiscrimination Obligations of Federal Contractors and Subcontractors: Procedures to Resolve Potential Employment Discrimination (85 FR 71553). The proposal will promote effective enforcement through OFCCP’s regulatory procedures. (b) (5)
- **Modernizing Supply and Service Regulations -** (b) (5)
- **Increasing Collaboration with Other Agencies** – OFCCP will engage in strategic intra- and inter-agency coordination to collaborate on enforcement and outreach, such as with Department of Labor’s Employment and Training Administration’s (ETA) Office of Apprenticeship, the Office of Disability Employment Policy (ODEP), Wage & Hour Division (WHD), Equal Employment Opportunity Commission (EEOC), Department of Justice (DOJ), Census Bureau, and contracting agencies such as Department of Transportation (DOT) and General Services Administration (GSA). Where appropriate, OFCCP will update and implement existing memoranda of understanding with other agencies to support its enforcement efforts. (b) (5)
- **Enhanced Neutral Contractor Scheduling Process –** (b) (5)
- **Algorithmic Discrimination –** (b) (5)

(b) (5)

- Early Resolution – (b) (5)
- Quality Audits – (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
(b) (5)	

Strategy 1.2: Reinvigorate Systemic Enforcement in the Construction Industry

Activities:

In FY 2022, OFCCP will reinvigorate its compliance program for federal construction contractors and federally assisted construction contractors and subcontractors. This effort will be instrumental for the Department to promote equal employment opportunity and pay equity for historically underrepresented workers in the construction industry. According to the Bureau of Labor Statistics, Black workers make up

just 6% of construction workforce, although they comprise 12% of the overall workforce. Black women make up less than 1% of the construction workforce.

- **Enforcement – (b) (5)**

Women, workers of color, and people with disabilities have historically faced significant barriers to entering and advancing in the construction industry. OFCCP is working to develop a comprehensive outreach plan that is focused on building relationships with unions and worker advocacy organizations to understand where systemic barriers exist. (b) (5)

OFCCP will track contextual data this fiscal year on the Percent of Construction Compliance Evaluations Closed with Discrimination Findings and the Percent of Construction Compliance Evaluations Closed with Technical Findings. ((b) (5)

- **Updating Compliance Management System (CMS) to Include Construction Compliance Evaluation Component** – In FY 2022, OFCCP will work to fully deploy the construction compliance evaluation component of CMS. This component will allow OFCCP to track the contextual data on the percent of conciliation agreements with discrimination findings and other violations from all completed construction compliance evaluations. ((b) (5)
- **Deploying Notification of Construction Contract Award Portal (NCAP)** – NCAP is a web-based portal to collect notifications of construction contract awards exceeding \$10,000 from contractors, subcontractors, and contracting officers. In FY 2022, OFCCP will use NCAP to develop neutral scheduling lists of construction contractors for compliance evaluations. (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
(b) (5)	

Strategy 1.3: Modernize Technology

Activities:

In FY 2022, OFCCP will continue to prioritize the modernization of its technology to promote greater employer compliance while maximizing the efficiency of agency staff.

- **Compliance Management System (CMS)** – OFCCP began collaboration with OCIO in FY 2016 to replace its legacy case management system with an Appian cloud-based system to transform OFCCP from paper to a fully electronic compliance management system. OFCCP deployed the supply and service module in FY 2019, and is working to fully have the construction and complaint modules deployed in FY 2022. (b) (5)
- **Electronic Learning Management System (eLMS)** – In FY 2020 and FY 2021, OFCCP developed and launched the minimally viable external and internal components for its eLMS. The external system, known as the Contractor Compliance Institute, allows federal contractors to register for free, online, self-paced courses that teach them how to comply with their equal employment opportunity and affirmative action obligations. The internal system, known as the OFCCP Learning Portal, houses all of OFCCP’s internal training catalogue, so that OFCCP staff can take online courses at their own pace. In FY 2022, OFCCP will complete development of both systems, enhancing the reporting features as well as improving overall user experience for both learners and educators. (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Theme 2: Improve Employer Compliance with the Law

Strategy 2.1: Increase Contractor Accountability

Activities:

- **Contractor Portal – Affirmative Action Program Verification Interface (AAP-VI)** – Affirmative Action Programs (AAPs) provide the foundation for an analysis of the composition of an employer’s workforce and plans for addressing hiring, compensation, benefits, promotion and other job related disparities. GAO audits in 2019 and 2016 concluded that reliance on voluntary compliance undermined the agency’s effectiveness, finding in 2016 that close to 85 percent of evaluated contractor establishments did not submit their AAPs within 30 days of OFCCP’s request during compliance evaluations.

OMB has approved OFCCP’s proposal to require contractors to annually certify their compliance with their AAP obligations through a contractor portal, the Affirmative Action Plan Verification Interface or AAP-VI. (b) (5)

(b) (5)

- **Contractor Compliance Assistance** – OFCCP will provide useful, effective and consistent guidance, education and compliance assistance to stakeholders on issues including construction enforcement. In FY 2022, OFCCP will continue its efforts to engage with contractors and enhance how it engages with stakeholders in a virtual capacity. OFCCP’s overarching goal continues to be providing information to contractors about their legal obligations to promote proactive compliance. In particular OFCCP will provide technical assistance on how contractors can adopt more equitable hiring practices especially in growth industries critical to our nation’s recovery. OFCCP will also provide extensive compliance assistance to construction contractors that are likely to receive significant infrastructure investments. Providing targeted compliance assistance to construction contractors will help ensure people of color, women, and people with disabilities have access to good jobs created as part of the recovery. (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Strategy 2.2: Expand Stakeholder Outreach

Activities:

- Stakeholder Engagement** – OFCCP will expand its outreach to organizations serving underrepresented workers, including workers of color, LGBTQ+ workers, women, and workers with disabilities. By doing so, OFCCP will strengthen its ability to identify key issues for investigation as well as areas where greater employer education and assistance is needed. OFCCP will also continue to aid federal contractors and subcontractors in developing connections to diversity recruitment sources such as state workforce agencies, local vocational rehabilitation agencies and non-profit organizations, and minority-serving educational institutions including HBCUs (Historically Black Colleges and Universities), HSIs (Hispanic-Serving Institutions), TCUs (Tribal Colleges and Universities), and AAPISIs (Asian American and Pacific Islander Serving Institutions). As part of its work to implement President Biden’s Executive Order 13985, “Advancing Racial Equity and Support for Underserved Communities Through the Federal Government,” OFCCP has been collaborating on its outreach efforts with other DOL agencies, including the Office of Disability Employment Policy and the Women’s Bureau, to maximize its reach and impact. (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Theme 3: Advancing Fair Workplace Policies

Strategy 3.1: Promoting Workplace Equity

Activities:

In FY 2022, OFCCP will publish a regulatory proposal to rescind a rule implementing the religious exemption in Executive Order 11246, develop a comprehensive initiative to advance equity at work as we rebuild our economy, and continue efforts to ensure LGBTQ+ workplace equity.

- **Proposal to rescind the Religious Exemption Rule** – OFCCP included this regulatory proposal in its spring 2021 regulatory agenda. OFCCP will propose to rescind the December 8, 2020, final rule, "Implementing Legal Requirements Regarding the Equal Opportunity Clause's Religious Exemption" (85 FR 79324), which would include the removal of certain definitions at 41 CFR 60-1.3 related to the religious exemption and 41 CFR 60-1.5(e) and (f). The rescission would ensure that the religious exemption contained in section 204(c) of Executive Order 11246 is consistent with nondiscrimination principles of Title VII of the Civil Rights Act of 1964, as amended. (b) (5)
- **Equity in Hiring Initiative** – In FY 2022, OFCCP plans to launch with the EEOC, a comprehensive initiative to promote equity in hiring as our nation rebuilds. OFCCP will work with a broad coalition of stakeholders, including unions, employers, worker advocates and academics to ensure equitable hiring practices that provide access to quality jobs and advancement opportunities for all workers, especially those who have been underrepresented. OFCCP will develop resources to promote the adoption of promising practices, evidence-based research, and innovative initiatives to embed equity in the design of recruiting and hiring practices. OFCCP will also provide guidance to employers on how to undertake innovative efforts in compliance with our equal opportunity laws. (b) (5)
- **Commitment to Equity and LGBTQ+ Protections** – Since the signing of Executive Order 13672 in 2014, OFCCP has enforced workplace protections on the basis of sexual orientation and gender identity for applicants and workers in the federal contractor workforce. OFCCP is committed to advancing the Administration's policy in furtherance of President Biden's Executive Order to prevent and combat discrimination on the basis of gender identity or sexual orientation. (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Strategy 3.2: Increasing Access to Employment Opportunities and Empowering Workers

Activities:

- **Increased Outreach** – OFCCP will increase the number of outreach and education events to workers' rights, civil rights, and community-based organizations in underrepresented communities, minority-serving institutions, and organizations serving veterans and people with disabilities to educate workers on their rights and understand community needs and concerns. OFCCP will also continue to provide language access and plain language resources and forms.

(b) (5)

- **Class Member Outreach** – (b) (5)

- **Ombuds Service** – In FY 2022, the Ombuds Service plans to engage in an active outreach and education campaign so that the stakeholder community, as well as OFCCP staff, have an understanding about the ways they are able to collaborate with the Ombuds, including to resolve worker complaints. The Ombuds Service will also continue working with the Policy Division and Regional Offices to identify conflict resolution training that could enhance and improve the communication skills and approaches employed by field office employees.

(b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
(b) (5)				

Theme 4: DOL as a Model Workplace

Strategy 4.1: Rebuilding a Highly Qualified and Diverse Workforce

Activities:

With a \$34M increase in funding in FY 2022, OFCCP plans to rebuild its staffing levels, which significantly dropped over the past four years. If staffing increases are not fully realized by the second quarter of FY 2022, it may result in a smaller number of cases being opened. OFCCP will track this as a contextual measure. In FY 2022, OFCCP will undertake the following activities as part of this strategic focus.

- **Recruiting and Promoting Diverse Talent** – In FY 2022, OFCCP will develop a plan to identify potential areas of underutilization in its workforce to help inform its recruitment strategies. The Agency will continue to embed equal opportunity practices throughout its workforce and promote diverse leadership. (b) (5)
- **Retaining Talent Through Onboarding Engagement** – In FY 2022, OFCCP will develop an Onboarding Employee Engagement Plan for new employees. The purpose of this plan is to introduce new employees to DOL, OFCCP and its mission, and establish activities to engage new employees throughout their first year. (b) (5)
- **Retaining Talent Through Training** – In FY 2022, OFCCP will develop an in-depth training program for new compliance officers. The information provided in this training program will focus on how to conduct compliance evaluations. (b) (5))

Strategic Portfolio: Performance, Risk, and Learning

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)						

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Strategy 4.2: Engaging Employees in Building a Modernized Workplace

Activities:

In light of the COVID-19 Pandemic, DOL's current maximum telework posture, and planning for a return to the office, OFCCP recognizes the need for increased employee engagement. OFCCP is committed to improving employee engagement to meet the needs of its workforce and improving the workplace culture, whether virtually or in-person. To this end, in FY 2022, OFCCP will undertake the following activities as part of this strategic focus.

- **Soliciting Employee Feedback** – In FY 2022, OFCCP will consider increased workplace flexibilities that support agency mission and increase efficiencies, while also addressing employee feedback from the December 2020 DOL Telework Survey. OFCCP will solicit and review employee input on the benefits and challenges of working virtually, and develop a plan to share recommendations with OFCCP leadership for consideration and possible implementation. (b) (5)
- **Recognizing Employees' Accomplishments** – In FY 2022, OFCCP will launch an annual OFCCP Service Excellence Awards Program. This program serves to recognize and celebrate the accomplishments of OFCCP employees. Each year, these awards will honor individual OFCCP employees and/or teams for their professional excellence in specific categories. (b) (5)
- **Encouraging Employee Feedback** – The agency's FEVS advisory board will communicate FEVS participation rates weekly while the survey is open and provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, the Ombuds Service, or other mechanisms. (b) (5)

Strategic Portfolio: Performance, Risk, and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)		

Operational Portfolio: HR, IT, and Procurement

Human Resources

Item or Issue	Description	Strategy (short name)	Agency POC
(b) (5)			

Information Technology

Systems, Initiatives, or Investments	Description	Strategy (short name)	Agency POC
Compliance Management System (CMS)	This system tracks the status of OFCCP cases as they undergo various stages of a compliance evaluation and replaces the agency's paper-based case file system with an electronic case file.	Modernize Technology	Kelley Smith
Contractor Portal - Affirmative Action Program Verification Interface (AAP-VI or AAVI)	This portal allows contractors to self-certify that they have completed their Affirmative Action Programs (AAP).	Modernize Technology	Harvey Fort
Notification Construction Award Portal (NCAP)	This system allows federal procurement officers, states, and construction contractors and subcontractors to electronically notify OFCCP of construction awards valued at \$10,000 or more.	Modernize Technology	Harvey Fort
Electronic Learning Management System (eLMS)	With this system, contractors can take virtual courses to learn about their federal contracting obligations. In addition, OFCCP employees can take virtual training courses.	Modernize Technology	Christopher Seely

Procurement

Procurement Item	Description	Strategy (short name)	Agency POC
Systems Plus, Inc.	Supports OFCCP's scheduling efforts.	Modernize Technology	Kenneth Leung Kelley Smith
Booz Allen Hamilton, Inc.	Supports OFCCP's Learning Management System.	Modernize Technology	Kenneth Leung Kelley Smith
Appeon, Inc.	Provides development, operations and maintenance support for OFCCP's Compliance Management System.	Modernize Technology	Kenneth Leung Kelley Smith
Booz Allen Hamilton, Inc.	Provides project management support for OFCCP's Compliance Management System and operations and maintenance support for OFCCP's Drupal-based databases.	Modernize Technology	Kenneth Leung Kelley Smith

Appendix A – Performance Measures and Milestones (Complete List)

[illegible]

United States Department of Labor

Office of Federal Contract Compliance Programs (OFCCP)

Fiscal Year 2023 Agency Management Plan

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Agency Introduction:

The Department of Labor's (DOL) Office of Federal Contract Compliance Programs (OFCCP) enforces the affirmative action and equal employment opportunity obligations required of employers that do business with the federal government. OFCCP's mission is to protect workers, promote equal opportunity, and enforce the law. OFCCP has jurisdiction over approximately 120,000 contractor establishments and 25,000 firms, which employ approximately 20% of the American workforce. Through compliance evaluations, OFCCP conducts a comprehensive analysis and evaluation of the employment practices of federal contractors, including the contractor's written affirmative action program (AAP). The agency's work aligns with DOL's Strategic Goal 2 to "Ensure Safe Jobs, Essential Protections, and Fair Workplaces." In FY 2023, OFCCP's work will contribute to DOL's Strategic Objective 2.2 to "Protect Workers' Rights."

OFCCP administers and enforces three equal employment opportunity authorities: Executive Order 11246, as amended (Executive Order); Section 503 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 793 (Section 503); and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212 (VEVRAA).¹ Collectively, these legal authorities protect workers by making it unlawful for contractors and subcontractors doing business with the federal government to discriminate in employment because of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discriminating against applicants or employees because they inquire about, discuss, or disclose their compensation or that of others, subject to certain limitations, and may not retaliate against applicants or employees for engaging in protected activities. These legal authorities also require that federal contractors provide equal employment opportunity through affirmative action.

OFCCP's national office develops regulations and policy, and provides operational, administrative, and mission support to the regional and field offices. The regional and field offices conduct compliance evaluations and complaint investigations, provide compliance assistance, and engage in outreach activities.

For FY 2023, OFCCP has identified a set of goals and supporting strategies that align with DOL's strategic objectives, including unleashing the agency's enforcement power. As our country invests in its infrastructure and rebuilds from the Coronavirus-19 pandemic, OFCCP will redouble its efforts to increase access to good jobs, free from discrimination, for underrepresented workers. The historic investment in major infrastructure projects authorized by the Bipartisan Infrastructure Law (BIL) will increase the number of contractors and projects under OFCCP's jurisdiction. This increase will primarily occur in FY 2024 through FY 2026, due to the anticipated roll out schedule for the BIL funding. Estimates indicate that in the next five years, nearly \$80 billion of the discretionary funds under BIL will be let.² In FY 2024 through FY 2026, OFCCP will have substantially increased enforcement responsibility over this growing number of contractors and will play a critical role in advancing an equitable and inclusive recovery. In anticipation of this historic investment, OFCCP is rebuilding its staff and enforcement

¹ Executive Order 11246, Sept. 24, 1965, 30 FR 12319, 12935, 3 CFR, 1964-1965, Comp., p. 339, as amended; Section 503 of the Rehabilitation Act of 1973, 29 U.S.C. 793, (Section 503); and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212.

² "States Will Need to Compete for 39 Percent of IIJA Funding," Ben Miller, GOVERNMENT TECHNOLOGY, Nov. 19, 2021, <https://www.govtech.com/biz/data/states-will-need-to-compete-for-39-percent-of-iija-funding>.

program to activate greater contractor compliance and empower America's workers to promote an inclusive recovery. In FY 2023, OFCCP will prioritize efforts to: 1) promote greater contractor compliance through strategic enforcement to leverage the agency's impact; 2) strengthen outreach and investigations to engage and empower America's workers to identify barriers to opportunity in their workplaces; and 3) rebuild OFCCP's staff and increase training to revitalize enforcement in construction and other industries with substantial new federal investments.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	Effectively Execute Enforcement Standards	1.1 Maximize the Impact of the OFCCP's Resources	Maximize Resources
1	Effectively Execute Enforcement Standards	1.2 Revitalize Systemic Enforcement in the Construction Industry and Ensure Equal Opportunity in Infrastructure Jobs	Construction Enforcement
1	Effectively Execute Enforcement Standards	1.3 Modernize Technology	Modernize Technology
2	Improve Employer Compliance with the Law	2.1 Increase Contractor Accountability	Contractor Accountability
3	Advance Fair and Inclusive Workplaces	3.1 Promote Workplace Policies and Practices that Advance Equal Opportunity	Workplace Equal Opportunity
3	Advance Fair and Inclusive Workplaces	3.2 Increase Access for Underrepresented Workers	Employment Opportunities
4	DOL as a Model Workplace	4.1 Implement Activities in Support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan	DEIA Plan
4	DOL as a Model Workplace	4.2 Incorporate Annual Hiring Plan	Hiring Plan
4	DOL as a Model Workplace	4.3 Engage Employees in Building a Modernized Workplace	Modernized Workplace
5	Data as a Strategic Asset	5.1 Provide Effective and Functional Data	Data
5	Data as a Strategic Asset	5.2 Performance Reporting	Reports

FY 2023 Budgetary Resources

Budget Activity:	Budget Authority (whole dollars)	FTE
Enforcement	\$108,476,000	451

Theme 1: Effectively Execute Enforcement Standards

Strategy 1.1: Maximize the Impact of the OFCCP's Resources

Activities:

In FY 2023, OFCCP will continue to strategically allocate its resources where it can have the greatest impact. (b) (5)

. In addition, OFCCP will focus its investigation of worker complaints on systemic and other significant discrimination violations. (b) (5)

OFCCP anticipates an increase in the number of compliance evaluations it opens in FY 2023 as the agency increases its FTE level.

- **Strengthen Strategic Enforcement** – (b) (5)
- **Investigate Employment Discrimination Complaints** – In FY 2023, OFCCP will continue to rigorously investigate complaints alleging employment discrimination at federal contractor workplaces. OFCCP will evaluate when its complaint investigations have had a strategic impact by remedying violations and obtaining recoveries for workers. OFCCP will also assess when a referral to the U.S. Equal Employment Opportunity Commission (EEOC) is a more efficient use of OFCCP's resources. OFCCP will continue efforts to promote greater awareness among individual workers, worker organizations, and other stakeholders of OFCCP's complaint process, with a particular focus on workers in industries with a significant representation of federal contractors

and vulnerable communities. When the agency engages with workers, worker advocacy groups, or community-based organizations, OFCCP will highlight that the agency accepts organizational and third-party complaints and information about potential violations in a manner that can protect the identity of individual workers who may fear retaliation. OFCCP will also monitor the efficiency of its complaint process and increase coordination with EEOC as part of a Memorandum of Understanding (MOU). In FY 2023, OFCCP will update its policies and procedures for complaint intake, assignment, and transfer to EEOC, as appropriate under the MOU. (b) (5)

(b) (5)

- **Reduce Delays in OFCCP's Enforcement** – On March 31, 2022, OFCCP rescinded four directives issued by the previous administration and replaced them with a new directive on effective and efficient compliance evaluations along with Frequently Asked Questions (FAQs). The new directive eliminated the 45-day scheduling delay granted to contractors after OFCCP issues a new scheduling list. It also eliminated the automatic 30-day extension granted to contractors to submit support personnel activity data (related to hiring, promotions, terminations, and compensation) after submission of their written Affirmative Action Program (AAP). The directive also outlined the limited circumstances in which extensions may be granted and clarified that OFCCP may issue a notice to show cause if denied access to a contractor's data, witnesses, or premises. (b) (5)
- **Conduct Effective and Efficient Compliance Evaluations** – OFCCP is committed to strengthening its compliance evaluations by prioritizing evaluations with the strongest evidence of discrimination while efficiently concluding evaluations where the agency does not identify concerns. OFCCP will work to avoid delay in its compliance evaluations by eliminating unnecessary extensions and ensuring the timely submission of requested information from contractors. Pursuant to the [Effective Compliance Evaluations and Enforcement Directive, 2022-02](#), covered contractors that are scheduled on or after March 31, 2022, must submit their AAPs and itemized listing data, including support data, within 30 days of receipt of the Scheduling Letter and Itemized Listing. OFCCP may grant an extension for extraordinary circumstances such as extended medical absences or unexpected military service absence of key personnel. Additionally, to provide notice of upcoming compliance evaluations, OFCCP issues a public Corporate Scheduling Announcement List (CSAL). To promote efficiency and reduce delays, OFCCP will no longer delay its scheduling of contractors by 45 days after the issuance of a CSAL. All reviews scheduled in FY 2023 are subject to these new policies. OFCCP will continue to work to complete desk audits within 40 days of receiving a complete and acceptable AAP and conclude an evaluation within 250 days where OFCCP finds no discrimination.

(b) (5)

(b) (5)

In addition, OFCCP plans to track several new performance and contextual measures in FY 2023, including Percent of Contractors that Submit their AAP and Supporting Data within 30 days and Median Days to Complete Onsite Compliance Evaluations (for compliance evaluations with and without discrimination). ((b) (5))

- **Streamline Processes Using Investigative Protocol/Decision Tree Tools – (b) (5)**

- **Combat Pay Discrimination – (b) (5)**

To measure OFCCP's progress on strengthening the agency's ability to better identify and remedy persistent barriers to pay equity by race, ethnicity, and gender, OFCCP will track through a contextual measure the percent of discrimination conciliation agreements with systemic pay discrimination findings. (b) (5)

- **Increase Collaboration with Other Agencies** – OFCCP will continue to engage in strategic intra- and inter-agency coordination to collaborate on enforcement and outreach, including but not limited to Department of Labor's Employment and Training Administration's (ETA) Office of Apprenticeship, the Office of Disability Employment Policy (ODEP), Wage & Hour Division (WHD), EEOC, Department of Justice (DOJ), Census Bureau, and contracting agencies, including the Department of Transportation (DOT), Department of Energy (DOE) and General Services Administration (GSA). In particular, OFCCP will continue contributing to DOL's Good Jobs Initiative to collaborate with funding agencies under the BIL to improve job quality and expand access to good jobs free from discrimination. Where appropriate, OFCCP

will update existing or implement new MOUs with other agencies to support its enforcement efforts. ((b) (5))

- **Enhance Neutral S&S Contractor Scheduling Process – ((b) (5), (b) (7)(E)**

- **Utilize Early Resolution – ((b) (5)**

- **Implement Updated Quality Audit Process – ((b) (5)**

((b) (5))

- **Expand Participation in Functional Affirmative Action Program (FAAP) – ((b) (5)**

(b) (5)

- **Issue Final Rule on Pre-Enforcement Notice and Conciliation Procedures** – OFCCP will issue a final rule that would modify certain provisions set forth in the November 10, 2020, final rule, “Nondiscrimination Obligations of Federal Contractors and Subcontractors: Procedures to Resolve Potential Employment Discrimination” (85 FR 71553). On March 22, 2022, OFCCP published a proposed rule to promote effective enforcement by proposing to restore pre-enforcement notice and conciliation flexibility to OFCCP’s procedures, strengthen the agency’s ability to better identify and address discrimination, promote efficiency in resolving compliance evaluations, and realign the standards governing the agency’s procedures with Title VII.

(b) (5)

- **Publish Notice of Proposed Rulemaking (NPRM) for Modernizing S&S Regulations** – Consistent with its published regulatory agenda and to support stronger enforcement, OFCCP will issue a notice of proposed rulemaking to modernize its S&S regulations to streamline its processes and strengthen the agency’s enforcement. The proposal will include but not be limited to recordkeeping and affirmative action program obligations. In addition, the proposal will consider modifications in light of Executive Order 13988, Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation. This proposal to support stronger enforcement will solicit public comments and consider feedback the agency has received from listening sessions. (b) (5)

- **Issue Direct Final Rule for Technical Amendments** – OFCCP (b) (5)

Performance and Contextual Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
	(b) (5)						

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
(b) (5)				

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
(b) (5)	

Strategy 1.2: Revitalize Systemic Enforcement in the Construction Industry and Ensure Equal Opportunity in Infrastructure Jobs

Activities:

OFCCP will continue to play an instrumental role in increasing equal opportunity and access to good jobs in the construction industry as the federal government makes significant investments in our infrastructure. OFCCP will work to remove barriers for underrepresented groups to enter and advance in the construction industry. According to the BLS, Black workers make up just 6.3% of the overall construction workforce while comprising 12.3% of the overall labor force. Although Hispanic workers are highly represented in construction, they are less likely to be unionized, and are disproportionately employed in lower paid construction laborer positions. BLS data reflect that Black and Hispanic women

each constitute about 1% or less of the construction and extraction workforce. Discrimination, including harassment, is not only a significant barrier to women's entry into construction jobs, but also a factor that contributes to driving some women out of these jobs. Some women consider leaving the trades after facing difficulties finding childcare and lack of pregnancy accommodations.

- **Strengthen Construction Enforcement – (b) (5)**
- **Launch Mega Construction Projects Program** – One of OFCCP's most impactful tools to expand access to good jobs is the Mega Construction Projects Program, which the agency will launch in FY 2023. This program fosters equal opportunity in the construction trades workforce of federal contractors and subcontractors on large federal construction projects. Through the program, OFCCP concentrates its resources on construction projects that have the greatest potential for making a positive economic difference in a community. OFCCP's FY 2023 efforts will include implementation of a methodology for designation of Mega Construction Projects and initiation of outreach and education to Mega Construction Project partners. At the earliest stages of these projects, the agency will provide proactive, intensive compliance assistance to support contractors' efforts to recruit and utilize diverse talent and to promote contractor compliance with anti-discrimination and affirmative action requirements. As soon as possible after selection of a Mega Project, OFCCP begins outreach to appropriate unions and local trade union councils; Tribal Employment Rights Organizations (TEROs) and tribal representatives; recruitment sources for women, minorities, individuals with disabilities, and protected veterans; community-based organizations; civil and worker rights organizations; construction trade groups and associations; officials from federal, state, and local worker-protection agencies; other DOL agencies; American Jobs Centers; recognized State Apprenticeship Agencies; and Congressional and state and local elected officials. This outreach includes parties to any applicable Project Labor Agreement (PLA) or other community benefits agreement as well as outreach to worker communities that are limited-English proficient. OFCCP introduces itself to stakeholders through meetings in the local community that include a discussion of the project, how and when job openings on the project will be filled, OFCCP's requirements, prime contractor and subcontractor obligations, and the role that stakeholders can play. This outreach and education lead to the establishment of an EEO Committee that routinely convenes key stakeholders for the duration of the project. The EEO Committee is a vehicle to engage all stakeholders in increasing access to good jobs in their communities.

In late FY 2023 and into FY 2024, in addition to continuing its outreach to the Mega-designated projects, OFCCP will focus on scheduling compliance evaluations of these projects. Through these compliance evaluations, OFCCP will work to identify and remedy barriers that prevent contractors from fully utilizing the available workforce by excluding qualified workers. OFCCP will also work to ensure that contractors provide all workers with equal opportunity to accrue job hours and to advance to higher-level positions (e.g., from apprentice to journey person) and to access training and mentorship programs. (b) (5)

(b) (5)

- **Prospective Construction Contractor Introduction Letter** – To promote contractor compliance with non-discrimination and affirmative action requirements at the pre-award and earliest stages of BIL contracts, OFCCP will send a notification letter to prospective contractors, which outlines some of the equal employment opportunity obligations for BIL contracts as well as potential consequences for noncompliance. OFCCP will continue to work with DOL’s Good Jobs Initiative and relevant federal agencies to coordinate distribution of this letter to prospective BIL contractors. The agency will ask OMB to distribute the letter to procurement and acquisition officers in its networks to reach potential and actual BIL contractors. Additionally, OFCCP will include the letter in its outreach to stakeholders about OFCCP’s Notification of Construction Contract Award Portal (NCAP). OFCCP will also post the notification on its public landing pages for the construction and Mega projects programs. In FY 2023, OFCCP will continue to disseminate the notification to prospective contractors, including in outreach to small and disadvantaged businesses. (b) (5)
- **Conduct Outreach to Increase Employment Opportunities in the Construction Trades for Underrepresented Workers** – In addition to OFCCP’s Mega Construction Projects work, OFCCP is implementing a comprehensive outreach plan focused on building relationships with unions and worker organizations to understand where barriers to opportunity in the construction trades exist. (b) (5)

OFCCP will track its progress this fiscal year with the following performance measure: Percent of Education and Compliance Assistance Events Focused on Mega Construction. (b) (5)

Performance and Contextual Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
(b) (5)				

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
(b) (5)	

Strategy 1.3: Modernize Technology

Activities:

In FY 2023, OFCCP will continue to prioritize the modernization of its technology to promote greater employer compliance while maximizing the agency's efficiency.

- **Compliance Management System (CMS)** – OFCCP began collaboration with the Office of the Chief Information Officer (OCIO) in FY 2016 to replace its legacy case management system with an Appian cloud-based system to transform OFCCP from a paper-based system to a fully electronic compliance management system (CMS). OFCCP deployed the S&S module in FY 2019 and construction scheduling module in FY 2022. In FY 2023, OFCCP will continue to improve CMS by completing the construction module and deploying the complaint investigation module. OFCCP will also expand field access to CMS files for multi-establishment reviews to improve the consistency, efficiency, and efficacy of its reviews. Modernizing these two technical applications will increase efficiency within our enforcement program by aligning all our workflows and processes within one streamlined system, improving the accuracy of our reports and effectiveness of oversight. Also, the agency will make enhancements to the CMS workflows to better track contractor activity during the monitoring period after it enters into a conciliation

agreement with OFCCP to resolve allegations of noncompliance or discrimination. (b) (5)
)

- **Enhance Contractor Portal** – (b) (5)
- **Develop Global Contractor Database** – (b) (5)
- **Enhance NCAP** – During FY 2022, OFCCP launched NCAP and plans to use it to aid in the development of OFCCP’s neutral scheduling lists of construction contractors for compliance evaluations. (b) (5)
- **Modernize Features in the Electronic Learning Management System (eLMS)** – In FY 2020 and FY 2021, OFCCP developed and launched the external and internal components for its eLMS. The external system, known as the Contractor Compliance Institute, allows federal contractors to register for free, online, self-paced courses that teach them how to comply with their equal employment opportunity and affirmative action obligations. The internal system, known as the OFCCP Learning Portal, houses OFCCP’s internal training catalogue, so that OFCCP staff can take online courses at their own pace. In FY 2023, OFCCP will further modernize this technology by implementing more user-friendly and advanced data analytics software features to improve the experience of learners and the analysis of user experience, track learning progress, and identify trends and patterns. OFCCP will continue to launch courses related to the New Compliance Officer Training Curriculum, Mega Construction Project Program, and the application of statistical analysis tools, in addition to courses implementing the agency’s rulemaking and programmatic efforts. These new courses will utilize the eLMS and educate contractors and OFCCP staff in an online, self-paced learning environment, to help meet this strategy of promoting greater employer compliance and maximizing efficiency. (b) (5))

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
(b) (5)				

Theme 2: Improve Employer Compliance with the Law

Strategy 2.1: Increase Contractor Accountability

Activities:

- Contractor Compliance Assistance** – OFCCP will continue its efforts to engage with contractors to promote proactive compliance by enhancing how the agency connects with stakeholders in a virtual and hybrid capacity. The agency will provide contractors education and compliance assistance on a variety of issues including enforcement and hiring practices that promote equal opportunity. The agency increases contractor accountability through compliance assistance meetings with contractors at which the agency provides an overview of the legal authorities OFCCP enforces. At these events, the agency also provides technical compliance assistance on issues such as development and maintenance of AAPs, OFCCP's construction affirmative action requirements, as well as recordkeeping, posting, notice, and job listing requirements, among others. Field offices also engage with local industry liaison groups that include federal contractor representatives. OFCCP will track its progress this fiscal year with the following performance

measure: Number of Contractor Compliance Assistance Events, Agency Wide. (b) (5)
(b) (5)

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Theme 3: Advance Fair and Inclusive Workplaces

Strategy 3.1: Promote Workplace Policies and Practices that Advance Equal Opportunity

Activities:

In FY 2023, OFCCP's efforts will contribute to the Department's Agency Priority Goal: An Economy for All Workers to advance equity at work as we rebuild our economy.

- **Issue Final Rule to Rescind the 2020 Religious Exemption Rule** – OFCCP will issue a final rule to rescind the December 8, 2020, rule, "Implementing Legal Requirements Regarding the Equal Opportunity Clause's Religious Exemption" (85 FR 79324). Issuing a final rule would help meet this equity goal by ensuring that the religious exemption contained in Executive Order 11246 is consistent with nondiscrimination principles of Title VII of the Civil Rights Act of 1964, as amended. (b) (5))
- **Expand Impact of Hiring Initiative to Reimagine Equity (HIRE)** – In FY 2022, OFCCP and EEOC launched [HIRE](#), a multi-year collaborative effort that is engaging a broad array of stakeholders to expand access to good jobs for workers from underrepresented communities and help address key hiring and recruiting challenges. Through HIRE, in FY 2022 the agencies held listening sessions and four public roundtables, which engaged worker organizations, employers, community-based organizations, industry and professional associations, companies, social scientists, and other experts. In FY 2023, OFCCP will continue to work with a broad coalition of stakeholders to promote equal opportunity in hiring practices to provide access to good jobs and advancement opportunities for all workers. To advance this work, OFCCP will host one additional roundtable. (b) (5))

OFCCP will develop resources to promote the adoption of evidence-based promising practices and innovative initiatives that embed equity in the design of recruiting and hiring practices. This initiative complements OFCCP's enforcement work by proactively encouraging contractors to undertake efforts to affirmatively remove barriers to hiring. In FY 2023, OFCCP will develop and

release a public document providing employers promising practices to advance equal opportunity in hiring. (b) (5))

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Strategy 3.2: Increase Access for Underrepresented Workers

Activities:

- **Implement Stakeholder Engagement Campaign** – In FY 2022, OFCCP appointed a new Director of Education and Stakeholder Engagement within the Policy Division. This new position will oversee OFCCP’s Training, Help Desk and Outreach branches. In FY 2023, under the leadership of this new component, OFCCP will implement a stakeholder engagement campaign to engage underserved communities and workers’ rights and advocacy groups in support of the agency’s continuing efforts to expand its outreach to organizations serving underrepresented workers, including workers of color, LGBTQ+ workers, women, veterans, and individuals with disabilities. The agency is committed to increasing access to good jobs for underrepresented workers and will collaborate with unions, employers, worker advocacy organizations, and academics to identify and promote hiring practices that provide access to quality jobs and advancement opportunities for all workers. By doing so, OFCCP will strengthen its ability to identify key issues for investigation and areas where greater employer education and assistance is necessary.
(b) (5))

- **Develop Outreach and Engagement Strategy** – (b) (5)

- **Provide Language Access** – OFCCP will also continue to provide language access and plain language resources and complaint forms. All translations will also be culturally competent. Outreach materials and complaint forms are available in Spanish, Chinese (Simplified), Chinese

(Traditional), French, German, Haitian Creole, Hmong, Japanese, Korean, Russian, and Vietnamese. These efforts also support the Department's Agency Priority Goal: An Economy for All Workers to advance equity at work as we rebuild our economy.

- **Identify Language Groups of Underserved Communities** – Using data and evidence, OFCCP will identify significant language groups eligible to be served by relevant offices (national, regional, district) in relation to the scope/mission of OFCCP, including *focusing on workers that are the most vulnerable*. Identifying the eligible language groups to be served by OFCCP (i.e., limited English proficiency workers, especially those most vulnerable) will include an assessment of local areas across the country and/or trends and changes in demographics/economic circumstances. OFCCP will undertake a language access assessment to inform the agency's understanding of specific language needs as well as content that is most valuable for the limited-English speaking workers identified. This assessment will engage field staff, community-based organizations serving a broad range of populations, and other worker protection agencies focused on language access. (b) (5)
- **Identify Vital Documents and Information for Workers** – OFCCP will identify the vital documents/information, including those on the web, within its program that should be available in languages other than English and, unless already translated, need to be translated into relevant language(s). OFCCP will focus efforts from the perspective of the most vulnerable workers they serve. OFCCP will create a standard operating procedure and inventory of vital documents and information to promote the sustained and ongoing need to provide timely translations. (b) (5))
- **Begin Translation of Vital Documents and Information** – OFCCP will begin translation of vital documents and information into languages based on the needs of vulnerable workers (a process which will be completed no later than the end of FY 2024). (b) (5))
- **Outreach to Recruitment Sources** – By developing a strategic outreach and engagement plan and utilizing the Education and Stakeholder Engagement component, OFCCP will strengthen its outreach to recruitment sources such as state workforce agencies, local vocational rehabilitation agencies, non-profit organizations, and minority-serving educational institutions, including Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and Asian American and Native American Pacific Islander-Serving Institutions (AANAPISIs). As part of its work to implement President Biden's Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," OFCCP will continue to collaborate on outreach with other DOL agencies, including ODEP, Women's Bureau, the Veterans' Employment and Training Service (VETS), and ETA to maximize its reach and impact. Additionally, OFCCP will utilize its new resources to develop outreach strategies for regional, district, and area offices to ensure consistency across the country. In FY 2023, OFCCP will enhance its stakeholder database to include a broader, searchable repository of information on stakeholders the agency can collaborate with to

increase outreach to workers about their rights. (b) (5)
)

- **Develop Stakeholder Engagement Report – (b) (5)**
- **Outreach to Class Members – (b) (5)**
- **Expand Ombuds Service –** In FY 2023, the Ombuds will continue to engage in outreach and education with external stakeholders, including worker rights advocates and community-based organizations, to further develop an understanding about the ways to collaborate with the Ombuds. These efforts will be coordinated with the agency's overall outreach strategy.
(b) (5)

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			
			Y

Theme 4: DOL as a Model Workplace

Strategy 4.1: Implement Activities in Support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan

Activities:

To carry out the Secretary's vision of protecting workers morning, noon, and night by unleashing the full power of the Department and in support of the President's Management Agenda Priority 1, Strengthening and Empowering the Federal Workforce, the Deputy Secretary set a bold departmental priority to Build the Team by prioritizing DOL hiring, retention, advancement, communication, and employee well-being to build our DOL team. One of OFCCP's key priorities is to rebuild its staff to meet the needs of our nation and promote an inclusive economy. If the President's FY 2023 budget with a proposed increase of \$38.5M is approved, OFCCP will continue rebuilding its staffing levels, which significantly dropped over the past four years.

- **Recruit and Hire** – To reach the important goal of building its team, in early FY 2023, OFCCP will complete a disaggregated workforce analysis of our utilization and shortfalls using FY 2022 data to identify areas of underrepresentation, including across the agency’s regional offices. The results of this data analysis along with feedback from staff on workplace climate and culture will inform the agency’s DEIA strategies. OFCCP will undertake the following activities, which may be adjusted once the workforce analysis is complete.
 - **Review Recruitment Packages** – OFCCP will review all recruitment packages for new hires (position descriptions, recruitment checklist, job analysis, and competency-based questions) to ensure that they focus on job-related skills and abilities, incorporate inclusive language, and eliminate any unnecessary barriers. OFCCP will conduct this review as part of the recruitment process. (b) (5))
 - **Increase Outreach and Recruitment to Underrepresented Communities** – OFCCP will conduct targeted outreach to areas where the agency identifies potential underutilization. This may include disability organizations, minority-serving institutions, and veterans’ organizations. The agency will reach out to career counselors and professional development offices at these institutions to share OFCCP’s mission and vacancy opportunities. ((b) (5))
 - **Maximize Use of Workforce Recruitment Program (WRP)** – By Q1 of FY 2023, OFCCP will issue a memorandum from the Agency Head requiring all hiring managers to review the WRP database to identify potential qualified candidates for position vacancies and/or the use of Schedule A hiring authority prior to posting. ((b) (5))
 - **Implement Diverse Interview Panels** – In FY 2023, the agency will promote diverse interview panels so that applicants can see themselves represented at DOL. The Director will kick off this effort with a memorandum to all hiring managers and supervisors to implement this important strategy. In addition, OFCCP will ensure hiring officials utilize job-related questions for structured interviews. ((b) (5))
 - **Maintain Network of Recruitment Champions** – In support of the DOL Strategic Plan, OFCCP has appointed staff to serve as recruitment champions as part of the DOL Recruiter Champion Network. In FY 2023, informed by the results of its workforce analysis, OFCCP will review its FY 2022-2026 DEIA plan to identify potential areas of underutilization in its workforce to inform recruitment strategies. The recruitment champions will help to lead outreach and recruitment strategies to increase the representation of underrepresented groups in the agency’s applicant pools. By Q1 of FY 2023, OFCCP will establish a rotational schedule for the agency’s recruitment champions to balance workload and provide networking opportunities to all. ((b) (5))
 - **Implement Internships and Fellowships** – OFCCP will continue to utilize the Pathways Program to recruit college students and recent graduates from underserved communities for internships and vacant positions. During the recruitment process, OFCCP will evaluate whether to use the Pathways Program to fill vacant positions.

- **Strengthen Climate, Culture, and Leadership to Promote Diversity, Equity, Inclusion, and Accessibility**
 - **Measure Progress on DEIA Efforts in Performance Plans** – OFCCP will include a performance element in all managers’ and supervisors’ FY 2024 Performance Management Plans that clearly delineates the agency’s commitment to being a model employer and their roles and responsibilities in advancing DEIA, in accordance with the Department’s Future of Work Plan. ((b) (5))
 - **Increase Employee Participation in Federal Employee Viewpoint Survey (FEVS)** – To encourage employee feedback and increased rates of FEVS participation, OFCCP will implement a strategy to include reporting back to staff on the actions taken to respond to the prior year’s survey and communicating the FEVS participation rates weekly to staff while the survey is open. ((b) (5))
 - **Expand Employee Engagement Opportunities** – In addition to the annual FEVS to obtain feedback from staff, OFCCP engages in a number of strategies to listen to staff and understand key issues of employee concern, including those related to DEIA. For example, the agency’s director and leadership, as well as Ombuds, will continue to host regular listening sessions with staff. OFCCP listening sessions are a series of facilitated dialogues which offer opportunities for staff to share actionable suggestions and feedback, and allow senior leadership to learn from, consider, and incorporate that feedback into the culture, operations, and policies of the agency. Also, the Director leads monthly all manager and all staff meetings, which provide participants the opportunity to share feedback. Finally, in its staff meetings, employee engagement activities, and messages, OFCCP reminds staff that the anonymous suggestion box is available 24/7 to submit feedback. The agency revamped its Intranet page in FY 2021 to highlight the link to the anonymous suggestion box prominently on the landing page.
 - **Analyze FEVS Data** – OFCCP leadership will continue to work with the FEVS Advisory Board to analyze FEVS data and implement an employee engagement strategy to address key areas of concerns, including workload and performance management. The Board will make recommendations to leadership on a strategic plan to improve the agency’s performance culture and employee engagement.
 - **Increase Participation in Leadership and Career Development Training** – OFCCP will deploy a strategy to increase participation in non-mandatory leadership and career development programs, such as identification of key leadership challenges as well as low- to no-cost training opportunities. OFCCP will also ensure coverage so that leaders can take advantage of training offered during work hours. ((b) (5))
 - **Increase Participation in Mentoring@Labor and ContinuousLearning@Labor Programs** – As part of the agency’s commitment to the Department’s Future of Work Plan, OFCCP will encourage staff to participate in mentoring and continuous learning programs to support employees’ career development goals and improve retention.
 - **Ensure the Use of Inclusive Language** – In FY 2023, OFCCP will continue to review handbooks, guidance materials, workplace internal policies, and other

materials to use inclusive language and up-to-date terminology for all employees, in accordance with the Department's Future of Work Plan. ((b) (5))

- **Promote Pathways to Leadership through Succession Planning** – In FY 2023, OFCCP will update its FY 2022 DEIA plan to identify potential areas of underutilization in its leadership workforce to inform strategies to develop leadership training and succession planning. The succession plan will help OFCCP develop a leadership pipeline to keep high potential talent engaged and on track for future success in supervisory and managerial positions within the agency. In addition, OFCCP will require leadership to take at least one DEIA training in FY 2023. ((b) (5))
- **Retain Talent Through Onboarding Engagement** – In FY 2023, OFCCP will strengthen its Onboarding Employee Engagement Plan for new employees based on staff feedback through a survey. OFCCP will implement its plan that introduces new employees to DOL, OFCCP and its mission, and establish activities to engage new employees throughout their first year. The plan will consist of enhancements to OFCCP's Welcome Center, implementation of a "buddy" system, and the rollout of an onboarding engagement schedule. ((b) (5))
- **Retain Talent Through Training** – In FY 2023, OFCCP will continue to supplement the new compliance officer training program with course materials. Supplemental courses will include information on conducting construction compliance evaluations and complaint investigations. OFCCP uses pre- and post-course assessments to assess staff training needs and identify where additional training is indicated. Additionally, staff provide feedback following each course to help OFCCP understand where courses need to be altered to ensure that training meets all staff needs. Aside from conducting pre- and post-course assessments and collecting feedback from course participants, OFCCP provides training when new guidance is issued. ((b) (5))
- **Support Work Life Balance to Improve Retention** – As part of the agency's commitment to the Department's Future of Work Plan, OFCCP will regularly assess workforce data to ensure telework eligibility and participation determinations are made in accordance with agency policy and applicable law, fairly and equitably, and in a manner that effectively meets the agency's mission needs.
- **Identify Staff Resources** – After the identification of significant language groups focusing on workers that are the most vulnerable, OFCCP will identify bilingual/multilingual staff resource needs and review how staff are assessed for language ability. OFCCP will also determine if and how bilingual/multilingual staff may provide support across the agency while ensuring equitable distribution of work. This process will include:
 - A review of position descriptions. Building on plans for agencies to review position descriptions pursuant to the DEIA initiative, OFCCP will incorporate plans to identify whether bilingual requirements for outreach to and engagement with underserved communities and vulnerable workers need to be expanded in position descriptions, in collaboration with OHR. If additional

bilingual positions/requirements are identified, OFCCP will work to update the affected positions, which may include planning for recruitment when vacancies are open. ((b) (5))

- OFCCP will identify support such as telephone or web-based language lines or contract translation and interpretation services to be utilized. ((b) (5))

For instance, OFCCP plans to utilize in-person interpretation services, including for American Sign Language, as well as translation of outreach materials and website content, and voiceover services for video content, to ensure OFCCP information is accessible to individuals with limited English proficiency, in accordance with the Department's Future of Work Plan.

- **Review Documents Posted Online for Section 508 Compliance** – The agency revitalized its OFCCP Section 508 Program in FY 2022. In FY 2023, OFCCP will continue to build its accessibility program in various areas, including by providing training for all OFCCP staff to help ensure all documents are accessible and in compliance with Section 508 and improve the customer experience in an equitable way, in accordance with the Department's Future of Work Plan. ((b) (5))

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
((b) (5))							

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
(b) (5)				

Strategy 4.2: Incorporate Annual Hiring Plan

OFCCP is incorporating its Annual Hiring Plan into this AMP by reference. The plan will be linked to the appropriate agency employees' performance standards.

Strategy 4.3: Engage Employees in Building a Modernized Workplace

Activities:

In light of OFCCP's hiring surge efforts, our return to the office, and Future of Work planning, OFCCP understands the importance of employee engagement during this time of transition for our staff. OFCCP is committed to meeting the needs of staff and improving workplace culture, whether virtually or in-person. To this end, in FY 2023, OFCCP will undertake the following activities as part of this strategic focus.

- **Solicit Employee Feedback** – In FY 2023, OFCCP will solicit and review employee input on the benefits and challenges of working in a hybrid environment and develop recommendations for leadership consideration. This activity is part of our mitigation plan for risk **OFCCP-RISK-01**, which was added to our risk profile during the pandemic. In addition, OFCCP will incorporate feedback gathered by the Ombuds through a series of employee focus groups. (b) (5)

OFCCP leadership will host focus groups and listening sessions, throughout the year, with agency staff to obtain feedback and suggestions on various operational and programmatic topics (including DEIA) that may be considered for program improvement. Additionally, the Director will continue to lead a monthly all staff meeting, where staff are encouraged to provide

feedback and reminded that, if preferable, they can submit feedback through the anonymous suggestion box. ((b) (5))

- **Expand Ombuds Service to OFCCP Employees** – In FY 2023, the Ombuds Service plans to expand and begin offering services for OFCCP employees seeking assistance on internal matters, in addition to the external ombuds work that has been in operation since the fall 2019. The Ombuds will engage in an active outreach and education campaign so that OFCCP staff have the information needed to utilize the new offering. The Ombuds Service will also continue working with the Policy Division and regional offices to identify conflict resolution training to enhance and improve the communication skills of, and approaches employed by, field office employees. ((b) (5))
- **Recognize Employees' Accomplishments** – In FY 2022, OFCCP launched an annual OFCCP Service Excellence Awards Program. This program serves to recognize and celebrate the accomplishments of OFCCP employees. Each year, these awards honor individual OFCCP employees and/or teams for their professional excellence in specific categories. In FY 2023, OFCCP will develop a strategy to increase the number of nominations for awards. ((b) (5))
- **Improve Use of Recognition Programs and Incentives to Reward High Performers** – As part of the agency's commitment to the Department's Future of Work Plan, OFCCP will expand its efforts to reward high performers to improve performance culture and employee engagement.
- **Increase Process Improvement and Innovation Opportunities, Especially for Regional and Field Staff** – In FY 2023, OFCCP will continue to encourage the sharing of promising practices and innovation to improve agency efficiencies and collaboration, and strengthen enforcement.

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
((b) (5))			

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
(b) (5)				

Theme 5: Data as a Strategic Asset

Strategy 5.1: Provide Effective and Functional Data

Activities:

OFCCP will continue efforts to increase transparency regarding its collection and sharing of data with stakeholders. In FY 2023, OFCCP will focus on the quality, consistency, and availability of its data.

- **Data Access by the Public** – In FY 2023, based on feedback from DOL’s Data Board, and consistent with the principles to make data findable and accessible in DOL’s Enterprise Data Strategy, OFCCP will improve the ease with which our performance and enforcement data can be retrieved by members of the public. OFCCP will ensure its website has clear instructions for downloading data, including data dictionaries that describe the who, when, where, why, and how the data are collected. By the end of FY 2023, the agency will update the quarterly “OFCCP by the Numbers” data that is publicly available on its webpage. (b) (5))
- **Data Use by the Agency** – (b) (5)

(b) (5)

(b) (5)

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Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Strategy 5.2: Performance Reporting

Activities:

OFCCP will continue to work with its leadership and the Office of the Assistant Secretary for Administration & Management (OASAM) – Performance Management Center (PMC) to ensure the agency's performance measures are meaningful and targets for output measures are aggressive (yet realistic) and updated based on current performance.

- **Equity Reporting** – OFCCP will continue to monitor and track through performance and contextual measures its impact. The agency will report publicly the remedies recovered and job offers obtained through conciliation agreements for total affected class. (b) (5)
)

Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Appendix A – Performance Measures and Milestones (Complete List)

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)							

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

[illegible]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
(b) (5)			

Appendix B – Equity Appendix

Theme 1: Effectively Execute Enforcement Standards

Strategy 1: Maximize the Impact of the OFCCP's Resources (pg. 4)

In FY 2023, OFCCP will continue to emphasize equity as it strategically allocates its resources to maximize impact in removing barriers to equal opportunity. (b) (5)

Strategy 2: Revitalize Systemic Enforcement in the Construction Industry and Ensure Equal Opportunity in Infrastructure Jobs (pg. 12)

(b) (5)

Strategy 3: Modernize Technology (pg. 16)

OFCCP's initiatives within this strategy will have an impact on advancing equal opportunity. (b) (5)

(b) (5)

Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
(b) (5)							

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
(b) (5)							

Equity Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
(b) (5)			

Theme 2: Improve Employer Compliance with the Law

Strategy 1: Increase Contractor Accountability (pg. 18)

OFCCP will continue its efforts to engage with contractors to promote proactive compliance by enhancing how it connects with stakeholders in a virtual and hybrid capacity. The agency will provide contractors education and compliance assistance on a variety of issues including enforcement and hiring practices that promote equal opportunity. (b) (5))

Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
(b) (5)							

Theme 3: Advance Fair and Inclusive Workplaces

Strategy 1: Promote Workplace Policies and Practices that Advance Equal Opportunity (pg. 19)

OFCCP's priority goal is to advance equal opportunity at work. One of the efforts include Publish and Implement Final Rule to Rescind the 2020 Religious Exemption Rule ((b) (5)). OFCCP will continue the multi-year collaborative effort that will engage a broad array of stakeholders to expand access to good jobs for workers from underrepresented communities and help address key hiring and recruiting challenges.

Strategy 2: Increase Access for Underrepresented Workers (pg. 20)

In FY 2023, OFCCP will also continue to aid federal contractors and subcontractors to connect with recruitment sources such as state workforce agencies, local vocational rehabilitation agencies, non-profit organizations, and minority-serving educational institutions, including HBCUs, HSIs, TCUs, and AANAPISIs ((b) (5)). As part of its work to implement President Biden's Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," OFCCP will continue collaborating on its outreach efforts with other federal and DOL agencies and enhance its stakeholder database to include a broader, searchable repository of information on stakeholders the agency can collaborate with to increase outreach to workers about their rights ((b) (5)). OFCCP will focus on increasing the number of outreach events, agency wide ((b) (5)) to workers' rights, civil rights, and community-based organizations in underserved communities, minority-serving institutions, and organizations serving veterans and people with disabilities to educate workers on their rights and understand community needs and concerns ((b) (5)). These efforts contribute to the Department's Agency Priority Goal: An Economy for All Workers to advance equity at work as we rebuild our economy and are directly tied to Strategy 4, "Combating Poverty and Boosting Economic Mobility in the Most Disadvantaged Communities." OFCCP will develop and publish an annual stakeholder engagement report highlighting the agency's stakeholder outreach and compliance assistance efforts, and impact on underrepresented communities. This report will not only provide an analysis of OFCCP's efforts for FY 2023, but also provide a baseline to guide future efforts ((b) (5)). ((b) (5)).

One of the above measures, conducting education and outreach events focused on workers' rights and helping connect underrepresented workers to contractors seeking to hire, forms a key part of OFCCP's response to the Agency Priority Goal strategy focused on combating poverty and boosting economic mobility in the most disadvantaged communities.

OFCCP will also develop an outreach and engagement strategy that outlines the multiple means by which the agency interacts with and serves limited English proficiency workers (e.g., over the phone, in person, while conducting investigations, outreach and education, phone/hotline inquiries, when workers report violations, intake meetings, interviews or other meetings, etc). OFCCP also will describe how it will engage in outreach to individuals and community-based organizations that offer free language access services as a means to build additional capacity to serve vulnerable limited English proficiency workers ((b) (5)).

Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
(b) (5)							

Equity Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
(b) (5)			

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
(b) (5)			

Theme 4: DOL as a Model Workplace

Strategy 1: Implement Activities in Support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan (pg. 23)

OFCCP's emphasis on equity in this strategy will be demonstrated by reviewing all recruitment packages for new hires (position descriptions, recruitment checklist, job analysis, and competency-based questions) to ensure that they incorporate inclusive language and eliminate any unnecessary barriers (b) (5). OFCCP will continue to utilize the Pathways Programs to recruit college students and recent graduates from underserved communities for vacant positions. Additionally, OFCCP will focus on retaining talent by supplementing the new compliance officer training program ((b) (5)).

Strategy 2: Incorporate Annual Hiring Plan (pg. 29)

OFCCP will incorporate its Annual Hiring Plan into this AMP by reference. The plan will be linked to the appropriate agency employees' performance standards.

Strategy 3: Engage Employees in Building a Modernized Workplace (pg. 29)

There are no initiatives within this strategy with an emphasis on equity; all strategies in this section are agency specific.

Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
(b) (5)							

Equity Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
(b) (5)			

Theme 5: Data as a Strategic Asset

Strategy 1: Provide Effective and Functional Data (pg. 31)

OFCCP will continue efforts to increase transparency regarding its collection and sharing of data with stakeholders. By the end of FY 2023, the agency will update the quarterly “OFCCP by the Numbers” data that is publicly available on its webpage ((b) (5)). OFCCP’s Performance Branch will provide a data dashboard illustrating trends and patterns in S&S and construction by industry ((b) (5)).

Strategy 2: Performance Reporting (pg. 32)

OFCCP will continue to work with its leadership and OASAM-PMC to ensure the agency’s performance measures are meaningful and targeted for output measures that are aggressive (yet realistic) and updated based on current performance. OFCCP will continue to monitor and track through performance and contextual measures its impact on underrepresented communities. The agency will report publicly the remedies recovered and job offers settled through conciliation agreements for affected class members. ((b) (5))

Equity Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
(b) (5)			