Description of document:	Department of Labor (DOL) Agency Management Plans for the Office of Asst Secy for Policy 2022
Requested date:	2023
Release date:	21-July-2023
Posted date:	26-February-2024
Source of document:	Freedom of Information Request Department of Labor Office of the Solicitor Division of Management and Administrative Legal Services 200 Constitution Ave NW Room N-2420 Washington, DC 20210 Fax: 202-693-5389 (address to "FOIA Staff") Department of Labor eFOIA Portal Email: foiarequests@dol.gov

FOIA Tracking No. 2023-F-10856

July 21, 2023

This is in response to your Freedom of Information Act (FOIA) request. The Office of the
Assistant Secretary for Policy (OASP) received your request with the tracking number FOIA
2023-F-10856. As per your request, we conducted a search for the following records:

- "[A] copy of the two most recent Agency Management Plans for each DOL agency."

Our search yielded 91 pages of records responsive to your request. We are releasing these
records, the DOL/OASP Agency Management Plans for FY22 and FY23 as Granted in Full.

This completes the processing of your request. If you need further assistance or would like to
discuss any aspect of your request, please contact the OASP FOIA Coordinator, Ms. Terry
Fryer, at 202-693-5925 or by email at OASPFOIA@dol.gov. You may also contact the DOL
FOIA Public Liaison, Thomas Hicks, at 202-693-5427 or by email at hicks.thomas@dol.gov.

Alternatively, you may contact the Office of Government Information Services (OGIS) within
the National Archives and Records Administration (NARA) to inquire about the mediation
services they offer. The contact information for OGIS is as follows: Office of Government
Information Services, National Archives and Records Administration, 8601 Adelphi Road,
College Park, MD 20740-6001. You can also reach that office by e-mail at ogis@nara.gov, by
phone at 202-741-5770, by fax at 202-741-5769, or by calling toll-free at 1-877-684-6448.

Notice of Appeal Rights: You have the right to appeal this determination within 90 days from
the date of this response, 29 C.F.R. §70.22. An appeal must be in writing and state the grounds
for appeal, including any supporting statements or arguments. You should include copies of
your initial request and this response. The appeal should be sent to: Office of the Solicitor,
U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210. Appeals
may also be submitted by email to foiaappeal@dol.gov. Appeals submitted to any other email
address will not be accepted.

Sincerely,

Stephanie Semmer

Stephanie Semmer
Administrative Officer

United States Department of Labor

Office of the Assistant Secretary for Policy (OASP)

Fiscal Year 2022 Agency Management Plan

Mission Statement

The Office of the Assistant Secretary for Policy (OASP) is the principal policy, regulatory, data governance, and evaluation office for the U.S. Department of Labor. OASP plays a crucial role in developing and advancing the Department's priorities. Specifically, OASP facilitates the execution of the Department's regulatory agenda and coordinates policy development through inter-agency working groups; supports an evidence driven approach to policy and programmatic development by conducting independent evaluations and research; and improves the data capacity and impact of the Department by building new infrastructure for agencies and the public.

Table of Contents

Agency Introduction:

The Office of the Assistant Secretary for Policy (OASP) is the principal policy, regulatory, data governance and evaluation office for the U.S. Department of Labor (Department or DOL). OASP plays a crucial role in developing and advancing the Department's priorities. Specifically, OASP facilitates the execution of the Department's regulatory agenda and coordinates policy development through inter-agency working groups; supports an evidence driven approach to policy and programmatic development by conducting independent evaluations and research; and improves the data capacity and impact of the Department by building new infrastructure for agencies and the public. OASP is comprised of four offices: The Chief Evaluation Office (CEO); the Office of Compliance Initiatives (OCI); the Office of Data Governance (ODG); and the Office of Regulatory and Programmatic Policy (ORPP). OASP's budget is funded from both the PDS and DPE accounts.

For Fiscal Year (FY) 2022, OASP has identified a set of themes and supporting strategies that align with our agency's strategic objectives. These objectives give OASP an opportunity to work with the Secretary as he defines the specific goals for the Department that fall under the umbrella of "The Department is working to empower workers morning, noon, and night."

Theme Number	Theme Name	Strategy	Strategy Short Name
1	**Increase Evidence-Based Decision Making and Policy Development**	1.1. Invest in Strategic and Evidence-Based Decision-Making, Policy, and Regulatory Development	Evidence Based
2	**Advance Racial Equity**	2.1 Advance Racial Equity and Support for Underserved Communities	Equity

Strategic Portfolio: Budget

The Office of the Secretary of Labor and offices that directly support the Secretary in developing policy and managing the Department are primarily funded through the Departmental Management (DM) appropriation. The DM appropriation includes the Program Direction and Support (PDS) budget activity, which provides funding for offices that offer centralized leadership and direction for DOL. The Program Direction and Support (PDS) activity encompasses the Office of the Secretary of Labor, Office of the Deputy Secretary of Labor, Office of the Assistant Secretary for Policy (OASP), Office of Congressional and Intergovernmental Affairs, Office of Public Affairs, Center for Faith-Based and Neighborhood Partnerships, and the Office of Public Engagement.

The FY 2022 Budget requests $35,023,000 and 119 FTE for PDS. As part of the budget request, it includes resources for an initiative to improve the Department's capacity for evidence-based decision making. For OASP this includes $2,000,000 and 2 FTE in additional resources for ODG to support this initiative. With this program increase, ODG will expand open data, data sharing, and governance activities, and integrate these functions with program evaluation and performance management.

The DM appropriation also funds the Departmental Program Evaluation (DPE) budget activity. The DPE activity funds DOL evaluation activities overseen by CEO. CEO is primarily funded by the DPE activity, including its salaries and benefits. DPE has two-year funding availability. For FY 2022 CEO also requested funding in the amount of $2,000,000 and 2 FTE in the DPE budget activity as part of the larger investment in evidence-based decision-making. With this program increase, CEO will expand its evaluation work and further integrate and strengthen connections between performance management, evaluation, data governance, and budget by 1) building new evidence about equity in DOL programs and services, including the unemployment insurance system and reemployment services; 2) improving internal capacity to integrate evidence across all of its activities, in programs and operations; and 3) expanding outreach on DOL's evidence-building activities to external stakeholders, including our state and local partners.

FY 2022 PDS Budgetary Resources

PDS Budget Authority (whole dollars)	FTE
$35,023,000	119

OASP Budget Activity:	Budget Authority (whole dollars)	FTE
Staffing[1]	$7,286,226	31
Other Budget Activities[2]	$1,640,523	N/A
Investing in Evidence-Based Decision-Making	$2,000,000	2

FY 2022 DPE Budgetary Resources

OASP Budget Activity:	Budget Authority (whole dollars)	FTE
Core Funding (including staffing)	$8,040,000	14
Evaluation Set-Aside Funding	$14,900,000	N/A
Investing in Evidence-Based Decision-Making	$2,000,000	2

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[1] This includes ORPP, ODG, OCI, Administrative, and OASP Front Office/Leadership staff.
[2] Includes contracts, rent and utilities, supplies and materials, travel, printing, equipment, training, and other expenses.

Agency Theme, Strategies, and Activities

Agency Theme 1: Increase Evidence-Based Decision Making and Policy Development

Strategy 1.1: Invest in Strategic and Evidence-Based Decision-Making, Policy, and Regulatory Development

Activities:

OASP is the principal policy, regulatory, data governance, and evaluation office for the Department and plays a crucial role in helping design and execute evidence-based strategies across the DOL. OASP uses its convening power and research authority to facilitate DOL's policy goals.

In FY 2022, OASP will undertake the following activities as part of this strategic focus:

- Conduct new policy-relevant evaluations and research for agencies and department leadership, with accessible results to support policy and program development and program administration. CEO has identified a number of new research projects it intends to conduct in support of agency activities from FY22-26 that include, but are not limited to, the following five priority learning areas: promoting equity in employment and training, reducing barriers to women's employment, studying effects of the COVID-19 pandemic, improving enforcement activities and protections for all, and strengthening unemployment to reemployment. This activity will be tracked in measure **OASP-Evid-01**.

- CEO will consult with each DOL agency to understand how evidence-building activities (including data collection and analysis, research, and evaluation) can advance agency goals related to equity and especially combating poverty and promoting good jobs for underserved communities. These consultations will be tracked in milestone **OASP-Evid-02-M** and will inform ongoing learning agenda development throughout FY 2022.

- Individual projects were selected working in close consultation with agency research and evaluation staff and leadership, ensuring that projects would feed into agency, Departmental, and Administration priorities. This activity will be tracked in measure **OASP-Evid-01**.

- Incorporate evidence-based strategies into the policy and regulatory development process, including conducting rigorous economic analysis to inform regulations; engaging relevant stakeholders including researchers and other experts (through targeted, issue-specific grant making, meetings, and briefings, among other strategies); and producing public briefs and reports, among other publications. This activity will be tracked in milestone **OASP-Evid-01-M**.

- ODG is leading efforts to expand the tools, methods, and use cases by which data are leveraged to inform policymaking, program administration, and resource allocation. ODG will seek to expand the formal rollout of data-as-a-service by promoting expansion of data sets available through the new API, to complement ongoing efforts to develop code bases, drive communities of practice, and promote innovative use cases. The most critical aspect of this is expanding the available data sets and this work will be tracked in measure **OASP-Evid-02.** ODG has also led DOL's Data Board in efforts to ensure that data are fit for purpose, and reusable in the widest set of applications. Adding data validation helps to ensure that data are appropriate in content, format, and potentially interoperable for all of the applications agencies undertake. ODG's initial work will focus on address validation and this work will be tracked in measure **OASP-Evid-03.** Finally, ODG has collaborated with CEO to expand current use of the LASAR analytics platform to support analysis of restricted use data. The ability to provide access to data that cannot be hosted and analyzed on routine analytics platforms brings value to DOL by expanding the ways in which data are leveraged, and providing existing data sets to researchers for secondary analysis has the potential to bring additional value to DOL at no additional cost. ODG and CEO's work to expand access to data will be tracked in measure **OASP-Evid-04**.

- Develop priority initiatives to strengthen wages and working conditions in public and private sector employment, including through promoting unions and collective bargaining. OASP is participating in Departmental and Administration-wide efforts to develop a framework for advancing job standards and identifying opportunities through rulemaking, guidance, grant making, contracting, and procurement for advancing that framework, including supporting the work of the Administration's Task Force on Worker Organizing and Empowerment. OASP supports a robust rulemaking agenda to strengthen protections for some of the Nation's most vulnerable workers, empower and support opportunities for advancement, secure our safety nets, and advance equity and economic security. OASP is also leveraging its convening power and research capacities to improve our understanding of how we measure and track job conditions across the workforce, the effectiveness of various interventions to boost job quality, and the role that unions play in setting job standards. In addition, OASP will establish a working group responsible for identifying and coordinating cross-cutting policy issues. The working group will harmonize the activities of each office looking for duplication of effort or areas for collaboration among the offices to ensure an integrated approach to help ensure implementation of evidence-based strategies across the Department. This activity will be tracked in milestone **OASP-Evid-01-M.**

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
DM-OASP-Evid-01	Number of short briefs published based on research/evaluation products distilling potential policy implications (new activity)	8	N/A	N/A	N/A	N/A
DM-OASP-Evid-02	Number of public data sets available through Application Programming Interface (API)	56	N/A	N/A	N/A	N/A
DM-OASP-Evid-03	Percent of DOL data sets using a shared service for data validation	5	N/A	N/A	N/A	N/A
DM-OASP-Evid-04	Number of Data Sets Available for Research	4	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
OASP-Evid-01-M	Establish a working group responsible for identifying cross cutting policy issues and facilitating the convening of meetings, symposiums, conferences, or other engagements to make policy recommendations	2/28/2022
OASP-Evid-02-M	Engage in consultations with at least half of all DOL agencies to inform evidence-building activities in support advancing equity.	1/31/2022

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
OASP-Risk-R1.1	If OASP does not design, fund, and sponsor rigorous evaluations and studies, then the Department may be unable to build evidence and integrate it into policy, planning, budget, operational, and management decision making.	OASP will coordinate with DOL agencies and contractors to identify delays and increase the use of short, accessible products, as well as briefings and seminars, to increase the utility of findings.	15	Low
OASP-Risk-R1.2	If OASP does not have sufficient funding and resources, then it may be unable to hire staff to provide adequate policy and regulatory oversight, data management, program evaluations, and compliance assistance in support of its mission.	OASP will focus on streamlining current projects and managing programs to maintain optimal efficiencies within monetary constraints.	9	Low
OASP-Risk-R1.3	If OASP does not expand on work performed through the DOL Data Board, then it may be unable to fully align with the goals of the Secretary's Order and specific requirements of the OPEN Data Act.	OASP will coordinate with DOL agencies to develop an effective data platform that defines, measures, collects, and presents data for use.	9	Low
OASP-Risk-R1.4	If the Department does not invest in providing access to high-quality data, and integrating evidence into policy, planning, budget, operational, and management decision making, then it could fail to create policy and programs suited to the changing environmental needs.	Coordinate with DOL agencies to monitor potential issues, coordinate discussions, and facilitate decision-making.	9	Low

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Development of Evidence Capacity Assessment	During FY 2021, CEO supported the Department in developing its first evidence capacity assessment, including surveying nearly 900 technical staff throughout 16 sub agencies about the uses, utility, and gaps in evidence-building across the Department. CEO will support the Department in using the results of this assessment, which will be finalized in December 2021, to build evidence-building capacity through its learning agenda process in FY 2022.

Agency Theme 2: Advance Racial Equity

Strategy 2.1: Advance Racial Equity and Support for Underserved Communities

Activities:

To support the President's Executive Order on *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government* (E.O. 13985), OASP will undertake the following activities in FY 2022 to advance equity for people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.[3]

- In conjunction with the Chief Economist and the Secretary's Office, coordinate the overall implementation of E.O. 13985 through convening working groups and providing assistance to agency leadership and staff. Following the 200-day interim report deadline outlined in the executive order, OASP and the Chief Economist will work on standing up a more permanent structure for supporting and coordinating equity work within all DOL agencies. This activity will be tracked in milestone **OASP-Equity-01-M.**

- Develop a standard of practice (SOP) document to provide new guidance to DOL agencies for preparing an equity assessment in their regulatory impact analyses (RIAs). The guidance will provide agencies with best practice examples and data sources that can be used for equity assessments. This will assist in better analyzing the distribution of regulatory impacts across individuals, households, and businesses/industries, with particular attention given to economically or historically disadvantaged or vulnerable groups (e.g., low-income households, racial or ethnic minorities, young children, elderly, small businesses, etc.). Having a standard SOP will enhance conducting a distributional analysis and can help to highlight inequities that are not otherwise addressed in the RIA. This activity will be tracked in measure **OASP-Equity-01** and milestone **OASP-Equity-02-M**.

- Host cross-agency working groups and trainings for DOL staff on "plain language" writing techniques. This workgroup will amplify the Department's work through targeted community outreach via agency regional staff; emphasize data-driven outreach by having guest speakers from each agency share real examples; facilitate training on outreach practices and support technologies available through DOL (e.g., national online dialogues, social media and social listening); and highlight technological enhancements and Department-wide services. This activity will be tracked in measure **OASP-Equity-02.**

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
OASP-Equity-01	Number of Regulatory Impact Analyses Developed that Utilize an Equity Assessment	3	N/A	N/A	N/A	N/A
OASP-Equity-02	Host Internal Cross-Agency Plain Writing Workgroups	4	N/A	N/A	N/A	N/A

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[3] Nearly all DOL agencies have been part of various subgroups to identify how its public-facing programs, policies, and procurement opportunities reach different communities and make recommendations for new programs, data collection and indicators, and research to advance equity. These subgroups include Apprenticeship, Procurement, Unemployment Insurance, Wage and Hour, and Worker Outreach.

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
OASP-Equity-01-M	Establish a new DOL-wide structure for reviewing agency equity work in conjunction with the Secretary's Office	12/31/2021
OASP-Equity-02-M	Develop a Standard of Practice Document for Conducting Equity Assessments	1/31/2022

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
OASP-Risk-R2.1	If OASP does not have sufficient funding and resources, then it may be unable to hire staff to provide adequate policy and regulatory oversight, data management, program evaluations, and compliance assistance in support of its mission.	OASP will focus on streamlining current projects and managing programs to maintain optimal efficiencies within monetary constraints.	9	Low
OASP-Risk-R2.2	If OASP does not receive the support and participation of its partner agencies in furtherance of its Equity Measures and Milestones, then they may be negatively impacted and may need to be postponed or cancelled.	OASP will closely monitor the situation prior to, and throughout FY 2022. If at any time it believes these may be impacted, OASP will coordinate with DOL and other relevant partners to make necessary revisions.	15	Low

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Navigator Program Evaluations	To improve equitable access to DOL programs, agencies across the Department are exploring navigator pilots, including to support equitable access to employment and training services, apprenticeship programs, and unemployment insurance benefits. CEO is building a research portfolio to generate insights about effective navigator approaches. Already underway is a VETS navigator pilot, and in FY 2022, CEO will study ETA's UI Navigator Pilot program and WB's FARE grant program.

Operational Portfolio: HR, IT, and Procurement

Human Resources

Item or Issue	Description	Strategy (short name)	Agency POC
Increased Hiring Plan	OASP has created a plan to increase hiring across its divisions. While this is tracked independently it affects several of OASP's strategies, and is included here for transparency.	• Evidence Based • Equity	Albert Herrera Administrative Officer

Information Technology

Systems, Initiatives, or Investments	Description	Strategy (short name)	Agency POC
Web Content Management	As part of the ongoing outreach efforts, OASP will be coordinating with OCIO to maintain the *Worker.gov, employer.gov,* and *elaws® Advisors* websites that are used to serve the needs of different public users seeking assistance navigating various federal employment laws.	• Equity	Marisela Douglass Director of the Office of Compliance Initiatives
Consolidated Data Portal	The Office of Data Governance, in close cooperation with OPA, OCIO, and the DOL Data Board has created a single entry point for DOL and public access to open data, and created a variety of tools to enable more effective data access and use including visualization galleries and tools, code samples, distance learning videos, and interactive API documentation.	• Evidence Based • Equity	Scott Gibbons Chief Data Officer
Labor's Advanced Service for Analytics and Research (LASAR)	LASAR provides free access to statistical, visualization, machine learning, AI, data management, and data science tools for all DOL staff. LASAR serves as an analytical sandbox and complements other Agency and OCIO capabilities by expanding what can be done. LASAR also hosts more sophisticated capabilities for restricted use access and advanced analysis for external researchers and contractors.	• Evidence Based • Equity	Scott Gibbons Chief Data Officer

Systems, Initiatives, or Investments	Description	Strategy (short name)	Agency POC
Data Exchange and Analytics Platform (DEAP)	DEAP currently provides access to SAS and hosts restricted use access capabilities. DEAP currently serves as the Department's consolidated hosting option for the National Directory of New Hires, and stores wage and employment data for the majority of impact evaluations conducted by the Department. During FY 2022, DEAP will be decommissioned and its data, users, and use cases will be transitioned to the LASAR service.	• Evidence Based • Equity	Scott Gibbons Chief Data Officer

Procurement

Procurement Item	Description	Strategy (short name)	Agency POC
3VESTA, LLC	Option year two award to fund the elaws, Employer.gov, and Worker.gov programs	• Equity	Karlyn Davis Economist
Haver Analytics	Extend contract services for software used to conduct economic data analysis	• Evidence Based	Jay Berman Economist
Talkwalker, Inc.	Extend contract services for the social media listening/analytics tool used to aid Wage and Hour Division and Occupational Safety and Health Administration campaign evaluations	• Equity	Marisela Douglass Director of the Office of Compliance Initiatives
Synergy Business Innovation and Solutions Inc.	Consolidation of DEAP and LASAR, and continued development of the LASAR platform.	• Evidence Based • Equity	Scott Gibbons Chief Data Officer
<TBD>	Expediting development of self-service through DOL's API V3 and continued enhancement of the consolidated data portal.	• Evidence Based • Equity	Scott Gibbons Chief Data Officer

Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
None at this time	--

Appendix B – Performance Measures and Milestones (Complete List)

This appendix will include the measures and/or milestones from the Department of Labor E-Business Suite (DEBS). Measures tables include measure identifier, name, prior year results, current year targets, and target by quarter (if applicable). Milestone tables will include milestone identifier, description, status, track, due date, expected completion date (if applicable), and actual completion date (if applicable).

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
DM-OASP-Evid-01	Number of short briefs published based on research/evaluation products distilling potential policy implications (new activity)	8	N/A	N/A	N/A	N/A	8
DM-OASP-Evid-02	Number of public data sets available through Application Programming Interface (API)	56	N/A	N/A	N/A	N/A	56
DM-OASP-Evid-03	Percent of DOL data sets using a shared service for data validation	5	N/A	N/A	N/A	N/A	5
DM-OASP-Evid-04	Number of Data Sets Available for Research	4	N/A	N/A	N/A	N/A	4
OASP-Equity-01	Number of Regulatory Impact Analyses Developed that Utilize an Equity Assessment	3	N/A	N/A	N/A	N/A	3
OASP-Equity-02	Host Internal Cross-Agency Plain Writing Workgroups	4	N/A	N/A	N/A	N/A	4

Milestone ID	Milestone Description	Due Date
OASP-Evid-01-M	Establish a working group responsible for identifying cross cutting policy issues and facilitating the convening of meetings, symposiums, conferences, or other engagements to make policy recommendations	2/28/2022
OASP-Evid-02-M	Engage in consultations with at least half of all DOL agencies to inform evidence-building activities in support advancing equity.	1/31/2022
OASP-Equity-01-M	Establish a new DOL-wide structure for reviewing agency equity work in conjunction with the Secretary's Office	12/31/2021
OASP-Equity-02-M	Develop a Standard of Practice Document for Conducting Equity Assessments	1/31/2022

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United States Department of Labor

Office of the Assistant Secretary for Policy (OASP)

Fiscal Year 2023 Agency Management Plan

Contents

Agency Introduction:

The Office of the Assistant Secretary for Policy (OASP) is the principal policy, regulatory, data governance and evaluation office for the U.S. Department of Labor (Department or DOL). OASP plays a crucial role in developing and advancing the Department's priorities. Specifically, OASP facilitates the execution of the Department's regulatory agenda and coordinates policy development through inter-agency working groups; supports an evidence-driven approach to policy and programmatic development by developing the Department's Annual Evaluation Plan, and conducting independent evaluations and research; improves the data capacity and impact of the Department by building new infrastructure for agencies and the public; and improves job quality and DOL's efforts to improve jobs across the American economy.

OASP is comprised of four offices: The Chief Evaluation Office (CEO); the Office of Compliance Initiatives (OCI); the Office of Data Governance (ODG); and the Office of Regulatory and Programmatic Policy (ORPP). In addition, the immediate Office of the Assistant Secretary houses the Good Jobs Initiative (GJI), which coordinates work across the Department that promotes good jobs.

OASP contributes to the FY 2022-2026 DOL Strategic Plan through the Management Goal, A Department Grounded in Evidence, Innovation, and Employee Engagement. OASP contributes to management objective M.2, Strengthen the Department's commitment and capacity for evidence-based decision-making, with the Performance Goal, Invest in Strategic and Evidence-Based Decision-Making, Policy and Regulatory Development.

For Fiscal Year (FY) 2023, OASP has identified a set of six themes and supporting strategies that align with the Secretary's vision of empowering workers morning, noon, and night, and the Deputy Secretary's management priorities of unleashing our power, promoting equity, and building the team, as demonstrated in the graphic below. All six themes advance the Secretary's vision of empowering workers morning, noon, and night; and each strategy promotes equity. Promoting good jobs cuts across the other two of the Deputy Secretary's strategic priorities; data as a strategic asset helps to unleash our power; and DOL as a model workplace helps build the team. The following illustration depicts this paragraph in the form of a Venn diagram:

Empowering Workers Morning, Noon, and Night

Unleashing Our Power

Data as a Strategic Asset

Engaging Impacted Communities

Assessing Equity

Evidence-Based Decision-Making

Promoting Good Jobs

DOL as a Model Workplace

Promoting Equity

Building the Team

Theme Number	Theme Name	Strategy	Strategy Short Name
1	**Unleash our power to promote good jobs and family-sustaining benefits for all working people.**	Strategy 1: Work with DOL agencies and other agencies around the federal government to promote good jobs in federal investments (GJI)	1. Good Jobs Initiative
1	**Unleash our power to promote good jobs and family-sustaining benefits for all working people.**	Strategy 2: Develop a regulatory agenda that empowers workers morning, noon, and night (ORPP)	2. Regulatory Agenda
1	**Unleash our power to promote good jobs and family-sustaining benefits for all working people.**	Strategy 3: Build strong interagency partnerships to combat labor exploitation and human trafficking (ORPP)	3. Combat Labor Exploitation
2	**Promote equity by analyzing the Department's efforts on underserved communities.**	Strategy 1: Support the Equity Board (ORPP & CEO)	1. Equity Board
2	**Promote equity by analyzing the Department's efforts on underserved communities.**	Strategy 2: Integrate equity analysis into the Department's data analysis (ORPP, CEO, and GJI)	2. Equity Analysis
3	**Engage with impacted communities, especially underserved communities.**	Strategy 1: Modernize and expand engagement resources for workers and employers (OCI and GJI)	1. Modernize Resources
3	**Engage with impacted communities, especially underserved communities.**	Strategy 2: Support agencies in engaging impacted communities in rulemaking (OCI & ORPP)	2. Engaging Impacted Communities
4	**Promote evidence-based decision-making to strengthen the Department's policy and program.**	Strategy 1: Develop learning agendas – aligned with AMP Planning (CEO)	1. Learning Agendas
4	**Promote evidence-based decision-making to strengthen the Department's policy and program.**	Strategy 2: Promote Scientific Integrity Throughout the Department (CEO)	2. Scientific Integrity

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Theme Number	Theme Name	Strategy	Strategy Short Name
5	**DOL as a model workplace**	Strategy 1: Implement activities in support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan	1. DEIA Plan
6	**Data as a strategic asset**	Strategy 1: Improve DOL's capacity to leverage data for decision-making.	1. Data Capacity
6	**Data as a strategic asset**	Strategy 2: Initiate Specific Cross-Agency Projects Improving DOL Data Governance Activities (CEO and ODG)	2. Data Governance

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FY 2023 Budgetary Resources:

The Office of the Secretary of Labor and offices that directly support the Secretary in developing policy and managing the Department are primarily funded through the Departmental Management (DM) appropriation. The DM appropriation includes the Program Direction and Support (PDS) budget activity, which provides funding for offices that offer centralized leadership and direction for DOL. The Program Direction and Support (PDS) activity encompasses the Office of the Secretary of Labor, Office of the Deputy Secretary of Labor, Office of the Assistant Secretary for Policy (OASP), Office of Congressional and Intergovernmental Affairs, Office of Public Affairs, and the Office of Public Engagement.

The DM appropriation also funds the Departmental Program Evaluation (DPE) budget activity. The DPE activity funds DOL evaluation activities overseen by CEO. CEO is primarily funded by the DPE activity, including its salaries and benefits. DPE has four-year funding availability.

OASP PDS Budget Activity	Budget Authority (whole dollars)	FTE
Core Funding (includes staffing and expenses)[1]	$8,399,715	33

DPE Budget Activity	Budget Authority (whole dollars)	FTE
Core Funding (including staffing)	$8,281,000	13
Evaluation Set-Aside Funding	$18,640,000	N/A

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[1] Includes ORPP, ODG, OCI, Administrative, Good Job Initiative, and OASP Front Office/Leadership staff. Also includes contracts, rent and utilities, supplies and materials, travel, printing, equipment, training, and other general expenses.

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Agency Theme 1: Unleash our power to promote good jobs and family-sustaining benefits for all working people.

Strategy 1: Work with DOL agencies and other agencies around the federal government to promote good jobs in federal investments

The Good Jobs Initiative (GJI), housed in the immediate office of the Assistant Secretary for Policy, is a Department of Labor led initiative that provides critical information to workers, employers, and governments as they work to improve job quality and create access to good jobs free from discrimination and harassment for all working people (with emphasis on underserved communities, including black, Indigenous, and people of color (BIPOC) individuals, LGBTQ+ individuals, women, immigrants, veterans, individuals with disabilities, individuals in rural communities, individuals without a college degree, individuals with or recovering from a substance use disorder, and justice-involved individuals.

The GJI focuses on empowering working people. One of its key strategies involves supporting partnerships across federal agencies and providing technical assistance on grants, contracts, and other investments designed to improve job quality. In all of its work, the GJI coordinates work done since the beginning of this administration – and often for decades before – under one umbrella to promote good jobs and, consistent with applicable legal authority, ensure that other agencies continue to have access to these resources in building job quality standards and equitable pathways to those jobs at the front-end.

Activities:

To further support this effort, OASP will undertake the following activities:

- GJI will provide trainings to other agencies on ways to incorporate strong labor standards and equitable hiring practices in their Funding Opportunities Announcements (FOAs), with a special focus on highlighting precedents from other agencies and offers of technical assistance to advance these priorities in the future. These efforts will be tracked as measure **OASP-GJ-01**.

- GJI will continue to update Goodjobs.gov to provide a library of current and historical FOAs incorporating strong labor standards and equity provisions, tracked as milestone **OASP-GJ-01-M**.

- GJI will develop a high-level strategy and hiring plan to institutionalize its efforts in the OASP career team, which will be especially important if GJI receives the funding it has requested in the FY 2024 budget process. These efforts will be tracked as milestone **OASP-GJ-02-M**.

Performance, Risk and Learning

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)
OASP-GJ-01	Number of Trainings Provided	8	2	2	2	2	Unleashing our Power, Equity

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-GJ-01-M	Launch of FOA library on Goodjobs.gov	3/31/2023	Unleashing Our Power, Equity
OASP-GJ-02-M	Development of Strategy and Career Hiring Plan for GJI's Long-Term Efforts	9/30/2023	Unleashing Our Power, Equity

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
ASP-Risk-R1.1	Most federal spending in relevant categories flows through non-DOL agencies. If these agencies do not engage with GJI, OASP will not be able to train their teams effectively on opportunities.	GJI is working closely with leadership to assess opportunities to develop relationships with agencies to promote its training and technical assistance.	25	Medium: GJI is a Departmental priority and OASP is seeking every opportunity to address this risk.

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
OASP-Risk-R1.2	If OASP is not funded to expand GJI, especially in light of the passage of CHIPS[2] and Inflation Reduction Act (IRA), it will not be able to take full advantage of opportunities to expand its efforts and institutionalize in the career staff.	OASP is committed to seeking resources when available to build out the GJI team and institutionalize these efforts.	35	Medium: Funding is always a challenge.

Strategy 2: Develop a regulatory agenda that empowers workers morning, noon, and night (ORPP)

Twice a year the Administration generally publishes its Unified Agenda of Regulatory and Deregulatory Actions (Fall and Spring Agenda). The regulatory agenda provides a list of regulations Cabinet agencies expect to actively work on during the next 6-12 months, highlighting the Administration's current regulatory policy priorities. The Fall Agenda also includes a narrative statement of the Department's regulatory priorities for the next year. The Agenda provides public notice and transparency about proposed regulatory actions. It also highlights agency priorities and encourages public participation in the regulatory process.

ORPP works with agencies to prepare the Department's semiannual Regulatory Agenda to be approved by the Secretary and Deputy Secretary and submitted to the Office of Management and Budget (OMB). And OASP works to ensure that this regulatory agenda reflects Secretary Walsh's commitment to empowering workers morning, noon, and night and that puts good jobs at the center of our work. OASP works closely with Departmental leadership in shaping the regulatory agenda to promote good jobs and empower working people whenever possible.

Importantly, the Regulatory Agenda does not obligate the agency to complete all of the actions listed or to do so within the estimated publication dates, nor does it stop the Department from issuing regulations it did not anticipate ahead of time. As a result, while the Agenda is an important benchmark, OASP works closely with the agencies, the Office of the Solicitor, Departmental leadership, OMB, and White House policy councils to adjust priorities on a constant basis over the course of the year.

The current Spring 2022 Regulatory Agenda is attached to the AMP as Appendix D and guides a significant portion of ORPP's work absent further adjustments as approved by leadership.

Activities:

To support this effort, OASP will undertake the following activities:

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[2] The CHIPS part of the CHIPS and Science Act ("Creating Helpful Incentives to Produce Semiconductors") allocates $54.2 billion toward bolstering the American semiconductor supply chain.

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- OASP will ensure that the Department timely develops the regulatory agenda according to the schedule established by the Office of Information and Regulatory Affairs (OIRA), reflecting the Secretary's core direction. This effort will be tracked as milestone **OASP-GJ-03-M**.

- OASP will work with the Secretary to ensure leadership priorities are reflected in the annual Regulatory Plan, and will assist agencies in advancing those priorities throughout the year through economic analysis and managing interagency regulatory review at OIRA and publication in the Federal Register, tracked as milestone **OASP-GJ-04-M**.

- OASP will work with the Deputy Secretary and OASAM to develop strategies to help agencies improve regulatory hiring efforts, engaging with OMB and counterparts in other agencies to identify possible practices. This effort will be tracked as milestone **OASP-GJ-05-M.**

Performance, Risk and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-GJ-03-M	Regulatory agenda is timely developed and submitted, reflecting Secretary's core direction.	9/30/2023	Unleashing Our Power, Equity
OASP-GJ-04-M	Regulatory Plan and associated rollout documents connect to DOL leadership priorities.	12/31/2022	Unleashing Our Power, Equity
OASP-GJ-05-M	Develop a toolkit of strategies to improve regulatory hiring efforts.	12/31/2022	Building the Team, Equity

Strategy 3: Build strong interagency partnerships to combat labor exploitation and human trafficking (ORPP)

Combatting labor exploitation and labor trafficking will aid the Department in ensuring workers are protected and have good jobs. The Department of Labor focuses our efforts on workers who are particularly vulnerable to labor exploitation and human trafficking, such as undocumented or migrant workers; BIPOC individuals; and LGBTQ+ individuals; people with substance use disorders or mental health concerns; people involved with the child welfare system; and runaway or homeless youth.

OASP provides central coordination within the Department of Labor and with other federal agencies to address labor exploitation and human trafficking. For example, OASP supports DOL leadership's participation in the President's Interagency Task Force (PITF) and the Senior Policy Operating Group

(SPOG), participates in various SPOG working groups, and then works closely with agencies to implement items from the National Action Plan to Combat Human Trafficking. OASP's work connects agencies' domestic work, through civil enforcement of federal labor laws and employment and training resources, with international work providing technical assistance, monitoring, and research.

Activities:

To further support this effort, OASP will undertake the following activities:

- OASP will work with DOL agencies to update the OASP trafficking website, to provide detailed and timely information and resources to the public about the expansive work to combat human trafficking across the Department. This effort will be tracked as milestone **OASP-GJ-06-M**.

- OASP will continue coordinating between DOL agencies and with other federal agencies to improve communication and collaboration and ensure DOL's focus on preventing labor exploitation is represented in interagency policy discussions. This effort will be tracked as milestone **OASP-GJ-07-M**.

- OASP will create and publish a DOL-specific strategy to counter labor exploitation and trafficking, including seeking input from survivors of human trafficking. This effort will be tracked as milestone **OASP-GJ-08-M**.

Performance, Risk and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-GJ-06-M	Update OASP trafficking website	10/31/2022	Unleashing Our Power, Equity
OASP-GJ-07-M	Internal and external coordination on labor exploitation and human trafficking	9/30/2023	Unleashing Our Power, Equity, Good Jobs
OASP-GJ-08-M	Develop strategy to counter labor exploitation and human trafficking	9/30/2023	Unleashing Our Power, Equity

Agency Theme 2: Promote equity by analyzing the Department's efforts on underserved communities.

Strategy 1: Support the Equity Board (ORPP & CEO)

The Department has made equity a priority in everything it does for workers. Equity is a throughline of how the Department seeks to empower workers morning, noon, and night and ensuring equity in everything it does is one of the Department's key management priorities.

OASP worked closely with the Office of the Secretary and Office of the Deputy Secretary to incubate the Equity Board in FY 2021 and FY 2022 and has since helped to transition leadership of the Equity Board to the Chief Diversity and Equity Officer, who reports to the Secretary and Deputy Secretary. Now OASP is committed to supporting the Equity Board's efforts to promote equity across the Department.

OASP leadership will continue close coordination with the Equity Board in order to identify opportunities for each of the agency's component offices to contribute to the Department's equity efforts, including through reviewing and strengthening the equity focus of draft policies, providing data and policy analysis, and sharing best practices. OASP will continue to seek additional resources to develop and staff the Equity Technical Assistance Center as well.

Activities:

- ORPP will report to the equity board quarterly on the status of the regulatory agenda and agencies' efforts to embed equity in regulations. This effort will be tracked as measure **OASP-Equity-01**.

- CEO will keep the Equity Board apprised of the results of relevant evaluations, including findings and data analysis from the UI Data Equity Pilots (which have been closely supported by ODG), as the results are generated, and by the end of fiscal year. This effort will be tracked as measure **OASP-Equity-02**.

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Performance, Risk and Learning
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)
OASP-Equity- 01	Number of Quarterly Regulatory Briefings	4	1	1	1	1	Equity
OASP-Equity- 02	Number of Quarterly Evaluation Briefings	4	1	1	1	1	Equity

Strategy 2: Integrate equity analysis into the Department's data analysis (ORPP, CEO, and GJI)

Equity analysis is an important tool allowing policymakers to assess the distributional impacts of policy. Equity analysis allows policymakers and the public to understand the impacts of policy the level of various subgroups of the population, with particular attention to economically or historically disadvantaged or vulnerable groups (including, depending on the circumstances, BIPOC individuals, LGBTQ+ individuals, women, immigrants, veterans, individuals with disabilities, individuals in rural communities, individuals without a college degree, individuals with or recovering from a substance use disorder, and justice-involved individuals).

OASP has begun to encourage agencies to incorporate equity analyses into their regulatory impact analysis. Last year, ORPP developed a toolkit for agencies to help them do so, providing a variety of methodologies and examples, along with best practices for conducting equity analysis. ORPP has also offered technical assistance to agencies seeking to implement additional analysis.

CEO also regularly helps agencies incorporate equity analysis into their learning agendas, described further below. CEO will continue working with agencies to identify places where equity analysis (and distributional impact analysis) can help inform evaluations.

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GJI and OASP leadership led an interagency effort last year to develop Good Jobs Principles that create a framework for workers, businesses, labor unions, advocates, researchers, state and local governments, and federal agencies for a shared vision of job quality. OASP will build upon that effort through a collaboration between the Department and a network of leading academic researchers, workforce practitioners, business representatives and philanthropic organizations seeking to better measure, analyze and report on job quality. Equity analysis is at the heart of those efforts as well.

Activities:

- ORPP will convene a quarterly discussion of the Department's regulatory council (and adding CEO staff) to review best practices in equity analysis over the last quarter, engaging with experts from sister agencies and outside data experts, as appropriate, to inform equity analysis efforts in regulations and evaluations. This effort will be tracked as measure **OASP-Equity-03.** ORPP will work with ExecSec to ensure that Decision Memos on regulatory actions for economically significant rules include a summary of the agency's efforts to assess equity. This effort will be tracked as milestone **OASP-Equity-01-M**.

- GJI and OASP leadership will continue efforts to develop job quality metrics that center equity. This effort will be tracked as milestone **OASP-Equity-02-M**.

Performance, Risk and Learning

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)
OASP-Equity- 03	Number of Quarterly Regulatory Council Meetings on Equity Best Practices	4	1	1	1	1	Equity

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-Equity- 01 M	Include a summary of equity analysis efforts on regulatory significant rules on decision memos	11/30/2022	Equity
OASP-Equity- 02-M	Develop job quality metrics that center equity.	9/30/2023	Equity, Good Jobs

Agency Theme 3: Engage with impacted communities, especially underserved communities.

Strategy 1: Modernize and expand engagement resources for workers and employers (OCI and GJI)

OASP plays a crucial role in supporting the President's and Secretary's respective orders and priorities to transform the Federal customer experience (CX) and improve upon the delivery of Federal government programs, processes, and services to workers, employers, and government entities.

OCI and GJI are working together closely to refresh Worker.gov and Employer.gov to ensure that these High Impact Service Channels (HISCs) inform workers and employers of their respective labor and employment rights and responsibilities in plain language, including information regarding their rights to organize and bargain collectively and form a union. In the past fiscal year, we substantially refreshed the content of Worker.gov, working with agencies across the Department and with the Office of the Solicitor to ensure that our content is both up-to-date and reflects the latest worker protections. We re-launched this content in English and Spanish to start, and will seek to expand language availability as budget allows as soon as possible.

We will work closely with Departmental leadership, the Office of Public Engagement, and each agency to disseminate information about these new resources. We will work with the Office of the Secretary, Office of the Deputy Secretary, and Office of Public Affairs to seek opportunities to highlight these materials in speeches. We will also use OPE's regular monthly worker, employer, and labor stakeholder sessions, respectively, to inform stakeholders of these refreshed resources, gathering feedback on future directions.

Together, these efforts also further the objectives of two of the Department's priorities, the White House Task Force on Worker Organizing and Empowerment and the Good Jobs Initiative.

Activities:

To support this effort, OASP will undertake the following activities:

- We will complete a full redesign Worker.gov, building a new, easier-to-navigate user interface atop the refreshed content. Our goals for the new website include better searchability, accessibility, mobile responsiveness, and a user-friendly content management system – the latter to enable iterations to simplify language, improve language access, and deploy additional to multimedia content. The development of this website will be tracked in milestones **OASP-ENG-01-M**. Upon completion of the website, customer satisfaction will be tracked via a web-based survey in measure **OASP-ENG-01**.

- We will complete a corresponding content refresh for our Employer.gov portal as we did for Worker.gov, tracked in milestone **OASP-ENG-02-M**. Resources permitting, we will pursue a full redesign building upon the content management system and design from the new worker.gov as soon as possible.

Performance, Risk and Learning

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)
OASP-ENG-01	Customer Satisfaction Score	Baseline	N/A	N/A	N/A	N/A	Customer Experience, Equity

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-ENG-01-M	Complete Worker.gov 2.0 Design Update	12/31/2022	Customer Experience, Equity
OASP-ENG-02-M	Complete Employer.gov content refresh	3/31/2023	Customer Experience

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Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
OASP-Risk-R3.1	OASP has no current budget set aside to complete a redesign of employer.gov.	OASP is working to assess whether the budget it pulled together for worker.gov could be stretched to cover employer.gov as well.	21	Medium: It is likely OASP will not have the budget at the beginning of FY 2023 to complete a full overhaul of employer.gov, but the impact is not tremendous as long as we plan for it when the budget is available.

Strategy 2: Support agencies in engaging impacted communities in rulemaking (OCI & ORPP)

When the Department propose new regulations, we tend to hear from those who have the resources to retain experts on regulatory process to help them shape their comments. Too often, we hear less from individuals — be they workers or even small business owners — who are directly impacted by these regulatory changes. When we do, we tend to hear from them as mediated by sign-on campaigns.

The Department has developed a series of resources to help encourage those individuals who lack expertise in the regulatory process to better understand that process and when and how they can make their voice heard – including Black, Indigenous, and other communities of color, LGBTQ+ individuals, women, immigrants, veterans, people with disabilities, individuals in rural communities, and small business owners. We want to reach workers and employers both directly and through intermediaries like labor unions, worker centers, business groups, educational institutions, and state and local governments. We hope that these materials will provide some guidance for those who want to comment on our rules.

Activities:

- OCI will work with ORPP to develop a train-the-trainer curriculum based on the Regs 101 materials. This will be tracked as milestone **OASP-ENG-03-M**.

- OCI will work with Regional Outreach Professionals to arrange two train-the-trainer sessions for stakeholders on Regs 101 in Q2, and will seek feedback from those stakeholders. This will be tracked as milestone **OASP-ENG-04-M**.

- OCI will retool the curriculum in Q3 in response to the feedback, and will plan additional sessions in Q4. This will be tracked as milestone **OASP-ENG-05-M**.

Performance, Risk and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-ENG-03-M	Develop train-the-trainer curriculum based on Regs 101 materials.	2/28/2023	Equity
OASP-ENG-04-M	Arrange two train-the-trainer sessions and seek feedback from participating stakeholders.	4/30/2023	Equity
OASP-ENG-05-M	Retool curriculum and plan additional sessions in Q4.	6/30/2023	Equity

Agency Theme 4: Promote evidence-based decision-making to strengthen the Department's policy and program.

Strategy 1: Develop learning agendas – aligned with AMP Planning (CEO)

CEO coordinates an annual learning agenda development process with all Departmental agencies that contribute to the Strategic Plan. Each agency develops learning agendas that roll up to the Department's evidence documents, including the Annual Evaluation Plan. These subcomponent learning agendas provide agencies with an infrastructure to customize and monitor their own learning roadmaps, in addition to contributing to the broader Departmental strategic mission. Departmental leadership and the Department's Evidence Officials also review agency learning agendas. CEO also uses learning agenda inputs in coordinating the Department's Capacity Assessment for Research, Evaluation, Statistics, and Analysis, and in the development of the Annual Evaluation Plan. The learning agenda development timeline has been accelerated to better align with the development of Agency Management Plans as well.

The Department's Annual Evaluation Plan is attached to the AMP as Appendix F and guides a significant portion of CEO's work absent further adjustments as negotiated over the course of the year.

Activities:

To support this effort, OASP will undertake the following activities:

- CEO will work with each agency to develop learning agendas reflecting their priorities and inputs from the Secretary, Deputy Secretary, and equity board. This effort will be tracked as milestone **OASP-EV-01-M**.

- CEO will develop the annual Evaluation Plan and ensure it is cleared by Departmental leadership and OMB to accompany the budget. This effort will be tracked as milestone **OASP-EV-02-M**.

Performance, Risk and Learning

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-EV-01-M	Work with agencies to develop learning agendas	12/16/2022	Evidence-based decision-making, Equity
OASP-EV-02-M	Develop annual Evaluation Plan	8/30/2023	Evidence-based decision-making, Equity

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Strategy 2: Promote scientific integrity throughout the Department (CEO)

On January 27, 2021, President Biden issued a **Memorandum on Restoring Trust in Government through Scientific Integrity and Evidence-Based Policymaking** (Presidential Memorandum). The Presidential Memorandum called for federal agencies to restore public trust in the integrity of government science through a number of actions, including updating agency scientific integrity policies and positioning new senior-level officials in roles to oversee and ensure effective implementation of these policies.

The Deputy Secretary has appointed the Chief Evaluation Officer to be the Department's Scientific Integrity Official, and has established a new Scientific Integrity Council with at least one representative from each agency. CEO will work with the Department's Chief Scientist (the Associate Deputy Secretary) and the Scientific Integrity Council to advance scientific Integrity through the Department.

Activities:

- The Scientific Integrity Council will meet biannually, as directed by the Deputy Secretary, to manage allegations of compromised scientific integrity and to ensure awareness of the SI Policy by agency employees, contractors, grantees, and other relevant agency partners. This effort will be tracked as measure **OASP-EV-01**.

- CEO will work with the Scientific Integrity Council to update the Department's Scientific Integrity Policy and post it publicly. This effort will be tracked as milestone **OASP-EV-03-M**.

Performance, Risk and Learning

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)
OASP-EV-01	Meetings of the Scientific Integrity Council	2	0	1	0	1	Evidence-based decision-making

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-EV-03-M	Update and Publicly Post the Scientific Integrity Policy	1/31/2023	Evidence-based decision-making

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Agency Theme 5: DOL as a Model Workplace

Strategy 1: Implement activities in support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan

OASP will continue to focus on diversity, equity, inclusion, and accessibility (DEIA) in its strategies for recruitment, retention, professional development, and career growth opportunities. In FY 2023, OASP will undertake the following activities as part of its strategic focus on DEIA.

Activities:

- **Review of Recruitment Packages –** In FY 2023, the agency will review all recruitment packages for new hires (position description, recruitment checklist, job analysis, and competency-based questions) to ensure that they incorporate inclusive language and eliminate unnecessary barriers. As part of this review, OASP will determine whether specialized technical skills, certifications or degrees are truly required for effective performance in the position and update recruitment packages as necessary and in alignment with OPM's position classification and qualification standards. This activity will be tracked in milestone **OASP-DEIA-01-M.**

- **Increase outreach and recruitment to underserved communities –** OASP will partner with OHR and other similarly situated agencies to collaborate on creative solutions to increase its DEIA efforts and develop shared goals around recruitment and retention plans, professional development, and career growth opportunities. In addition, the agency will increase sharing of vacancy announcements with DOL and professional affinity groups. This activity will be tracked in milestone **OASP-DEIA-02-M.**

- **Maximize use of Workforce Recruitment Program (WRP) –** By Q1 of FY 2023, the agency will distribute information about the WRP to hiring managers and require that all hiring officials review the WRP database to identify potential qualified candidates for vacancies and/or use the Schedule A hiring authority prior to posting. This activity will be tracked in milestone **OASP-DEIA-03-M.**

- **Maintain network of Recruitment Champions –** In FY 2023, OASP will continue its efforts to recruit from a more diverse pool of candidates for positions at all levels. OASP will collaborate with OHR to establish and maintain a network of recruitment champions to assist with diversity outreach and recruitment efforts such as hiring events, campus outreach, and other activities designed to increase awareness of DOL and OASP mission and job opportunities and promote DOL as a model employer. By Q1 of FY 2023, OASP will establish a rotational schedule for its recruitment champions, to help balance workload and provide networking opportunities to all. Recruitment champions will utilize feedback from affinity groups, the DOL Recruitment team, data analysis, and other forums to help boost recruitment efforts and marketing strategies. OASP will continue exploring additional opportunity for targeted recruitment from Minority Serving Institutions (MSIs), Schedule A and other hiring authorities, and leveraging our relationship with affinity groups to share vacancies with members. This activity will be tracked in milestone **OASP-DEIA-04-M.**

- **Implement internships and fellowships –** By Q1 of FY 2023, the agency will distribute information about the Pathways Programs to hiring managers to encourage recruitment of college students and recent graduates from underserved communities for vacant positions. The agency will notify office directors about the Presidential Management Fellows (PMF) program and encourage hiring officials to recruit from the PMF Talent Management System. This activity will be tracked in milestone **OASP-DEIA-05-M.**

- **Institutionalize DEIA in performance plans –** Beginning FY 2024, the agency will include a performance element and/or standard in all manager and supervisor Performance Management Plans that clearly delineates OASP's commitment to being a model employer and clarifies their roles and responsibilities for advancing DEIA. By end of FY 2023 Q3, OASP will finalize the required DEIA performance element/standard and share with agency supervisors and managers. This activity will be tracked in milestone **OASP-DEIA-06-M.**

- **Increase participation in leadership and career development training –** In FY 2023 OASP will develop a strategy to increase participation in non-mandatory leadership and career development programs such as identifying no- or low-cost training opportunities and ensuring staff coverage for training offered during work hours. In addition, the agency will continue to maximize the use of the DOL ROAD program and Agency mini-detail program to expand employee opportunities whenever possible and support and encourage non-supervisory employees' participation in the Continuous Learning@Labor Program and other professional development opportunities. These activities help support agency succession planning at critical levels within the workforce. This activity will be tracked in milestone **OASP-DEIA-07-M.**

- **Ensure the use of inclusive language –** In FY 2023, OASP will establish a schedule to complete its review of handbooks, guidance materials, internal workplace policies, and other materials to use inclusive language and up-to-date terminology for all employees such as gender-neutral titles or preferred identifiers. The review will include removing gender-based pronouns and negative disability terms from policy documents, formal communications, agency-wide announcements, handbooks, and other materials to ensure they are neutral about sexual orientation and gender identify, and do not reflect gender stereotypes. This activity will span multiple years. This activity will be tracked in milestone **OASP-DEIA-08-M.**

- **Analyze Federal Employee Viewpoint Survey (FEVS) Data –** In FY 2023, OASP will explore creative ways to encourage employee participation in the FEVS. The agency will communicate FEVS participation rates weekly to staff while the survey is open. OASP will analyze annual FEVS data to identify engagement and DEIA-related response trends to act on feedback where feasible. Particular focus will be placed on the annual Employee Engagement Index (EEI), Global Satisfaction Index (GSI), DEIA-focused questions, and data about the supervisor's commitment to a workforce representative of all segments of society and employee development. Managers will conduct meetings with their staff to discuss office-specific results of the FEVS and identify action items to address challenges identified through the data. OASP will continue to provide opportunities for employees to share feedback and discuss ongoing projects, measures and milestones throughout the year via quarterly All Staff Meetings, Listening Sessions, Surveys, and Office Hours with Leadership. This activity will be tracked in milestone **OASP-DEIA-09-M.**

- **Increase participation in Mentoring@Labor and ContinuousLearning@Labor** – In FY 2023, OASP will explore opportunities to increase participation in these programs among the agency's staff. This activity will be tracked in milestone **OASP-DEIA-10-M.**

- **Assess Telework Eligibility and Participation –** Regularly assess workforce data to ensure telework eligibility and participation determinations are being made in accordance with policy and applicable law, fairly and equitably, and in a manner that effectively meets the agency's mission needs. OASP will provide updated information and telework guidance to employees and managers. This activity will be tracked in milestone **OASP-DEIA-11-M.**

- **Leveraging Recognition Programs and Incentives –** Improve use of recognition programs and incentives to reward team members for their work. OASP will assess programs and incentives that have been implemented by other agencies. This activity will be tracked in milestone **OASP-DEIA-12-M.**

Strategy 2:   Incorporation of Annual Hiring Plan

OASP is incorporating its Annual Hiring Plan into this AMP by reference (Appendix E). The plan will be linked to the appropriate agency employee performance standards

Performance, Risk and Learning

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)
OASP-DEIA- 01	Number of Employee Engagement Meetings Conducted	8	2	2	2	2	Building the Team, Equity

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-DEIA-01-M	Review of Recruitment Packages	9/30/2023	Building the Team, Equity
OASP-DEIA-02-M	Increase outreach and recruitment to underserved communities	3/31/2023	Building the Team, Equity
OASP-DEIA-03-M	Maximize use of Workforce Recruitment Program (WRP)	12/31/2022	Building the Team, Equity
OASP-DEIA-04-M	Maintain network of Recruitment Champions	12/31/2022	Building the Team, Equity
OASP-DEIA-05-M	Implement internships and fellowships	6/30/2023	Building the Team, Equity
OASP-DEIA-06-M	Institutionalize DEIA in performance plans	6/30/2023	Building the Team, Equity
OASP-DEIA-07-M	Increase participation in leadership and career development training	3/31/2023	Building the Team, Equity
OASP-DEIA-08-M	Ensure the use of inclusive language	9/30/2023	Building the Team, Equity
OASP-DEIA-09-M	Analyze Federal Employee Viewpoint Survey (FEVS) Data	3/31/2023	Building the Team, Equity
OASP-DEIA-10-M	Increase participation in Mentoring@Labor and ContinuousLearning@Labor	3/31/2023	Building the Team, Equity
OASP-DEIA-11-M	Assess Telework Eligibility and Participation	6/30/2023	Building the Team, Equity
OASP-DEIA-12-M	Leveraging Recognition Programs and Incentives	3/31/2023	Building the Team, Equity

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (If applicable)	Risk Rating as of 10/1	Risk Tolerance
OASP-Risk-R5.1	OASP is a small agency with an even smaller administrative team that will have a lot to juggle in implementing these plans.	We are developing a plan for phasing across the year, and we are considering whether we could team up with other policy agencies like Women's Bureau and ODEP or even SOL to tackle some portions of the plan. And we will triage to the extent possible to ensure that the most important milestones are prioritized.	25	Medium: This seems like a possible risk given the workload for our relatively small administrative staff. At the same time, OASP's hiring is also limited in comparison to other agencies.

Agency Theme 6: Data as a Strategic Asset

Strategy 1: Improve DOL's capacity to leverage data for decision-making

Aligning to the statutory requirements in the [Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act)](#), the Department of Labor is committed to the development and use of high-quality, credible information to improve its programs, policies, and operations, all in a manner that is transparent to the public. Evidence-based policymaking has necessitated a modern data infrastructure and strengthened data capacity.

ODG and CEO have developed a series of activities that will help the Department leverage data for decision-making.

Activities:

- During FY 2022, ODG and CEO collaborated on the design, development, and creation of a secure analytical service that offers DOL programs access to an appropriately secure environment to store sensitive data with personally identifiable information, combined with cutting edge analytical tools. During FY 2023, CEO and ODG will leverage this environment to analyze sensitive data including personnel data from DOL programs and state Unemployment Insurance (UI) recipients in support of equity analysis, and data from the Veterans Employment and Training Service (VETS) in support of matching data on separating veterans with wages, UI receipt, and new hire data. This activity strongly supports broad Departmental goals such as assessing equity in our programs, evidence-based decision making, and making progress towards the goals of DOL's Enterprise Data Strategy. This activity will be tracked in measure **OASP-DATA-01**.

- As part of the transformation of data for decision-making, CEO will lift up emerging findings with potential salience for policy consideration, by developing short summaries and syntheses. This activity will be tracked in measure **OASP-DATA-02**.

- By the end of FY 2023, CEO will formally establish research partnerships through data-sharing MOUs with at least five states involved in the UI Equity Pilots, with OPM to study the impact of federal parental paid leave policies, and with HHS to understand wages and earnings outcomes for individuals supported by a variety of DOL programs and services (including ETA and VETS). This activity will be tracked in milestone **OASP-DATA-01-M**.

- During FY 2022, ODG collaborated with OCIO to initiate a project that expands DOL's open data services and capabilities. This work enables self-service: agency staff can load their data sets and manage the own data services within DOL's larger data service. This capability is expected to debut in early FY 2023, and ODG will support the rollout by training agency staff, helping to identify useful data sets and applications, and supporting agencies with integrating this technology into their analytical work and routine data access tasks. This work will increase efficiency and decrease burden on agency staff by standardizing access to data, ensuring all staff are using appropriate information, and move the Department towards the goals of DOL's Enterprise Data Strategy. In the longer term, this work will also expand the use of Application Program Interfaces that provide data transparency to DOL stakeholders and the public. This activity will be tracked in milestone **OASP-DATA-02-M**.

Performance, Risk, and Learning

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)
OASP-DATA-01	Data Sets Available for Secure Analysis	5	1	3	4	5	Equity, Unleashing Our Power, Evidence- based decision-making
OASP-DATA-02	Short Research Briefs	8	N/A	N/A	N/A	N/A	Equity, Unleashing Our Power, Evidence- based decision-making

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-DATA-01-M	Establish data-sharing MOUs with 5 states in UI equity pilots, with OPM, and with HHS.	9/30/2023	Equity, Evidence-based decision-making, Unleashing Our Power,
OASP-DATA-02-M	Train agency staff and support agencies integrating open data services technology into DOL's larger data service.	3/31/2023	Equity, Evidence-based decision-making, Unleashing Our Power,

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
OASP-Risk-R6.1	If the terms and conditions of the MOU are not fully agreed to by all parties, then then the exchange of data may be hindered or delayed.	OASP has proactively built capacity in the primary challenge areas with data- sharing: legal, IT, and technical expertise.	15	Medium: Failing to achieve our target will likely result in delays, but these delays will not necessarily cause irreparable harm, though over-long delays are problematic to meeting the ultimate objectives of the analyses.

Learning: Competed, Underway, or Planned

| Learning Category	Description of how evidence or evidence-building has or will inform the strategy
Advance Evidence Building	CEO is building DOL capacity to understand employment outcomes for individuals served by our programs, through approximately 12 data-sharing agreements with HHS, at least 5 with states, and at least 1 with OPM. In FY 2023, CEO will analyze new data to advance understanding on job quality outcomes (wages, benefits) for different populations including veterans experiencing homelessness, new parents, individuals experiencing long-term unemployment, women, and young adults.
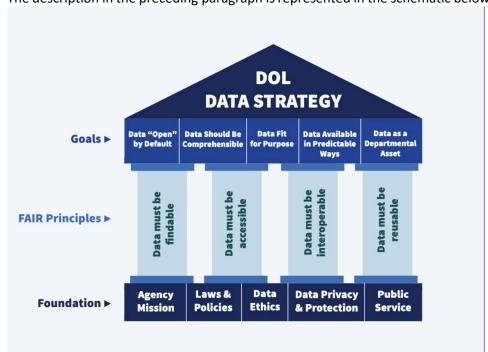
Strategy 2: Initiate specific cross-agency projects improving DOL data governance activities (CEO and ODG)

Each of the Department's agencies produces data in response to diverse mandates, laws, and policies. Creating data that can serve as a strategic asset across such an enterprise requires a strong focus on the quality, availability, and utility of such data. Data products that are consistent in format and content increase value by making it easier to find patterns and trends that are relevant to program administration, and reduce the costs and complexity of analysis through efficient and predictable use. High-quality data are essential to understanding the effectiveness of DOL programs, the beneficiaries and stakeholders impacted by those programs, and the degree to which we meet our missions.

The Office of Data Governance has leveraged assessments conducted by the Department's Data Board to inform the development of an Enterprise Data Strategy. That Strategy was built upon the foundation of the Department's mission, the laws and policies underlying that mission, principles of data ethics, imperatives to respect data privacy and protect data, and public service. The Strategy is also guided by four "FAIR" principles for data, that it should be Findable, Accessible, Interoperable, and Reusable. Together, these efforts will help the Department meet its goals of having data that are:

- "open" by default
- comprehensible
- fit for purpose
- available in predictable ways; and
- treated as a Departmental asset.

The description in the preceding paragraph is represented in the schematic below:

Activities:

ODG has developed a series of activities that will help the Department improve its data governance.

- During FY 2023, ODG will produce a metadata standard for the Department of Labor. This standard will become the basis for collecting and maintaining metadata across DOL and establishing a data quality framework that will leverage opportunities presented by current and prospective IT modernization efforts. This activity supports assessing the quality and interoperability of equity and characteristic data collected by DOL programs and makes important progress towards the goals of DOL's Enterprise Data Strategy in areas such as making data fit for purpose, interoperable, and reusable. In creating this standard, ODG will consult with the Equity Board, ODEP, CRC, and OCIO to assess opportunities to promote accessibility. This activity will be tracked in milestone **OASP-DATA-03-M.**

- During FY 2022, ODG established a peer review processes through the DOL Data Board assessing the accuracy of data set descriptions, documentation, and the accessibility of agency data sets. During FY 2023, ODG will expand current peer review processes managed through the DOL Data Board to focus on the content and format of data, data quality, and reusability. This will support broader efforts to identify issues with existing data collection processes and provide focus to areas where improvements to data quality would have the largest impact. This project also makes important progress towards the goals of DOL's Enterprise Data Strategy in areas such as making data fit for purpose, interoperable, and reusable. This activity will be tracked in measure **OASP-DATA-03**.

- Budget permitting, during FY 2023, ODG will begin implementing DOL's standard for location and address data. ODG will work with enforcement agencies and other DOL programs to improve their existing address and location data. This work is expected to include using an address standardization and validation process to ensure the location is valid and interoperable with other geospatial data. This work is also expected to geocode the addresses into latitude and longitude, ensuring the locations are more broadly reusable, compliant with geospatial standards, and useful in spatial analysis and modeling. This work supports DOL's geospatial data strategy and enterprise data strategy, offers considerable benefit to public geospatial data users who cannot leverage existing DOL data. This activity will be tracked in measure **OASP-DATA-04.**

- ODG will collaborate with OCIO to establish a common framework for implementing data governance policy into IT policy. Currently, data policies adopted by the Department are not implemented consistently within OCIO. Ensuring that data policies are integrated into OCIO demand, planning, budget and administration services will improve the consistency of implementation and increase the likelihood that the challenges that gave rise to the policy are addressed as opportunities allow, and in a reasonable time frame. This project also makes important progress towards the goals of DOL's Enterprise Data Strategy in areas such as making data fit for purpose, interoperable, and reusable. This activity will be tracked in milestone **OASP-DATA-04-M**.

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Performance, Risk and Learning

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)
OASP-DATA-03	Data Sets Covered by Peer Review	20	5	5	5	5	Equity, Evidence-based decision-making
OASP-DATA-04	Data Sets validated, Geocoded	12	3	3	3	3	Agency Specific, Unleashing Our Power

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-DATA-03-M	Produce a metadata standard	9/30/2023	Equity, Evidence-based decision-making, Unleashing Our Power
OASP-DATA-04-M	Complete a written agreement between ODG and OCIO establishing the process for creating data policy that will guide existing and future IT development.	9/30/2023	Equity, Evidence-based decision-making, Unleashing Our Power

Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
None at this time	--

Appendix B – Performance Measures and Milestones (Complete List)

This appendix will include the measures and/or milestones from the Department of Labor E-Business Suite (DEBS). Measures tables include measure identifier, name, prior year results, current year targets, and target by quarter (if applicable). Milestone tables will include milestone identifier, name, due date, status, track, due date, expected completion date (if applicable), and actual completion date (if applicable).

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)
OASP- GJ-01	Number of Trainings Provided	8	2	2	2	2	Unleashing our Power, Equity
OASP- Equity- 01	Number of Quarterly Regulatory Briefings	4	1	1	1	1	Equity
OASP- Equity- 02	Number of Quarterly Evaluation Briefings	4	1	1	1	1	Equity
OASP- Equity- 03	Number of Quarterly Regulatory Council Meetings on Equity Best Practices	4	1	1	1	1	Equity
OASP- ENG-01	Customer Satisfaction Score	Baseline	N/A	N/A	N/A	N/A	Customer Experience, Equity
OASP- EV-01	Meetings of the Scientific Integrity Council	2	0	1	0	1	Evidence-based decision-making

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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)
OASP-DEIA-01	Number of Employee Engagement Meetings Conducted	8	2	2	2	2	Building the Team, Equity
OASP-DATA-01	Data Sets Available for Secure Analysis	5	1	3	4	5	Equity, Unleashing Our Power, Evidence- based decision- making
OASP-DATA-02	Short Research Briefs	8	N/A	N/A	N/A	N/A	Equity, Unleashing Our Power, Evidence- based decision- making
OASP-DATA-03	Data Sets Covered by Peer Review	20	5	5	5	5	Equity, Evidence-based decision-making
OASP-DATA-04	Data Sets validated, Geocoded	12	3	3	3	3	Agency Specific, Unleashing Our Power

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-GJ-01-M	Launch of FOA library on Goodjobs.gov	3/31/2023	Unleashing Our Power, Equity
OASP-GJ-02-M	Development of Strategy and Career Hiring Plan for GJI's Long-Term Efforts	9/30/2023	Unleashing Our Power, Equity
OASP-GJ-03-M	Regulatory agenda is timely developed and submitted, reflecting Secretary's core direction.	9/30/2023	Unleashing Our Power, Equity
OASP-GJ-04-M	Regulatory Plan and associated rollout documents connect to DOL leadership priorities.	12/31/2022	Unleashing Our Power, Equity
OASP-GJ-05-M	Develop a toolkit of strategies to improve regulatory hiring efforts.	12/31/2022	Building the Team, Equity
OASP-GJ-06-M	Update OASP trafficking website	10/31/2022	Unleashing Our Power, Equity
OASP-GJ-07-M	Internal and external coordination on labor exploitation and human trafficking	9/30/2023	Unleashing Our Power, Equity, Good Jobs
OASP-GJ-08-M	Develop strategy to counter labor exploitation and human trafficking	9/30/2023	Unleashing Our Power, Equity
OASP-Equity-01-M	Include a summary of equity analysis efforts on regulatory significant rules on decision memos	11/30/2022	Equity
OASP-Equity-02-M	Develop job quality metrics that center equity.	9/30/2023	Equity, Good Jobs
OASP-ENG-01-M	Complete Worker.gov 2.0 Design Update	12/31/2022	Customer Experience, Equity
OASP-ENG-02-M	Complete Employer.gov content refresh	3/31/2023	Customer Experience
OASP-ENG-03-M	Develop train-the-trainer curriculum based on Regs 101 materials.	2/28/2023	Equity

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-ENG-04-M	Arrange two train-the-trainer sessions and seek feedback from participating stakeholders.	4/30/2023	Equity
OASP-ENG-05-M	Retool curriculum and plan additional sessions in Q4.	6/30/2023	Equity
OASP-EV-01-M	Work with agencies to develop learning agendas	12/16/2022	Evidence-based decision-making, Equity
OASP-EV-02-M	Develop Annual Evaluation Plan	8/30/2023	Evidence-based decision-making, Equity
OASP-EV-03-M	Update and Publicly Post the Scientific Integrity Policy	1/31/2023	Evidence-based decision-making
OASP-DEIA-01-M	Review of Recruitment Packages	9/30/2023	Building the Team, Equity
OASP-DEIA-02-M	Increase outreach and recruitment to underserved communities	3/31/2023	Building the Team, Equity
OASP-DEIA-03-M	Maximize use of Workforce Recruitment Program (WRP)	12/31/2022	Building the Team, Equity
OASP-DEIA-04-M	Maintain network of Recruitment Champions	12/31/2022	Building the Team, Equity
OASP-DEIA-05-M	Implement internships and fellowships	6/30/2023	Building the Team, Equity
OASP-DEIA-06-M	Institutionalize DEIA in performance plans	6/30/2023	Building the Team, Equity
OASP-DEIA-07-M	Increase participation in leadership and career development training	3/31/2023	Building the Team, Equity
OASP-DEIA-08-M	Ensure the use of inclusive language	9/30/2023	Building the Team, Equity
OASP-DEIA-09-M	Analyze Federal Employee Viewpoint Survey (FEVS) Data	1/31/2023	Building the Team, Equity

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OASP-DEIA-10-M	Increase participation in Mentoring@Labor and ContinuousLearning@Labor	3/31/2023	Building the Team, Equity
OASP-DEIA-11-M	Assess Telework Eligibility and Participation	6/30/2023	Building the Team, Equity
OASP-DEIA-12-M	Leveraging Recognition Programs and Incentives	1/31/2023	Building the Team, Equity
OASP-DATA-01-M	Establish data-sharing MOUs with 5 states in UI equity pilots, with OPM, and with HHS.	9/30/2023	Equity, Evidence- based decision- making, Unleashing Our Power
OASP-DATA-02-M	Train agency staff and support agencies integrating open data services technology into DOL's larger data service.	3/31/2023	Equity, Evidence- based decision- making, Unleashing Our Power
OASP-DATA-03-M	Produce a metadata standard	9/30/2023	Equity, Evidence- based decision- making, Unleashing Our Power
OASP-DATA-04-M	Complete a written agreement between ODG and OCIO establishing the process for creating data policy that will guide existing and future IT development.	9/30/2023	Equity, Evidence- based decision- making, Unleashing Our Power

Appendix C – Equity Appendix

Agency Theme 1: Unleash our power to promote good jobs and family- sustaining benefits for all working people.

Strategy 1: Work with DOL agencies and other agencies around the federal government to promote good jobs in federal investments (GJI)

To promote good jobs from federal investments, GJI will provide trainings to other agencies on ways to incorporate strong labor standards and equitable hiring practices in their Funding Opportunities Announcements (FOAs), with a special focus on highlighting precedents from other agencies and offers of technical assistance to advance these priorities in the future. This activity will be tracked in milestone measure **OASP-GJ-01**. GJI will continue to update Goodjobs.gov to provide a library of current and historical FOAs incorporating strong labor standards and equity provisions. This activity will be tracked in milestone **OASP-GJ-01-M**.

Strategy 2: Develop a regulatory agenda that empowers workers morning, noon, and night (ORPP)

To develop a regulatory agenda that empowers workers morning, noon, and night, OASP will timely develop the regulatory agenda reflecting the Secretary's core direction and commitment to equity. This activity will be tracked in milestone **OASP-GJ-03-M**, and will develop an annual Regulatory Plan reflecting the same. This activity will be tracked in milestone **OASP-GJ-04-M**.

Strategy 3: Build strong interagency partnerships to combat labor exploitation and human trafficking (ORPP)

To combat labor exploitation and labor trafficking with a focus on workers who are vulnerable to these violations, OASP will work with DOL agencies to update the OASP trafficking website, to provide detailed and timely information and resources to the public about the expansive work to combat human trafficking across the Department. This activity will be tracked in milestone **OASP-GJ-06-M**. OASP will create and publish a DOL-specific strategy to counter labor exploitation and trafficking, including seeking input from survivors of human trafficking. This activity will be tracked in milestone **OASP-GJ-08-M**.

Agency Theme 2: Promote equity by analyzing the Department's efforts on underserved communities.

Strategy 1: Support the Equity Board (ORPP & CEO)

In order to continue close coordination with the Equity Board, ORPP will report to the equity board quarterly on the status of the regulatory agenda and agencies' efforts to embed equity in regulations. These activities will be tracked in measure **OASP-Equity-01** and CEO will do the same in measure **OASP-Equity-02**.

Strategy 2: Integrate equity analysis into the Department's data analysis (ORPP, CEO, and GJI)

In order to integrate more equity analysis into the Department's data analysis, ORPP will convene a quarterly discussion of the Department's regulatory council (and adding CEO staff) to review best practices in equity analysis over the last quarter, engaging with experts from sister agencies and outside data experts, as appropriate, to inform equity analysis efforts in regulations and evaluations. This activity will be tracked in measure **OASP-Equity-03.** ORPP will work with ExecSec to ensure that Decision Memos on regulatory actions for economically significant rules include a summary of the agency's efforts to assess equity. This activity will be tracked in milestone **OASP-Equity-01-M**. GJI and OASP leadership will continue efforts to develop job quality metrics that center equity. This activity will be tracked in milestone **OASP-Equity-02-M**.

Agency Theme 3: Engage with impacted communities, especially underserved communities.

Strategy 1: Modernize and expand engagement resources for workers and employers (OCI and GJI)

In order to improve our engagement with impacted communities, and especially underserved communities, OASP will complete a full redesign Worker.gov, building a new, easier-to-navigate user interface atop the refreshed content. This activity will be tracked in milestone **OASP-ENG-01-M**, with customer satisfaction tracked via a web-based survey. This activity will be tracked in measure **OASP-ENG-01**.

Strategy 2: Support agencies in engaging impacted communities in rulemaking (OCI & ORPP)

In order to encourage individuals who lack expertise in the regulatory process to better understand that process and when and how they can make their voice heard, OCI will work with ORPP to develop a train-the-trainer curriculum based on the Regs 101 materials. This activity will be tracked in milestone **OASP-ENG-03-M**. OCI will work with Regional Outreach Professionals to arrange two train-the-trainer sessions for stakeholders on Regs 101 in Q2, and will seek feedback from those stakeholders. This activity will be tracked in milestone **OASP-ENG-04-M**. OCI will retool the curriculum in Q3 in response to the feedback, and will plan additional sessions Q4. This activity will be tracked in milestone **OASP-ENG-05-M**.

Agency Theme 4: Promote evidence-based decision-making to strengthen the Department's policy and program.

Strategy 1: Develop learning agendas – aligned with AMP Planning (CEO)

In order to develop an Annual Evaluation Plan that includes initiatives supporting equity, CEO will work with each agency to develop learning agendas reflecting their priorities and inputs from the Secretary, Deputy Secretary, and equity board. This activity will be tracked in milestone **OASP-EV-01-M**. CEO will

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develop the Annual Evaluation Plan and ensure it is cleared by Departmental leadership and OMB to accompany the budget. This activity will be tracked in milestone **OASP-EV-02-M**.

Agency Rule List - Spring 2022
Department of Labor

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/ETA	Prerule Stage	Federal-State Unemployment Compensation (UC) Program; Confidentiality and Disclosure of State UC Information	1205-AC11
DOL/ETA	Proposed Rule Stage	Temporary Employment of H-2B Foreign Workers in Certain Itinerant Occupations in the United States	1205-AB93
DOL/ETA	Proposed Rule Stage	Strengthening Wage Protections for the Temporary and Permanent Employment of Certain Aliens in the United States	1205-AC00
DOL/ETA	Proposed Rule Stage	Joint Rule Workforce Innovation and Opportunity Act Effectiveness in Serving Employers Performance Indicator Provisions	1205-AC01
DOL/ETA	Proposed Rule Stage	Wagner-Peyser Act Staffing	1205-AC02
DOL/ETA	Proposed Rule Stage	Workforce Innovation and Opportunity Act Title I Non-Core Programs Effectiveness in Serving Employers Performance Indicator	1205-AC08
DOL/ETA	Final Rule Stage	Temporary Agricultural Employment of H-2A Nonimmigrants in the United States	1205-AB89
DOL/ETA	Final Rule Stage	Adverse Effect Wage Rate Methodology for the Temporary Employment of H-2A Nonimmigrants in Non-Range Occupations in the United States	1205-AC05
DOL/ETA	Final Rule Stage	Apprenticeship Programs, Labor Standards for Registration, Amendment of Regulations	1205-AC06
DOL/EBSA	Prerule Stage	Improved Fee Disclosure for Welfare Plans	1210-AB37
DOL/EBSA	Prerule Stage	Improving Participant Engagement and Effectiveness of ERISA Retirement Plan Disclosures	1210-AC09
DOL/EBSA	Prerule Stage	Pooled Employer Plans	1210-AC10
DOL/EBSA	Proposed Rule Stage	Improvement of the Form 5500 Series and Implementing Related Regulations Under the Employee Retirement Income Security Act of 1974 (ERISA)	1210-AC01
DOL/EBSA	Proposed Rule Stage	Definition of the Term "Fiduciary"	1210-AC02

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/EBSA	Proposed Rule Stage	Prohibited Transaction Exemption Procedures	1210-AC05
DOL/EBSA	Proposed Rule Stage	Provider Nondiscrimination Requirements for Group Health Plans and Health Insurance Issuers in the Group and Individual Markets	1210-AC06
DOL/EBSA	Proposed Rule Stage	Mental Health Parity and Addiction Equity Act and the Consolidated Appropriations Act, 2021	1210-AC11
DOL/EBSA	Proposed Rule Stage	Short-Term Limited Duration Insurance; Update	1210-AC12
DOL/EBSA	Proposed Rule Stage	Coverage of Certain Preventive Services Under the Affordable Care Act	1210-AC13
DOL/EBSA	Proposed Rule Stage	Requirements Related to Advanced Explanation of Benefits and Other Provisions Under the Consolidated Appropriations Act, 2021	1210-AC14
DOL/EBSA	Final Rule Stage	Pension Benefit Statements-Lifetime Income Illustrations	1210-AB20
DOL/EBSA	Final Rule Stage	Adoption of Amended and Restated Voluntary Fiduciary Correction Program	1210-AB64
DOL/EBSA	Final Rule Stage	Implement SECURE Act and Related Revisions to Employee Benefit Plan Annual Reporting on the Form 5500	1210-AB97
DOL/EBSA	Final Rule Stage	Requirements Related to Surprise Billing, Part 1	1210-AB99
DOL/EBSA	Final Rule Stage	Requirements Related to Surprise Billing, Part 2	1210-AC00
DOL/EBSA	Final Rule Stage	Prudence and Loyalty in Selecting Plan Investments and Exercising Shareholder Rights	1210-AC03
DOL/EBSA	Final Rule Stage	Amendment of Abandoned Plan Program	1210-AC04

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/OSHA	Prerule Stage	Process Safety Management and Prevention of Major Chemical Accidents	1218-AC82
DOL/OSHA	Prerule Stage	Mechanical Power Presses Update	1218-AC98
DOL/OSHA	Prerule Stage	Prevention of Workplace Violence in Health Care and Social Assistance	1218-AD08
DOL/OSHA	Prerule Stage	Blood Lead Level for Medical Removal	1218-AD10
DOL/OSHA	Prerule Stage	Heat Illness Prevention in Outdoor and Indoor Work Settings	1218-AD39
DOL/OSHA	Proposed Rule Stage	Infectious Diseases	1218-AC46
DOL/OSHA	Proposed Rule Stage	Amendments to the Cranes and Derricks in Construction Standard	1218-AC81
DOL/OSHA	Proposed Rule Stage	Shipyard Fall Protection--Scaffolds, Ladders and Other Working Surfaces	1218-AC85
DOL/OSHA	Proposed Rule Stage	Communication Tower Safety	1218-AC90
DOL/OSHA	Proposed Rule Stage	Emergency Response	1218-AC91
DOL/OSHA	Proposed Rule Stage	Lock-Out/Tag-Out Update	1218-AD00
DOL/OSHA	Proposed Rule Stage	Tree Care Standard	1218-AD04
DOL/OSHA	Proposed Rule Stage	Welding in Construction Confined Spaces	1218-AD23
DOL/OSHA	Proposed Rule Stage	Personal Protective Equipment in Construction	1218-AD25
DOL/OSHA	Proposed Rule Stage	Powered Industrial Trucks Design Standard Update	1218-AD26

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/OSHA	Proposed Rule Stage	Walking Working Surfaces	1218-AD28
DOL/OSHA	Proposed Rule Stage	Occupational Exposure to Crystalline Silica: Revisions to Medical Surveillance Provisions for Medical Removal Protection	1218-AD31
DOL/OSHA	Proposed Rule Stage	Improve Tracking of Workplace Injuries and Illnesses	1218-AD40
DOL/OSHA	Proposed Rule Stage	Massachusetts State and Local Government Only State Plan--Initial State Plan Approval	1218-AD41
DOL/OSHA	Proposed Rule Stage	Arizona State Plan for Occupational Safety and Health	1218-AD43
DOL/OSHA	Final Rule Stage	Update to the Hazard Communication Standard	1218-AC93
DOL/OSHA	Final Rule Stage	Procedures for the Handling of Retaliation Complaints Under the Taxpayer First Act	1218-AD27
DOL/OSHA	Final Rule Stage	Procedures for Handling of Retaliation Complaints Under the Whistleblower Protection Statutes	1218-AD30
DOL/OSHA	Final Rule Stage	Subpart U--Emergency Temporary Standard--COVID-19	1218-AD36
DOL/OSHA	Final Rule Stage	Procedures for the Handling of Retaliation Complaints Under the Anti-Money Laundering Act	1218-AD37
DOL/OSHA	Final Rule Stage	Procedures for the Handling of Retaliation Complaints under the Criminal Antitrust Anti-Retaliation Act	1218-AD38
DOL/MSHA	Prerule Stage	Retrospective Study of Respirable Coal Mine Dust Rule	1219-AB90
DOL/MSHA	Proposed Rule Stage	Respirable Crystalline Silica	1219-AB36

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/MSHA	Proposed Rule Stage	Alternatives to Petitions for Modification: Non-Permissible Surveying Equipment	1219-AB89
DOL/MSHA	Final Rule Stage	Safety Program for Surface Mobile Equipment	1219-AB91
DOL/MSHA	Final Rule Stage	Testing, Evaluation, and Approval of Electric Motor-Driven Mine Equipment and Accessories	1219-AB93
DOL/WHD	Proposed Rule Stage	Defining and Delimiting the Exemptions for Executive, Administrative, Professional, Outside Sales and Computer Employees	1235-AA39
DOL/WHD	Proposed Rule Stage	Non-displacement of Qualified Workers Under Service Contracts	1235-AA42
DOL/WHD	Final Rule Stage	High Wage Components of the Labor Value Content Requirements Under the United States- Mexico-Canada Agreement Implementation Act	1235-AA36
DOL/WHD	Final Rule Stage	Updating the Davis-Bacon and Related Acts Regulations	1235-AA40
DOL/OWCP	Proposed Rule Stage	Black Lung Benefits Act: Quality Standards for Medical Testing	1240-AA12
DOL/OWCP	Proposed Rule Stage	Performance of Functions; Claims for Compensation under the Federal Employees' Compensation Act; Compensation for Death and Disability of Noncitizen Federal Employees Outside the United States	1240-AA14

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/OWCP	Proposed Rule Stage	Black Lung Benefits Act Self-Insurance Requirements	1240-AA16
DOL/OWCP	Proposed Rule Stage	Longshore and Harbor Workers' Compensation Act: Civil Money Penalties Procedures	1240-AA17
DOL/OLMS	Proposed Rule Stage	Form LM-10 Employer Report	1245-AA13
DOL/OFCCP	Proposed Rule Stage	Modernizing Affirmative Action Programs, Recordkeeping, and Other Components of the Executive Order 11246 Supply and Service Obligations for Federal Contractors and Subcontractors	1250-AA13
DOL/OFCCP	Proposed Rule Stage	Notification of Supply and Service Subcontract Awards	1250-AA15
DOL/OFCCP	Final Rule Stage	Final Action on Proposal to Rescind Implementing Legal Requirements Regarding the Equal Opportunity Clause's Religious Exemption	1250-AA09
DOL/OFCCP	Final Rule Stage	Pre-enforcement Notice and Conciliation Procedures	1250-AA14
DOL/OFCCP	Final Rule Stage	Technical Amendments to OFCCP Regulations	1250-AA16
DOL/OS	Proposed Rule Stage	Partnerships With Faith-Based and Neighborhood Organizations	1290-AA45
DOL/OS	Final Rule Stage	Benefits Review Board Electronic Case Filing	1290-AA35

nav	Agenda Stage of Rulemaking	Title	RIN
DOL/OS	Final Rule Stage	Office of Administrative Law Judges (OALJ) E-Filing	1290-AA36
DOL/OS	Final Rule Stage	Amended Rules Concerning Discretionary Review by the Secretary of Labor	1290-AA43
DOL/OASAM	Proposed Rule Stage	Revisions to the Department of Labor Acquisition Regulation	1291-AA43
DOL/OASAM	Proposed Rule Stage	Revision of the Regulations Implementing Section 188 of the Workforce Innovation and Opportunity Act to Clarify Nondiscrimination and Equal Opportunity Requirements and Obligations Related to Sex	1291-AA44

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Appendix E – Annual Hiring   Plan

Hiring Targets

PURPOSE OF THIS SECTION: This section provides agency targets for end of year onboard and monthly hiring. In addition, the main positions and grades targeted for hiring.

Agency Name:
Accountable Official:
Agency Recruitment Contact:
Agency Staffing Contact:

OASP
Raj Nayak
Stephanie Semmer
Stephanie Semmer

1. Projected Overall Onboard

Target Onboard - September 30, 2022: 50
Target Onboard - September 30, 2022: 9
Net Gain: -41

We have provided you with target onboard staffing level as of September 30, 2022. Please insert in the blue cell the final targeted staffing level your agency will reach by September 30, 2023. For planning purposes, this level should include hiring related to anticipated funding level in the FY 2023 OMB passback and any supplemental appropriations.

We have provided you the three-year monthly attrition rate for your agency.

2. Historical Annual Attrition Rates

Month	2019	2020	2021	Monthly Average
October	0	0	1	0
November	0	0	0	0
December	0	0	0	0
January	0	1	9	3
February	1	0	0	0
March	1	2	0	1
April	1	1	0	1
May	0	0	1	0
June	0	0	0	0
July	0	1	0	0
August	1	0	0	0
September	0	1	0	0

3. Positions Targeted for Hiring

Official Title	Series	Grade(s)	New PD Y/N
Director, ORPP (career)	301	SES	N
Chief of Staff (non-career)	301	15	N
Senior Policy Advisor (non-career)	--	15	N
Policy Advisor (non-career)	--	14	N
Good Jobs Special Assistant (non-career)	--	11	N
Program Analysis Officer (career)	343	15	N
Program Analyst (career)	343	14	N
Program Analyst (career)	343	14	N
Statistician (career)	--	14	Y

4. Monthly Hiring Targets

FY 2023

Type of Spread	O	N	D	J	F	M	A	M	J	J	A	S	
Even Spread **w/o** Attrition	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	
Even Spread **+ monthly** Attrition	-3	-3	-3	0	-3	-2	-3	-3	-3	-3	-3	-3	-34
Expected Onboard with Even Spread incl. Attrition	47	43	40	36	33	30	26	23	19	16	12	9	
Agency Hiring Spread	5	3	1	--	--	--	--	--	--	--	--	--	9
9 Expected Onboard with Agency Hiring Spread	55	58	59	55	55	54	53	53	53	53	52	52	

Must be less than or equal to 0; -43

This table reflects the number of staff you would need to hire to reach your 9/30/23 target, evenly spread across the 12 months and includes accounting for 3-year average monthly attrition rates. The **Expected Onboard with Agency Hiring Spread**" row will recalculate when figures are input into the "**Agency Hiring Spread**" row.

Recruitment/Outreach & Retention

Agency Name: OASP
Accountable Official: Raj Nayak
Agency Recruitment: Stephanie Semmer
Contact: Stephanie Semmer

PURPOSE OF THIS SECTION: This section outlines recruitment, outreach, and retention strategies, **with a focus on diversity, equity, inclusion, and accessibility.**

5.   Established Successful Recruitment & Outreach Strategies

OASP works closely with OHR to ensure that vacancy announcements are widely distributed in order to attract a qualified and diverse applicant pool. Recruitment efforts have also included dissemination of announcements with established diversity contacts affiliated with OHR, including college and university alumni with a particular focus on Political Science graduates; Legal organizations such as the Hispanic National Bar Association; Women's organizations such as the National Association of Women Lawyers and the National Organization of Female Executives; African-American organizations such as Blacks in Government; LGBTQ organizations such as the National LGBT Bar Association and Foundation; and a number of other professional groups that reach a variety of communities.

6.   Recruitment & Outreach Strategies Targeted at Diversity, Equity, Inclusion, and Accessibility

OASP will continue to ensure that vacancy announcements are shared with established diversity contacts affiliated with OHR, including college and university alumni with a particular focus on Political Science graduates; Legal organizations such as the Hispanic National Bar Association; Women's organizations such as the National Association of Women Lawyers and the National Organization of Female Executives; African-American organizations such as Blacks in Government; LGBTQ organizations such as the National LGBT Bar Association and Foundation; and a number of other professional groups that reach a variety of communities. In addition, CEO is working closely with OASAM to implement a robust and comprehensive DEIA training program Department wide. Finally, in FY23 OASP will increase participation in DOL sponsored job fairs and outreach sessions.

7.   Retention & Development Strategies (e.g. Incentives, Training, Mentoring, Succession Planning)

In partnership with PMC, OASP will develop an agency wide Strategic Plan that will include a comprehensive and standard approach for the retention and development of staff. The Strategic Plan will promote strategies to improve training, mentoring and succession planning efforts and the use of incentives when feasible. OASP leadership will continue to use feedback from the Federal Employee Viewpoint Survey in order to maintain a model workplace environment.
 Agency Recruitment Contact:

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Agency Name: OASP
Accountable Official: Raj Nayak
Agency Recruitment Contact: Stephanie Semmer
Contact: Stephanie Semmer

PURPOSE OF THIS SECTION: In this section, the agency should raise any potential challenges or barriers to meeting their hiring targets.

8. Agency Challenges/Barriers

#	Issue	Description
1	Funding	Lack of timely and sufficient funding levels impedes ability to hire FTE to effectively accomplish Administration and Secretarial priorities.
2	Recruitment Process	The recruitment process is cumbersome and contributes to lengthy delays in hiring qualified candidates.
3	Shared Services/ OHR	Lack of consistent guidance/shifting guidance from OHR and the lack of a dedicated point of contact impedes hiring process.
4	Recruitment Bonuses	Inability to utilize recruitment bonus authority negatively impacts the ability to hire candidates (e.g., signing bonus, PCS, etc.).

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Appendix F – 2022 Annual Evaluation Plan

U.S. Department of Labor
Two-Year Evaluation Plan

2022

FISCAL YEARS

2023

U.S. Department of Labor

Table of Contents

Chief Evaluation Officer's Message

On behalf of the evaluation community at the U.S. Department of Labor, I am pleased to share the **Evaluation Plan for Fiscal Years 2022-2023**. This 2-year plan reflects our ongoing commitment to building new, scientific knowledge about opportunities to improve lives and conditions for workers in the U.S. and internationally. As the economy changes, so too do the demands for learning about effectiveness of new and existing policies, programs, and practices.

The evaluation and research activities described in this report forecast to specific commitments of the department but are not exhaustive of the evidence-building agenda. We continuously seek out new learning opportunities and invite you to reflect on the current plan and share ideas for future topics, methods, and approaches.

Thank you for your partnership as we continue to build the evidence base.

CHRISTINA YANCEY

ChiefEvaluationOffice@dol.gov

Summary

The U.S. Department of Labor (DOL) is committed to making evidence-informed decisions to support America's workers. To bolster these efforts, on an annual basis, DOL's Chief Evaluation Office (CEO) develops an Evaluation Plan to target evaluation resources on areas of strategic importance. The **Evaluation Plan for Fiscal Years 2022-2023** (DOL Evaluation Plan) describes significant evaluation activities that CEO will undertake before the end of Fiscal Year 2023. It does not include all of DOL's evaluation efforts, and DOL may identify additional significant evaluations during this time period.

The evaluation and research activities outlined in this document apply the most rigorous methods possible and will generate evidence to inform policymaking decisions across DOL and among other federal decision-makers. Planned research reflects the Department's Strategic Plan priorities, statutory requirements for evaluations, and priorities identified by DOL sub-agencies in their learning agendas that are best addressed through program evaluation. This plan also fulfills legislative mandates outlined in the Further Consolidated Appropriations Act, 2021 and in Title I of the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act).

Picture: Two colleagues work on a laptop in an office setting. A woman taking notes and using her phone in a truck. A man in a wheelchair is using a laptop.

Introduction

> **Department of Labor's Mission:**
> To foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.

As outlined in **DOL's Evaluation Policy**, the importance of DOL's mission demands continual innovation and improvement. Evaluating the effectiveness of our programs and activities is key to this goal. Evaluations build high-quality evidence to help make DOL's efforts as effective as possible.

On behalf of the department, CEO sponsors evaluation research related to the programs, policies, and enforcement activities that DOL sub-agencies oversee across the United States and internationally. CEO directly funds and oversees research activities and also collaborates with DOL sub-agencies to design and conduct evaluations that they sponsor. For all evaluations, CEO leverages protocols and practices to adhere to DOL's Evaluation Policy principles of **rigor, relevance, transparency, independence, and ethics**.

The **DOL Evaluation Plan** satisfies two legislative requirements:

- Studies directly sponsored by CEO using FY 2021 set-aside funding available for evaluations of programs administered by specific DOL sub-agencies, as permitted by the **Further Consolidated Appropriations Act, 2021**[1]. These studies will be initiated by CEO prior to September 30, 2022, and DOL notifies Congress of the intent to and purpose of transfer set-aside funds to CEO, at least 15 days prior the funds transfer; and

- Significant evaluations that the department plans to initiate through FY 2023, as required by Title I the **Foundations for Evidence-Based Policymaking Act of 2018** (Evidence Act) and OMB Memorandums M-19-23 and M-21-27.

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[1]Division H, Title I, Section 107 of Public Law 116-260,(pg. 381) of the Further Consolidated Appropriations Act of 2021, authorizes the Secretary of Labor to reserve not more than 0.75 percent from specific budget accounts for transfer to and use by the Office of the Chief Evaluation Officer for departmental program evaluation. It also requires Congressional notification of the intent to transfer funds and the planned projects.

The **DOL Evaluation Plan** communicates planned significant studies, that may be funded through many sources including the authority to set-aside a portion of DOL funds for evaluations. The studies in this plan are deemed 'significant' based on their alignment to the priorities of the agency and Administration, including those outlined in **DOL's FY 2022-2026 Strategic Plan**, and not on the basis of their dollar value or timeline to completion. Not all evaluation efforts conducted at the Department of Labor are included in the **DOL Evaluation Plan**, and some studies proposed may be dependent on future appropriations.

A Collaborative Development Process

All studies included in the **DOL Evaluation Plan** are developed collaboratively with sub-agency leaders and program experts, departmental leadership, and DOL's Evidence Officials, including the Chief Evaluation Officer, the Chief Data Officer, the Statistical Official, and the Director of the Performance Management Center.

As the studies outlined in this document move forward, CEO will continue to collaborate with stakeholders and follow its Evaluation Policy to ensure that evaluations adhere to the most rigorous methods possible and produce independent and credible findings that are relevant for decision-makers.

Dissemination

CEO works to continuously improve its communication products and platforms to inform diverse audiences interested in labor-related research, including policymakers, program practitioners and decisionmakers, researchers, and the public. CEO's website and quarterly newsletter provide various stakeholders with access to timely, relevant information to explore timely labor topics and the growing evidence-base. CEO is also working to translate and promote findings using research summaries to make research accessible for technical and non-technical users. In the spirit of transparency, DOL posts completed evaluations and research online. To view more details about ongoing and completed studies, please visit the **CEO website**, or to learn timely updates, please subscribe to our quarterly newsletter by emailing us at **ChiefEvaluationOffice@dol.gov**.

DOL sub-agencies with projects included in this *DOL Evaluation Plan*

		Employee Benefits Security Administration (EBSA)
Employment and Training Administration (ETA)	Mine Safety and Health Administration (MSHA)	Office of Disability Employment Policy (ODEP)
Office of Federal Contractor Compliance Programs (OFCCP)	Office of Labor-Management Standards (OLMS)	Occupational Safety and Health Administration (OSHA)
Veterans Employment and Training Service (VETS)	Woman's Bureau (WB)	Wage and Hour Division (WHD)

Challenges

In addition to specific evaluation information below, the Office of Management and Budget's guidance requires information about the anticipated challenges to implementing these studies. Challenges for DOL evaluation research vary widely by design and methods but often include issues with accessing and linking federal and state administrative datasets, recruitment of sufficient sample sizes to allow for rigorous research designs, identification of suitable counterfactual conditions and non-program participants, and attrition of participants or beneficiaries from intended DOL program investments. CEO works closely with independent contractors, DOL agency staff, state and local partners, and other federal agencies, including the U.S. Department of Health and Human Services and U.S. Department of Education, to forecast and overcome challenges to individual studies.

Evaluation Activities

CEO intends to initiate the evaluation research projects listed below during FY 2022 or FY 2023. The projects listed are a subset of projects included in the **DOL Evidence-Building Plan for Fiscal Years 2022-2026.**

Project numbers correspond to the project's number as assigned in the Evidence-Building Plan.

📁 Evidence-Building Plan Project 16* | ℹ️ Additional Information

Title: EBSA Enforcement Health Metrics (EBSA). EBSA seeks to develop health metrics in order to measure its impact and effectiveness in the health space. EBSA would like to identify how other health regulators measure their effectiveness, identify actions that need to be tied to an outcome measure, and develop ways investigators' work in this area can be measured for performance reporting purposes.

Est. Start & Duration: Study will begin in FY 2022 and last two years.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Questions:

1. How can EBSA measure its influence on health outcomes?

2. Does EBSA enforcement positively influence individual health outcomes?

Data Sources: Measures of success used by other federal and/or state regulators in the health space

Methods/Approach: Exploratory Study/Descriptive Study

⚖️ Anticipated Challenges & Solutions

Many of the interventions and recoveries EBSA is able to achieve in the health space are difficult to measure. Moreover, investigations may result in prospective changes only to plan documents or procedures for specific conditions, which adds additional challenges to measuring the ultimate effect on the population benefitting from the change.

📁 Evidence-Building Plan Project 17* | ℹ️ Additional Information

Title: Identifying Non-Filing MEWAs (EBSA). In order to pre-emptively identify non-filing Multiple Employer Welfare Associations (MEWAs), many of which have a history of fraud and abuse and MEWA violations, EBSA would like to undertake a pilot program to use data scraping methods and Robotic Process Automation (RPA) to identify MEWAs that have not filed Form M-1s. By identifying these plans while they are marketed to employers, EBSA can intervene early to make sure the plans are compliant and mitigate solvency risk.

Est. Start & Duration: Study will begin in FY 2022 and last one year.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Question:

What are tools for EBSA to enhance detection of non-filing MEWAs, who are a high risk for fraud and abuse?

Data Sources: TBD.

Methods/Approach: Artificial Intelligence/Robotic Process Automation and Data Analytics

⚖️ Anticipated Challenges & Solutions

EBSA does not have any experience with data scraping. EBSA will need to identify terms that would be associated with marketing at risk products and developing the methodology to find these MEWAs. EBSA recommends a small pilot project which could then be expanded should it be successful.

📂 Evidence-Building Plan Project 1* · ℹ️ Additional Information

Title: Analysis of Distance Learning Strategies (ETA). To identify lessons learned for assisting customers with different levels of digital skills and differential access to high-speed Internet infrastructure to participate in distance learning. Could be supplemented with a synthesis under CLEAR, TBD.

Est. Start & Duration: Study will begin in FY 2022 and last five years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
1. Ensuring Equity in Employment & Training Programs
3. Studying Effects of the COVID-19 Pandemic

Priority Research Questions:
1. What are the lessons learned for assisting customers with different levels of digital skills and differential access to high-speed Internet infrastructure to participate in distance learning?
2. Can different types of training, including skilled trades instruction, be adapted to a distance learning format?

Data Sources: Administrative data

Methods/Approach: Descriptive Study and Behavioral/Experimental Pilot Test

⚖️ Anticipated Challenges & Solutions

None identified.

📂 Evidence-Building Plan Project 2* · ℹ️ Additional Information

Title: Navigation Evidence Building Portfolio (ETA). ETA seeks to better understand the role of case management and navigators broadly in the workforce system, and specifically with the Trade Adjustment Assistance (TAA) Navigator model, an initiative aimed at facilitating access to TAA-related services and benefits for eligible workers. For the broader workforce system, a study will examine how navigators are used, and to serve which populations. It will synthesize findings across relevant studies. For the TAA Navigator, the evaluation will identify the key components of promising navigator models, how they have been implemented, under what conditions, and for whom (such as underserved communities). As part of the feasibility study, methodological design options to estimate impacts of this program to understand the effectiveness of this strategy will be identified and assessed.

Est. Start & Duration: Study will begin in FY 2022 and last five years.

Strategic Goal:

1. Build Opportunity and Equity for All

Priority Learning Area:
1. Ensuring Equity in Employment & Training Programs

Priority Research Questions:
1. How might case managers/navigators be helpful for the workforce system, more broadly?
2. In what ways can a navigator intervention help address
3. barriers that disadvantaged populations face?
4. What specific navigator services are most helpful in engendering positive labor market outcomes?
5. Are they able to help improve long-term outcomes for individuals with barriers to employment?
6. What is the impact of Trade-Adjustment Assistance Program's Navigator on underserved communities?
7. What are the barriers that the dislocated worker
8. population faces in accessing services?
9. For the feasibility study, what are the evaluation design options for measuring the differences in the outcomes of those served by TAA navigators compared to outcomes of TAA program participants without navigator supports?

Data Sources: TBD for the Descriptive Study; Interviews, focus groups, administrative data for the Implementation/Impact Evaluation

Methods/Approach: Descriptive Study, Implementation/Impact Evaluation.
Initial phases will include a feasibility study, followed by an impact evaluation.

⚖️ Anticipated Challenges & Solutions

An assessment must be conducted to determine the feasibility of an impact evaluation.

Title: First Step Act Implementation (ETA). DOL will collaborate with the Federal Bureau of Prisons to develop an evidence-informed workforce development initiative to advance First Step Act (FSA) implementation and reduce recidivism risk in the reentering Federal prisoner population.

This initiative will deliver workforce development services to prisoners, continuing with an intensive transition model, and ending with a transition to local service providers as prisoners are released. The First Step Act evaluation will rigorously evaluate this initiative and support its use of evidence-informed workforce development models.

Est. Start & Duration: Study will begin in FY

2023 and last four years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
1. Ensuring Equity in Employment & Training Programs

Priority Research Question:
To what extent are prisoner outcomes (recidivism, labor market outcomes, etc.) impacted by the type, intensity, and duration of workforce development service provision?

Data Sources: Original data collection, federal administrative data sources.

Methods/Approach: Qualitative and quantitative methods to conduct formative research, as well as an implementation and impact study.

⚖️ **Anticipated Challenges & Solutions**

TBD.

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*Denotes a project that will be funded, at least in part, with FY 2021 dollars transferred to CEO through the set aside process and initiated through FY 2022.

📁 Evidence-Building Plan Project 12*   ℹ️ Additional Information

Title: Improving Planning and Operations to Deliver Services Study (ETA). To identify lessons learned from state and local practices that have found new and innovate ways to improve or more efficiently deliver services. The study will look at the current pandemic, as well as lessons learned from the Great Recession, to synthesize important practical takeaways.

Est. Start & Duration: Study will begin in FY 2022 and last three years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
3. Studying Effects of the COVID-19 Pandemic

Priority Research Questions:
1. How can the public workforce system react and respond to future economic disruptions to provide income support and assist workers upskill or reskill and return to work effectively?

2. What services and strategies are states using to help unemployed workers return to work as the US economy begins to recover? What strategies appear promising for different participants (dislocated workers, low-income and out-of-school youth)? What are state-of-the-art practices to support job search and reemployment?

Data Sources: TBD.

Methods/Approach: Descriptive study/Implementation study

⚖️ Anticipated Challenges & Solutions

None identified.

📁 Evidence-Building Plan Project 35*   ℹ️ Additional Information

Title: RESEA Evidence-Building Portfolio (ETA). ETA seeks to understand additional implementation, descriptive, and impact analyses to better understand effective Reemployment Services Eligibility and Assessment (RESEA) models that work, under what conditions, and for whom.

Est. Start & Duration: Study will begin in FY 2022 and last five years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
5. Strengthening Unemployment to Reemployment

Priority Research Questions:
1. Which RESEA program models, strategies, and program components are effective and/or demonstrate promising results for program participants? How do these vary by different characteristics (e.g., race/ethnicity, occupation/industry)? What is the emerging evidence on RESEA programs that states are implementing?

2. What are promising strategies to identify UI claimants who are in need of reemployment services to transition to new employment to participate in reemployment services, such as RESEA or other job search assistance? How might such strategies take into account those most likely to exhaust benefits? How should such models developed by states be adapted and updated to reflect changes in the labor market?

Data Sources: Interviews, focus groups, administrative data, longitudinal data

Methods/Approach: Data analytics; Implementation Study/Impact Study

⚖️ Anticipated Challenges & Solutions

None identified.

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*Denotes a project that will be funded, at least in part, with FY 2021 dollars transferred to CEO through the set aside process and initiated through FY 2022.

Evidence-Building Plan Project 36*

Additional Information

Title: UI Navigation Descriptive Study (ETA). ETA seeks to build evidence on promising strategies of Unemployment Insurance (UI) navigator approaches to improve the connection and access to unemployment insurance benefits and related services for eligible workers, especially low-paid or historically underserved workers. Through an ETA discretionary grant program to states, the department anticipates funding between four and six UI Navigator Programs, for a total of approximately $15 million across the 36-month initiatives.

Est. Start & Duration: Study will begin in FY 2022 and last five years.

Strategic Goal:
3. Improve Administration of and Strengthen Worker Safety Net Programs

Priority Learning Area:
5. Strengthening Unemployment to Reemployment

Priority Research Questions:
1. What is the potential role of UI navigators in assisting with initial and continued claim filing and referral to additional services?
2. How do UI navigators affect potential inequities in recipiency and claims process?
3. Across states, how do navigators differ from case managers, and what are the elements (if any) that would distinguish these supports?
4. What implementations conditions are present, and/or which conditions need to be present, that allows for a rigorous impact research design (e.g., a randomized control trial or a regression discontinuity design)?

Data Sources: Interviews, administrative data

Methods/Approach: Exploratory Study/Descriptive Study /Impact Evaluability Assessment

Anticipated Challenges & Solutions

For a potential impact analysis, it can be challenging to identify cohorts for a comparison group and to ensure necessary data to support a complete analysis. To mitigate this risk, the study will undertake a feasibility assessment.

Evidence-Building Plan Project 37

Additional Information

Title: UI Research Center (ETA). ETA seeks to support a research-to-action model partnership between the research grantee and their state UI agency(ies) through a competitive grant to an academic institution or consortium. A longer-term goal is to support the pipeline of researchers to work on UI policy and program administration-related projects to inform policy.

Est. Start & Duration: Study will begin in FY 2022 and last five years.

Strategic Goal:
3. Improve Administration of and Strengthen Worker Safety Net Programs

Priority Learning Area:
5. Strengthening Unemployment to Reemployment

Priority Research Questions:
1. What are the barriers different populations of workers face in accessing UI benefits and what are potential interventions that community groups, employers, states, and the federal government could deploy to reduce those barriers?
2. What are new indicators of access and use of UI benefits?
3. How can we measure the long-term impact of UI benefits on workers, their families, communities, and the economy?

Data Sources: TBD.

Methods/Approach: Academic Grant

Anticipated Challenges & Solutions

None identified.

Title: Black lung incidence nationwide as a result of burning coal for heating, and how those areas intersect with mining and former mining communities (MSHA).
The Navajo Nation has the highest incidence of non-mining black lung as a result of burning coal in homes for heat. This is an issue in certain areas of Appalachia as well. Understanding where those black lung cases occur and how they intersect with current and former mining communities could help inform MSHA of areas where undiagnosed miners may be at high risk and allow MSHA to target assistance.

Est. Start & Duration: Study will begin in FY 2022

and last two years.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Questions:
1. Where are cases of black lung occurring across the US as a result of non-mining activities such as burning coal for heat?
2. How do those align with former and current coal mining communities? **Data Sources:**

Black lung clinics, public health data

Methods/Approach: Exploratory study

⚖️ **Anticipated Challenges & Solutions**

None identified.

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*Denotes a project that will be funded, at least in part, with FY 2021 dollars transferred to CEO through the set aside process and initiated through FY 2022.

Title: Disability & Employment Equity Analysis (ODEP). As a group, persons of color with disabilities have lower employment levels and earnings than non-Hispanic whites with disabilities, and may not be equitably served by the workforces system and other key disability employment programs. Yet there is little research on racial differences in employment and earnings for people with disabilities; on racial inequities in policy and program design and implementation; on program participation and outcomes for persons of color with disabilities; or on level of program access and cultural competence to ensure inclusive programs and services. This research project would review extant data on racial differences in employment, earnings, program participation, and program outcomes for people with disabilities, and consult experts and conduct field research to identify current knowledge gaps and inequities and promising practices.

Est. Start & Duration: Study will begin in FY 2022 and last two years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
1. Ensuring Equity in Employment & Training Programs

Priority Research Questions:
1. What are racial and ethnic differences in employment, earnings, program participation, and program outcomes for people with disabilities?
2. What are current research gaps related to how disability employment programs serve individuals from different racial and ethnic groups, and what are promising practices to address existing inequities?

Data Sources: Existing publicly available data sources, administrative data

Methods/Approach: This descriptive and exploratory study will rely on analysis of administrative data to build foundational knowledge about employment of persons of color with disabilities, seeking to fill in knowledge gaps currently not addressed by available survey data.

⚖ **Anticipated Challenges & Solutions**

None identified.

Title: Construction Representation Benchmarks: Measuring the Potential Workforce Availability in Trades (OFCCP). OFCCP is currently exploring whether to update its construction regulations and is interested in better understanding the potential available workforce by race, gender and ethnicity as well as geographic area for different trades.

Est. Start & Duration: Study will begin in FY 2022 and last one year.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Question:
What data sources and methodologies should OFCCP rely on to identify the full potential workforce available by race, gender and ethnicity in the construction industry?

Data Sources: TBD.

Methods/Approach: Data Analytics

⚖ **Anticipated Challenges & Solutions**

Lack of current data reflecting the full scope of workers available to work in construction trades absent barriers to opportunity.

Title: Using Data to Inform Scheduling and Enforcement (OFCCP). OFCCP seeks to continually improve its scheduling process to better identify risk factors for non-compliance.

Est. Start & Duration: Study will begin in FY 2022 and last one year.

Strategic Goal:
3. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Question:
What additional data sources can OFCCP utilize to improve its neutral scheduling process to select contractors that have greater risk factors for non-compliance?

Data Sources: Vets 4212, EEO-1, Census, Wage and Hour and OSHA data, etc.

Methods/Approach: Data Analytics

⚖ **Anticipated Challenges & Solutions**

Method should meet neutrality standard.

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*Denotes a project that will be funded, at least in part, with FY 2021 dollars transferred to CEO through the set aside process and initiated through FY 2022.

Title: Assessment of OLMS Financial Reporting Data (OLMS). The Office of Labor-Management Standards (OLMS) is interested in understanding how LM data can be used to characterize labor union density, mobilization, and penetration to better study the effect of unions on workplace conditions, local economies, and communities. This information could advance our understanding of the role that unions play in U.S. labor markets.

Est. Start & Duration: Study will begin in FY 2022 and last one year.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Questions:

1. What are opportunities for characterizing union density, mobilization, and penetration from LM data?

2. Are there ways to increase the utility of the data?

3. What are additional data sources (OLMS, other DOL, or external) that could be used as supplemental data or merged with the data to advance our understanding of the effect of unions on workplaces and local economies and communities?

Data Sources: Review of LM form data and other OLMS administrative datasets, external quantitative datasets, limited qualitative data collection

Methods/Approach: Exploratory Study/Data Analysis

⚖ **Anticipated Challenges & Solutions**

None identified.

Title: Reaching Vulnerable Populations through Alliances (OSHA). Through the Alliance Program, OSHA works with organizations such as trade and professional associations, labor unions, educational institutions, community and faith-based groups, and government agencies to share information about OSHA's initiative and compliance assistance resources with workers and employers, and educate workers and employers about their rights and responsibilities. Alliance Program participants are committed to working closely with OSHA to develop and share information with workers and employers to help prevent injuries, illnesses, and fatalities in the workplace and to educate workers and employers about their rights and responsibilities under the Occupational Safety and Health Act. Participants in the Alliance Program support OSHA's strategic goals by developing Alliance agreements and implementing project plans that emphasize Raising Awareness of OSHA's Rulemaking and Enforcement Initiatives; Outreach and Communication; and Training and Education.

Est. Start & Duration: Study will begin in FY 2022 and last two years.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Questions:
1. Is the information OSHA provides to Alliance Participants getting to the most vulnerable workers?
2. How is that information getting to the most vulnerable workers?
3. Are some types of alliances more effective in getting safety and health information out than others?

Data Sources: OSHA's Compliance Assistance data base has information on activities related to OSHA Alliances. Limited information is available on some of the characteristics of program participants (e.g., temporary workers, youth, ethnicity, etc.) The groups with which OSHA has alliances may be able to provide information on members and participants in their programs.

Methods/Approach:
1. Survey participants in Alliance events to gather information on what they learned from participation in alliance-sponsored events and trainings. Participants getting to the most vulnerable workers?
2. Develop and implement a tool to measure the usefulness of the information participants received.

⚖️ **Anticipated Challenges & Solutions**

The biggest challenge will be identifying the workers or participate in alliance- sponsored events and trainings. Many of these workers may not speak English well enough to complete a written survey. Focus groups may be required. OSHA's alliance partners should be able to assist with the data collection.

Evidence-Building Plan Project 29

Additional Information

Title: Reaching Vulnerable Populations through training funded by OSHA's Susan Harwood Training Grants (OSHA). Susan Harwood Training Grants are awarded competitively to provide training and education programs for employers and workers on the recognition, avoidance, and prevention of safety and health hazards in their workplaces and to inform workers of their rights and employers of their responsibilities under the Occupational Safety and Health (OSH) Act. The types of grants solicited each year vary and in the past have included Capacity Building grants, Targeted Topic, and Training Materials Development. Given the variety of grants, DOL would like to explore the feasibility of assessing this kind of program, and plans to conduct a descriptive study that can help inform future evaluations of the grant program.

Est. Start & Duration: Study will begin in FY 2023 and last two years.

Strategic Goal:
3. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Questions:
1. Is the training developed under the Susan Harwood Grant Program reaching vulnerable populations of workers?
2. What are the practices used by those who receive Grant awards for reaching vulnerable populations?
3. What are research options that OSHA can use to understand the implementation and impacts of this grant program in the future?

Data Sources: Data on who participated in trainings developed using the Susan Harwood Grants should be available from the Education Centers and other institutions that provide the training.

Methods/Approach: Solicit data on age, race, ethnicity, sex and language spoken from participants in trainings developed using the Susan Harwood Grants by survey or class registration.

Anticipated Challenges & Solutions

OSHA may have to modify the terms of the Susan Harwood Grants to require collection of the desired data.

Evidence-Building Plan Project 6*

Additional Information

Title: VETS Employment Navigators Evaluation (VETS). Implementation evaluation to understand how Employment Navigators provide support to transitioning service members to find employment faster and/or obtain higher wages. It will also include a feasibility study for an impact evaluation. The study will examine the elements that distinguish a VETS employment navigator (if any) from other case management support to veterans, including supports from Consolidated Disabled Veteran's Outreach Program (DVOP) Specialists and Local Veteran's Employment Representatives (LVER)s.

Est. Start & Duration: Study will begin in FY 2022 and last five years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
1. Ensuring Equity in Employment & Training Programs

Priority Research Questions:
1. What is the impact of VETS employment navigator pilot program for transitioning service members?
2. What are barriers to TAP and other workforce services, particularly for those who may face a higher risk of poverty, social exclusion, or discrimination?

Data Sources: Interviews, focus groups, administrative data

Methods/Approach: Implementation/Impact Evaluation

Anticipated Challenges & Solutions

An assessment must be conducted to determine the feasibility of an impact evaluation...

Title: FARE Grants Implementation Study (WB).
Fostering Access, Rights, and Equity (FARE) implementation/impact study to accompany FARE grant to

Est. Start & Duration: Study will begin in FY 2022 and last two years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Areas:
1. Ensuring Equity in Employment & Training Programs

2. Reducing Barriers to Women's Employment

Priority Research Questions:

1. How are FARE grants assisting women in understanding and accessing their employment rights and benefits?

2. What are barriers that this population faces in accessing services?

Data Sources: FARE grant data

Methods/Approach: Implementation Study

⚖️ **Anticipated Challenges & Solutions**

None identified.

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*Denotes a project that will be funded, at least in part, with FY 2021 dollars transferred to CEO through the set aside process and initiated through FY 2022.

Title: Federal Employee Paid Leave Act (FEPLA) Evaluation (WB). The Federal Employee Paid Leave Act (FEPLA) provides 12 weeks of paid parental leave to certain Federal employees in connection with the birth of an employee's child or placement of a child with an employee for adoption or foster care. The law went into effect on October 1, 2020. Anticipated benefits of the law include increased time for bonding between parent and child, improved health of the birth mother and child, preservation of annual and sick leave balances for future family needs, increased retention and engagement of the Federal workforce, and a positive impact to the U.S. economy by addressing women's declining labor force participation. The Congressional Budget Office estimated that implementing FEPLA would cost $3.3 billion from 2021-2024. OPM and DOL will collaborate to answer questions surrounding the effects of FEPLA. For FY 2023, the questions will focus on short-term uptake and effects of the law and will be dependent on data availability. Future evaluation questions may be proposed in the ongoing partnership.

Est. Start & Duration: Study will begin in FY 2022 and last two years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
2. Reducing Barriers to Women's Employment

Priority Research Questions:
1. What are FEPLA leave taking patterns, and do those vary by employee demographics? Are leave taking patterns equitable across demographic groups?
2. What is the effect of FEPLA on the number of days of leave taken, by leave type (e.g., FEPLA, Family and Medical Leave Act, sick leave, annual leave)?
3. What is the effect of FEPLA on short-term retention of employees following paid parental leave?
4. What is the effect of FEPLA on employees' career advancement, including promotions, salary, and performance ratings?

Data Sources: OPM and DOL will leverage existing data including payroll data (use of paid and unpaid leaves), employee personnel status data (for example, retention status, grade and step level, and pay rate), employee performance data (for example, award hours or pay and performance ratings), and employee demographic data (for example, gender, race and ethnicity, age, work schedule, and agency).

Methods/Approach: OPM and DOL will analyze secondary administrative personnel data that OPM maintains in its Enterprise Human Resources Integration (EHRI) and Electronic Official Personnel Folder (eOPF) databases, conducting descriptive analyses and comparisons of outcomes prior to and following implementation of FEPLA.

⚖️ Anticipated Challenges & Solutions

1. Data quality and completeness. At the time FEPLA was implemented, there were no existing payroll codes for those using this leave; this data only started being reported with routine codes more than six months after implementation. There are also data quality issues within the payroll data, as agencies use differing payroll systems and approaches and do not have a consistent data cleaning procedure. To address this, we are proactively reviewing and cleaning FEPLA and leave data, while also working to improve the overall quality of payroll data.

2. Selecting the appropriate time period for comparison. For comparisons of before and after implementation of FEPLA, there are complicating factors regarding time periods for comparison, including the lack of payroll codes and the COVID-19 pandemic, which is anticipated to have an effect on childbearing and leave taking patterns. As such, we will carefully consider the appropriate time periods for both before and after comparison and will interpret findings with caution.

Title: WANTO Descriptive Study (WB). The Women in Apprenticeship and Nontraditional Occupations (WANTO) grant program supports community-based organizations to recruit, mentor, train and retain more women in Registered Apprenticeships and nontraditional occupations. Grantees provide technical assistance to address the significant under-representation of women in apprenticeship programs and in general in high-growth, high-wage Science, Technology, Engineering, and Math-related occupations.

Est. Start & Duration: Study will begin in FY 2022 and last three years.

Strategic Goal:

1. Build Opportunity and Equity for All

Priority Learning Areas:

1. Ensuring Equity in Employment &

Training Programs

2. Reducing Barriers to Women's Employment

Priority Research Questions:

1. For those Women in WANTO grants providing job related training, what best practices and challenges have been identified on successfully transitioning women into apprenticeships or nontraditional occupations by the end of the grant's period of performance?

2. What promising practices and challenges have been identified by WANTO grants in outreach, recruitment, and retention of women, in general, and in particular, from underrepresented communities in grant related activities? What are barriers that this population faces in accessing services?

Data Sources: WANTO grant data and WANTO site visits

Methods/Approach: Exploratory/Descriptive Study

⚖ **Anticipated Challenges & Solutions**

The PRA process for a short study may be a challenge.

Title: Worker Survey (WHD). This is a worker survey designed to establish prevalence and severity of violations among selected worker populations, occupations, and/or industry subsectors. This survey will allow WHD to drill down to specific business models, business networks, and even enterprises by asking questions not listed in existing surveys, such as CPS.

Est. Start & Duration: Study will begin in FY 2022 and last three to four years.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
4. Improving Enforcement Activities & Protections for All

Priority Research Questions:

1. What is the prevalence and severity of workplace violations among selected worker populations, occupations, and/or industry subsectors? How do these conditions vary by demographics and geographic factors? How can this data inform WHD's strategic planning process, specifically to predict violation prevalence?

2. To what extent are workers knowledgeable of wage and hour protections?

3. What is the worker experience with or awareness of wage and hour violations?

Data Sources: CPS, QCEW, AWCS (American Working Conditions Survey), LED Extraction Tool - Quarterly Workforce Indicators (QWI), Social media advertisement for survey completion for design, survey samples for data collection.

Methods/Approach: Project would require sampling techniques and robust statistical analysis. Sampling methods may include stratified samples designed to collect information on specific worker populations and/or industry subsectors and innovative sampling techniques designed to reach worker populations not typically reached through federal surveys, yet that is representative.

⚖ **Anticipated Challenges & Solutions**

1. Resources to support survey design methodology, data collection, and analysis: WHD proposes using an outside vendor through CEO to design and implement the survey. In addition, WHD's Office of Enterprise Data and Analytics could partner with the vendor to review data and extract potential areas for focus in strategic planning.

2. Achieving targeted survey response rates: WHD would support a CEO-led convening of academics and researchers to discuss the challenges and solutions for addressing response rates. WHD's communications team could partner with an outside vendor to promote awareness of the survey and encourage participation.

*Denotes a project that will be funded, at least in part, with FY 2021 dollars transferred to CEO through the set aside process and initiated through FY 2022.

📁 Evidence-Building Plan Project 32	ℹ️ Additional Information

Title: FMLA Survey (WHD). This is a national survey to gain knowledge of how employees and employers understand and experience the Family and Medical Leave Act (FMLA). The survey would build on prior waves in 1995, 2000, 2012, and 2018.

Est. Start & Duration: Study will begin in FY 2022/2023 and last three to four years.

Strategic Goal:
2. Ensure Safe Jobs, Essential Protections, and Fair Workplaces

Priority Learning Area:
3. Improving Enforcement Activities & Protections for All

Priority Research Questions:
1. What are the employee experiences and knowledge of taking, needing, and accessing leave?
2. What are the employer experiences and knowledge levels with administering FMLA leave?

Data Sources: Prior FMLA surveys, survey samples

Methods/Approach: Questionnaire fielded to nationally representative samples of employers and employees

⚖️ **Anticipated Challenges & Solutions**

Achieving targeted survey response rates: WHD would support a CEO-led convening of academics and researchers to discuss the challenges and solutions for addressing response rates.

📁 Evidence-Building Plan Project 38	ℹ️ Additional Information

Title: Improving Diversity, Equity, Inclusivity, and Accessibility (DEIA) within the Federal Workforce (Federal-wide Initiative with OPM). DOL will lead a rigorous interagency evaluation of strategies aimed at improving Diversity, Equity, Inclusivity, and Accessibility (DEIA) within the Federal workforce. A coordinated cross-agency evaluation presents an opportunity to drive long-term, meaningful changes for the Federal workforce. DOL will lead this evaluation in close collaboration with the Office of Personnel Management and other agencies.

Est. Start & Duration: Study will begin in FY 2023 and last three years.

Strategic Goal:
1. Build Opportunity and Equity for All

Priority Learning Area:
6. Other Learning Priorities

Priority Research Questions:
1. What strategies are federal agencies using to improve diversity, equity, inclusivity, and accessibility within the federal workforce?
2. To what extent are these strategies meeting their stated objectives?

Data Sources: Federal administrative records; potentially original data collection

Methods/Approach: Qualitative and quantitative methods

⚖️ **Anticipated Challenges & Solutions**

TBD.

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