National Institute of Standards and Technology
U.S. Department of Commerce

Diversity, Equity, Inclusion, and Accessibility Strategic Plan

FY22-FY24

Developed By
NIST Diversity, Equity, and Inclusivity Office

NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY
U.S. DEPARTMENT OF COMMERCE

MESSAGE FROM THE NIST DIRECTOR

Dear Colleagues,

I am pleased to share with you the NIST Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan for Fiscal Years 2022-2024. This plan is the result of a tremendous amount of hard work by so many people across NIST, led by our Diversity, Equity, and Inclusivity Office, which was established just one year ago.

The plan provides concrete actions we will take to improve NIST's DEIA posture and to ensure that we are living up to all of our core values: Excellence, Integrity, Inclusivity, and Perseverance. In addition to increasing NIST's own diversity, equity, inclusivity, and accessibility, the plan also recognizes NIST's potential role to bring about a more inclusive economy through external-facing equitable service delivery as we support U.S. innovation and competitiveness.

And of course, the plan also emphasizes the need to measure our progress, and to be prepared to regularly review and make updates as needed. This plan is only the beginning and will help us shift DEIA from the fringe to the institutional fabric. To remain at the cutting edge of so many science and technology areas, NIST must continuously grow and evolve, while holding onto our core values. As our nation changes, we will need a diversity of perspectives, experiences, knowledge, and understanding to continue to meet national needs when called upon.

Implementing this plan will take the enthusiasm and dedication of every one of us. Together, we can build a stronger, better, One NIST, in which all of our staff members feel welcomed and supported in doing their best work for our nation. I am excited to be taking this journey with you and look forward to our continued progress on DEIA.

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Laurie E. Locascio
NIST Director

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ABOUT NIST

NIST At A Glance

The National Institute of Standards and Technology (NIST) is a subcomponent bureau within the U.S. Department of Commerce (DOC). NIST's mission is to promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve the quality of life. Through this mission, the institute envisions itself as the world's leader in stimulating innovation, fostering industrial competitiveness, and improving the quality of life by creating critical measurement solutions and promoting equitable standards. NIST's mission and vision is accomplished by a workforce

NIST AT A GLANCE
INDUSTRY'S NATIONAL LABORATORY

3,400+ Federal Employees	**5** Nobel Prizes	**2 CAMPUSES** Gaithersburg, MD (HQ) Boulder, CO
3,500+ Associates	**10** Collaborative Institutes	**400+** Businesses Using NIST Facilities
16 Manufacturing Institutes Coordinated by National Program Office	**51** Manufacturing Extension Partnership Centers	U.S. Baldrige Performance Excellence Program

consisting of over 7,000 federal employees and associates across three (3) directorates for Laboratory Programs (LP), Innovation and Industry Services (IIS), and Management Resources (MR) – with locations covering a geographic footprint that includes but is not limited to Gaithersburg, MD, Boulder, CO, and Charleston, SC.

In addition to its core competencies, which includes measurement science, rigorous traceability, and the development and use of standards, NIST maintains the following four (4) core values to ensure a high-performing and welcoming work environment:

- *Excellence:* NIST applies rigor and critical thinking to achieve world-class results and continuous improvement in everything it does.

- *Inclusivity:* NIST works collaboratively to harness the diversity of people and ideas, both inside and outside of the institute, to attain the best solutions to multidisciplinary challenges.

- *Integrity:* NIST is ethical, honest, independent, and provides an objective perspective.

- *Perseverance:* NIST takes the long view, planning the future with scientific knowledge and imagination to ensure continued impact and relevance for our stakeholders.

NIST's commitment to these core values, as reflected in both its past and present work, readily positions the institute to further cultivate a corporate culture that is diverse, equitable, inclusive, and accessible for its colleagues, customers, and the broader community of measurement science and standards.

ABOUT NIST DEIA

NIST DEIA At A Glance

The NIST workforce is its most critical asset and as such, the institute recognizes the strategic need to create a work environment where everyone feels engaged and empowered. NIST relies on a high-performing workforce with world-class expertise to optimally accomplish its mission. Given the institute's mission to drive a competitive advantage in innovation and industry through measurement science and standards to improve our quality of life, it is

NIST DEIA AT A GLANCE

38.9% Women

27.9% People of Color

9% Individuals with Disabilities

8.1% Military Members

inherently important to ensure that we have an equitable, inclusive, and accessible range of diverse lived experiences across all segments of society — as greater diversity, equity, inclusion, and accessibility [DEIA] is a proven driver of creativity and performance.

The *FY20-FY25 NIST Strategic Plan* endorsed a set of aligned goals to ensure that the institute would be well positioned to remain a leader of innovation in today's rapidly evolving society and technical landscape. These strategic goals include positioning the institute to advance U.S. science and innovation, maximizing stakeholder impact through high-value service delivery, creating the infrastructure for a 21st century research institution, and building a "One NIST" culture. The plan affirms that NIST is on a journey to create such an environment, which must far exceed just diversity — and instead extend to equity, inclusivity, and accessibility. This includes strategic objectives to ensure that a diverse workforce is united around the NIST mission, vision, and core values.

It can be said that NIST began its journey towards DEIA soon after its founding in 1901. In as early as the 1910s, employees from underserved communities provided administrative and maintenance support and occupied positions across NIST in the Electrical Division, Heat Division, and Chemistry Division. In the wake of World War I, NIST, then the National Bureau of Standards (NBS), hired nearly 100 women who contributed to many technical areas. However, despite breaking barriers, employees from underserved communities were often an exception instead of the norm. During the Civil Rights Movement, NIST established its Civil Rights and Diversity Office (CRDO); however, during this same period, the institute also relocated its headquarters from Washington, DC to Gaithersburg, MD, which is suggested to have resulted in the loss of employees from underserved communities as the rural location presented challenges with housing and transportation[1].

In more contemporary times, the NIST Committee for Women was founded in 1973 and the NIST Multi-Year Affirmative Action Program for Women and Minorities was established in 1982. In 1993, the agency published the "Women Affirmative Employment Committee Report," as well as the "African American Affirmative Employment Committee Report," which addressed concerns regarding the underrepresentation of Black employees in all career paths at NIST — and found that "in order to establish the diversified workforce that will be required for NIST to maintain its level of excellence into the 21st century, it must actively recruit, retain, and provide career development for a much larger number of African Americans and other minorities." In that same year, NIST appointed its first woman as director — followed by a "NIST Diversity and Mentoring Study" in 1997, which helped to establish an agency-wide diversity statement and diversity board. In 2007, the institute published a *NIST Diversity Strategic Plan* and soon after, the institute's first Black director was appointed in 2015.

In 2018, NIST established the Steering Group for Equity in Career Advancement (SGECA), which sponsored DEIA-related studies that were spearheaded at the employee level and secured a $1.8M investment by the institute to examine inequities among employees from underserved communities. Over the years, these studies have included but are not limited to "Needed Improvements in Standards and Transparency for Staff Promotion," "Survey on Gender, Equity, and Inclusion," "Mapping Employee Networks through the NIST Interactions Survey," "Assessing Inclusivity of Women at NIST: A Comprehensive Examination of HR Data, In-Depth Interviews, and Survey Data," "Promising Practices for Equitable Hiring: Guidance for NIST Laboratories," "Supporting Women and Under-Represented Minorities in the Sciences: Implementing Equitable Approaches to Organizational Change," and "Examining Recent HR Data for Gender Bias Among Federal Employees at NIST" (see Appendix A: NIST DEIA Resources). The following year, NIST established a strategic goal to "Build a One NIST

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[1] "Report Hits U.S. for Housing Bias", Chicago Daily Defender, June 23, 1969. p.8

Culture," which reaffirmed the institute's commitment to inclusivity as a core value as embodied by more than thirty (30) voluntary employee organizations [VEO] that provide inclusive spaces for employees to connect over interests, identities, and|or initiatives (see Appendix B: NIST Voluntary Employee Organizations).

In 2019, SGECA hosted the institute's first inclusivity summit, which was envisioned as an annual meeting among supervisors and supporters centered around inclusivity as a core value. In the following year, SGECA, which received the Optical Society of America's 2021 Diversity and Inclusion Advocacy Recognition, hosted an inclusivity showcase to raise awareness about the institute's recent successes with DEIA-related initiatives. For example, in addition to professional development offerings such as the Leadership for All (L4A) Program and NIST Mentoring Program, NIST expanded its learning opportunities to include training sessions, such as "What's Your Micro Trigger," "Inclusive Leadership," and "Difficult Conversations in a Diverse Workplace." Moreover, NIST supported the training of an employee through the U.S. Geological Survey, who then trained a cadre of nine (9) additional peer facilitators via a train-the-trainer model to expand the peer-to-peer bystander intervention workshops. The institute began using LinkedIn Recruiter to increase candidate pool diversity and piloted a software package called "Textio" to aid in writing inclusive job advertisements. In addition to equity cafes, which are structured DEIA-related staff discussions, the VEOs hosted several events during special observances, to include programs like the "HBCU Research Showcase" by the NIST Association for Black Staff (NABS) during Black History Month, "Flash Mentoring" by Women in Science, Technology, Engineering, and Mathematics (WiSTEM) during Women's History Month, "Estrellas in Science, Technology, Engineering, and Mathematics (STEM) Seminar Series" by the Association at NIST of Hispanic Americans (ANHA) during National Hispanic Heritage Month, and "From Model Minority to Model Target: Anti-Asian Violence in American Life" by the Association of NIST Asian-Pacific Americans (ANAPA) during Asian American and Pacific Islander Heritage Month.

NIST endeavors to achieve parity with DOC and the Federal Government across several markers on gender, race, disability status, and military status that the institute currently tracks to measure its progress against DEIA goals. In FY21, women accounted for 38.9% of the institute's federal workforce compared with 46.2% at the department level; people of color accounted for 27.9% compared with 38.6%; individuals with disabilities accounted for 9% compared with14.3%; and military members accounted for 8.1% compared to 11.3%[2]. In the same year, employees who identify as women represented over 70% of administrative positions compared with 78.7% of senior technical positions that were occupied by white males. Additionally, while individuals with disabilities and military members occupied 9% and 25% of scientific technical (ZT) positions, they occupied approximately 7% and 4% of scientific professional (ZP) positions and approximately 6% and 0% of senior technical (SL and|or ST) positions.

Yet, based on results from the FY21 Federal Employee Viewpoint Survey (FEVS), NIST has demonstrated positive trends over the past three (3) years as exhibited by notable increases of five (5) percentage points or more across several indices that are directly related to DEIA goals, such as the Employee Engagement Index (81.6%) and Intrinsic Work Experience (84.5%). On the heels of the appointment of the second woman to serve as Under Secretary of Commerce for Standards and Technology and NIST Director coupled with the institute's recent recruitment of the Director of Diversity, Equity, and Inclusivity, this plan serves as the next steppingstone in NIST's DEIA journey toward full maturation as an outcome-driven organization with the foundational capacity to lead and sustain DEIA as an integral part of the institute's mission, vision, core values, and priorities (see Appendix C: NIST Maturity Model).

NIST DEIA Governance

NIST endeavors to establish a sustainable DEIA infrastructure that will scale across enterprise-wide capabilities—recognizing that the infusion of DEIA as a strategic priority within technical and administrative areas is critical to positioning the institute with a competitive advantage in support of long-term mission accomplishment. In support of this effort, NIST currently executes its DEIA priorities across two (2) offices: the Diversity, Equity, and Inclusivity Office (DEIO), which focuses on workplace culture; and the Equal Employment Opportunity and Accessibility Office (EEOAO), formerly CRDO, which focuses on workplace compliance. Both offices work collaboratively with the Office of Human Resources Management (OHRM), which addresses workplace concerns, as well as the Ombuds Office, which is tasked with addressing and resolving work-related conflict, challenges, and issues. All four (4) offices work collaboratively to provide thought leadership on DEIA goals by placing an emphasis on people, practices, policies, programs, and priorities to advance DEIA-related outcomes.

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[2] The provided data was collected by NIST's Office of Human Resources Management, which does not currently collect data on gender non-conforming and|or gender non-binary markers. As defined by the Office of Personnel Management, the markers for people of color includes the following ethnicity and race indicators – American Indian or Alaskan Native, Asian American or Pacific Islander, Black or African American, Hispanic or Latino, and Two or More Races. This data only represents the federal workforce and does not include the associate workforce. The data for military members includes those employees deemed eligible for Veterans' preference.

Additionally, to further position the DEIA capability for inclusion and influence as a strategic advisor across all lines of business, DEIO currently reports directly to the Chief of Staff as part of the Director's Office. DEIO's current bench strength only extends to two (2) detailees; however, the office intends to expand its roster of dedicated staff as part of this plan. As for EEOAO, the office currently consists of four (4) full-time employees and includes a director-level position that reports to the Associate Director of Management Resources (ADMR).

ABOUT THE NIST DEIA STRATEGIC PLAN

Plan Approach

The *FY20-FY25 NIST Strategic Plan* leverages a strategy map to drive its objectives, and similarly, this plan will use the "DEIA Roadmap for Agency Action" provided in the *2021 Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*. This roadmap is designed to improve policies, processes, programs, and practices to help advance DEIA goals across both the employee and customer experience, which will help the institute in its continued maturation beyond mandated compliance toward the full integration of DEIA as a mission-critical capability.

NIST leveraged a multi-phased approach to guide the development of the *FY22-FY24 NIST DEIA Strategic Plan.* During the first phase, the institute was charged with conducting a NIST DEIA Survey and Self-Assessment as a first step to guide the plan's data-driven development. This process utilized both quantitative and qualitative sources to analyze the institute's current use of promising practices across a set of internal capability areas, to include recruitment, hiring, promotion, retention, professional development and training, pay and compensation, reasonable accommodation, safe workplaces and sexual harassment, culture, and religious accommodation (see Appendix D: NIST DEIA Survey and Self-Assessment Team).

In an effort to ensure an inclusive strategic planning process, during the second phase, the institute established a NIST DEIA Strategic Planning Team, to include working groups consisting of senior leaders, supervisors, and staff, which were tasked with identifying barriers, aligning objectives, establishing goals, creating strategies, developing action items with milestones, defining output and outcome metrics, and determining accountability mechanisms across the plan's key priority areas (see Appendix E: NIST DEIA Strategic Planning Team). These areas for action planning were identified and prioritized by the NIST DEIA Strategic Planning Team, which in addition to benchmarks and best practice research, were based on findings from the NIST DEIA Survey and promising practices from the NIST DEIA Self-Assessment, as well as recommendations from studies and subject matter experts.

The *FY22-FY24 NIST DEIA Strategic Plan* includes a set of four (4) internal-facing priority areas, to include high-impact opportunities across the sphere of diversity, equity, inclusion, and accessibility, which are supported by short-term goals for accomplishment within two (2) years, as well as emergent areas of opportunity for long-term planning. These high-impact opportunities were identified based on an analysis of the institute's current use of promising practices as part of the NIST DEIA Survey and Self-Assessment, which included several sources, such as but not limited to the Management Directive (MD) 715, Federal Equal Opportunity Recruitment Program Report, FEVS, as well as findings from NIST-sponsored DEIA-related studies (see Appendix A: NIST DEIA Resources).

While the *FY22-FY24 NIST DEIA Strategic Plan* includes an emphasis on internal priority areas that are in direct support of Executive Order (EO) 14035, it also infuses other DEIA-related orders and memorandums in support of the *Biden-Harris Management Agenda*, to include an external-facing priority area to drive inclusive economy through external-facing equitable service delivery as part of EO 13985 on "Advancing Racial Equity and Support for Underserved Communities through the Federal Government" (see Appendix F: DEIA Executive Orders and Memorandums).

The third phase will focus on the implementation of the plan, which will be driven by deployment teams across each priority area as part of the NIST DEIA Implementation Team — and supported by a communication strategy with change management considerations as part of deployment. The Diversity, Equity, and Inclusivity Office (DEIO) will help to monitor the implementation of the plan on an annual cycle, which will be assessed by the NIST Director and DEIO alongside a set of senior leaders who have been identified as executive sponsors for each area.

During the fourth and final phase, DEIO will conduct quarterly and|or annual reviews to measure the institute's progress against its DEIA goals as determined by the plan's provided milestones and measures. In addition to these reviews and updates for key stakeholders, the plan will be revised on an annual basis as the institute proceeds from these foundational steps toward establishing a strengthened and sustainable DEIA infrastructure at NIST.

Plan Alignment

Although NIST is charged with driving the development and implementation of its respective DEIA-related initiatives as a large subcomponent bureau, these initiatives feed into a larger government and department-wide strategy in support of senior leadership's commitment to cultivating a diverse, equitable, inclusive, and accessible work environment at the NIST and DOC level, as well as throughout the federal government.[3] The *Biden-Harris Management Agenda* envisions a more equitable, effective, and accountable government that delivers results for all, which is realized by governing through values in action. The plan consists of three (3) key priorities, to include strengthening and empowering the federal workforce, delivering excellent, equitable, and secure federal services and customer experiences, and managing the business of government to build back better. The *FY22-FY26 DOC Strategic Plan* cascades from this vision as part of its overarching goal to help grow the American economy, which is advanced through several supporting strategic goals, such as driving U.S. innovation and global competitiveness, fostering inclusive capitalism and equitable economic growth, and providing 21st century service with 21st century capabilities.

On June 25, 2021, President Joe Biden signed EO 14035 on "Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," which requires a whole-of-government approach to cultivate DEIA across the federal government. On November 23, 2021, the *2021 Government-Wide Strategic Plan to Advance DEIA in the Federal Workforce* outlined a series of priorities in support of implementation of EO 14035, to include safe workplaces, chief diversity officers, data collection, paid internships, partnerships and recruitment, professional development and advancement, training and learning, pay equity, and equitable employment opportunities for individuals with disabilities, formerly incarcerated individuals, and LGBTQI+. The plan is guided by a set of principles to help ensure a sustainable DEIA infrastructure across the federal government, to include use of data and evidence-based decision-making, focus on continuous improvement, adoption of a collaborative and whole-of-agency mandate with partnership engagement, prioritization of accountability and sustainability, and understanding of the perspectives of employees and customers.

As part of EO 14035, cabinet-level agencies were required to submit cascading plans to the Domestic Policy Council (DPC), Office of Management and Budget (OMB), and Office of Personnel Management (OPM) within 120 days of the issuance of the government-wide plan. In response, NIST served on the departmental strategic planning team to contribute to the development of the *FY22-FY23 DOC DEIA Strategic Plan* and leveraged the issuance of the plan as an opportunity to strategically align to department-wide DEIA goals — while also reaffirming the institute's continued commitment to DEIA. As part of this commitment, NIST developed the *FY22-FY24 NIST DEIA Strategic Plan* at the subcomponent bureau level, which describes the institute's strategic approach to tactical action planning in support of its overarching objective of using diversity, equity, inclusion, and accessibility as distinct levers in cultivating a culture of belonging among both internal and external stakeholders.

To ensure strategic alignment with the whole-of-agency approach to implementing the DEIA-related orders and memoranda, NIST serves on the DOC DEIA Council, also known as the DOC Equity Council, which is co-chaired by the Deputy Secretary and includes cross-bureau representation. The council consists of eight (8) supporting committees, which include a focus on accessibility, environmental justice, gender, immigrant and international affairs, LGBTQI+, race and ethnicity, underserved communities and businesses, and workplace culture. In addition to chairing the DOC Equity Council's Race and Ethnicity Committee, DEIO staff currently serve on OMB's Chief Diversity Officer Steering Committee Council in support of strategic collaboration across the government as DEIA is institutionalized across the federal landscape.

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[3] The *FY22-FY24 NIST DEIA Strategic Plan* strategically aligns to each priority within the *2021 Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce* with the exception of expanding employment opportunities for formerly incarcerated individuals as the institute awaits policy guidance.

NIST DEIA PRIORITY AREAS

NIST DEIA Mission and Vision

- *NIST DEIA Mission:* NIST will drive innovation and industrial competitiveness through measurement science and standards by cultivating a culture of belonging that integrates diversity, equity, inclusion, and accessibility in all ways of working.

- *NIST DEIA Vision:* NIST will improve the quality of life by drawing from all segments of society as it positions itself as a model institute that values and champions diversity, equity, inclusion, and accessibility.

NIST DEIA Strategic Plan Definitions[4]

- *Diversity:* The practice of including individuals from communities, cultures, identities, abilities, backgrounds, and|or beliefs that represent all segments of society.

- *Equity:* The consistent and systematic treatment of individuals from all segments of society, which is fair, just, and impartial.

- *Inclusion:* The acknowledgement, appreciation, and application of the talents of individuals from all segments of society.

- *Accessibility:* The design and development of infrastructure to ensure that individuals from all segments of society, including individuals with disabilities, can engage in full and independent usage.

- *Underserved Communities and Disadvantaged Businesses:* The populations and industries sharing a particular characteristic that have been systemically and historically denied a full opportunity to participate in aspects of economic, social, and|or civic life.

NIST DEIA Strategic Goal 1: Diversity

NIST defines diversity as the practice of including individuals from communities, cultures, identities, abilities, backgrounds, and|or beliefs that represent all segments of society. The federal government is committed to positioning itself to recruit, retain, and advance the nation's best talent by building a diverse workforce through a transparent and fair process that is consistent with merit system principles, which aligns with NIST's objective to create a workforce that embodies the "One NIST" vision and its core values. However, despite its longstanding journey, NIST's efforts with DEIA have been largely siloed across directorates. As a result, there is varied understanding of the institute's definition of and direction for DEIA at an enterprise-wide level, which serves as a key barrier in accomplishing NIST's DEIA mission to advance and embed diversity, equity, inclusion, and accessibility throughout all ways of working.

During a recent congressional hearing titled "Good for the Bottom Line: A Review of the Business case for Diversity and Inclusion," the House Financial Services Subcommittee on Diversity and Inclusion reinforced DEIA as a business imperative — reiterating its linkage to the federal government's ability to ensure optimal performance by ensuring that its workforce reflects all segments of society, which in turn will help to drive its capacity to reach and service to all segments of society. As NIST endeavors to shift DEIA from the fringe through pockets of grassroots activity and into the institutional fabric, the priority area on diversity will focus on infusing DEIA into the organizational DNA as one of the most critical diversity-related

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[4] The list of full definitions from EO 14035 from which NIST developed its adapted definitions for the DEIA Strategic Plan is provided in Appendix G: Executive Order 14035 DEIA Definitions. The list of underserved communities includes but is not limited to women, people of color, LGBTQI+, religious minorities, individuals with disabilities, individuals in rural areas, individuals afflicted by poverty, first generation professionals, formally incarcerated individuals, military members and spouses, elderly adults, caregivers, and speakers of other languages (EO 14035). The list of disadvantaged businesses includes but is not limited to small business (SB), small disadvantaged business (SDB), women-owned small business (WOSB), historically underutilized business zones (HUBZone), veteran-owned small business (VOSB), service-disabled veteran-owned small business (SDVOSB), and 8(a) certified.

challenges facing NIST in its aspirations to recruit, retain, and advance a diverse workforce that is reflective of those societal segments.

According to the OPM Memorandum titled "Agency Opportunities to Establish Chief Diversity Officer or Diversity and Inclusion Officer Pursuant to Executive Order 14035," diversity is our greatest strength as a nation and our greatest asset in the civil service. In support of this directive, cabinet-level agencies and large subcomponent bureaus, such as NIST, are directed to establish a DEIA infrastructure to further advance the cultivation of a diverse, equitable, inclusive, and accessible workforce. This directive includes guidance to properly position Chief Diversity Officers (CDO) for success by designating the role as a senior executive-level position with line of sight to the agency head, as well as with budgetary and decision-making authority — which should be supplemented with sufficient support staff. For example, despite an approximate 107% increase in the recruitment of CDOs across the general labor force in the last two (2) years, as reflected by NIST's recent recruitment of the inaugural Director of Diversity, Equity and Inclusivity, the average turnover is three (3) years due to issues ranging from ineffective positionality within the organizational structure to a lack of dedicated resources.

Based on best practice research, most DEIA-related programs fail because the CDO and|or Director has little to no interaction with the head of the organization for which the position should have a dotted reporting line, as well as a close working relationship with front-line capabilities, such as human resources (HR) and communications. For example, according to the Harvard Business Review, "Your new hire must have a seat at the senior leadership table if you want to see meaningful change. A new CDO cannot come in, wave a magic wand, and transform an organization overnight. In addition to generously compensating [them] for taking on this challenging role, you'll need to set aside more budget and create a dedicated team." In a subsequent article titled "Are Your Company's D&I Efforts Shallow?," the review reiterated the need to ensure that DEIA-related initiatives are not performative in nature, but instead are leveraged as a value proposition as part of the business strategy to drive performance.

To help reinforce the use of DEIA as levers to drive both belonging and business outcomes, NIST will develop a governance structure that supports data-driven decision making and fosters a learning culture at NIST in order to produce leaders who are not only competent in DEIA — but also champions. Additionally, when recognizing diversity as a national asset in the civil service, VEOs, and more specifically affinity groups, will continue to emerge as a business imperative as the Census Bureau projects that minorities are expected to reach majority status by approximately 2044 and organizations can harness their collective interests and identities to drive mission-driven initiatives.

Through a focus on diversity as a priority area, NIST will leverage the below objectives, strategies, and action items over the next two (2) years to help establish a DEIA infrastructure that is properly positioned for success, which will help to advance DEIA goals in support of the institute's overarching mission of cultivating a culture of belonging.

NIST DEIA Strategic Goal 1: Cultivate an Institutional Culture That Is Diverse

NIST DEIA Strategic Alignment
- *OMB DEIA Strategic Priority:* Chief Diversity Officers, Data Collection
- *DOC DEIA Strategic Goal:* Create and Promote an Organizational Culture that is Diverse, Strengthen and Sustain Accountability and DEIA Infrastructure

NIST DEIA Maturity Signal: DEIA Approach, Diversity Framework, Organizational Structure, DEIA Integration, DEIA Program Structure, Culture of Inclusion

Objective 1.1. Institutionalize DEIA at NIST	
Strategy	Action Item
Establish DEIA as an enterprise-wide capability	• Establish the infrastructure of the Diversity, Equity, and Inclusivity Office (DEIO) • Explore reclassifying the DEIO Director position as the Chief Diversity Officer or Chief Diversity, Equity, and Inclusivity Officer • Recruit dedicated staff for DEIO • Develop brand identity for DEIO
Establish accountability mechanisms to advance DEIA goals	• Assess and|or address the "State of DEIA at NIST" on a quarterly and|or annual basis • Confirm quarterly progress indicators and annual outcome metrics to measure progress against DEIA goals • Establish tools to measure progress against DEIA goals • Establish requirements for DEIA learning opportunities for staff and supervisors • Operationalize DEIA elements within performance plans for staff and supervisors • Establish expectations for civil engagement through the development and deployment of guiding principles
Examine needs, enhance capabilities, and|or educate on the sphere of DEIA	• Develop and deploy DEIA Strategic Plan • Charter NIST DEIA Council • Socialize DEIA definitions • Support department-wide initiatives to establish directive on gender inclusivity • Develop and deploy a communication strategy to better reflect the breadth of technical and non-technical staff through internal and external communications • Expand communication channels to further amplify DEIA-related activities and announcements to include an emphasis on special observances and heritage months
Examine needs, enhance capabilities, and|or educate on the sphere of VEOs	• Reorganize the support structure in DEIO for VEOs • Support department-wide initiatives to refine existing directive on VEOs • Charter NIST VEO Council • Establish roles and responsibilities for executive sponsors for VEOs • Identify executive sponsors for VEOs • Establish an operational and financial infrastructure to better support and sustain VEOs

Objective 1.2. Examine, Enhance, and|or Educate on Human Resources Policies, Processes, Programs, and Practices to Further Institutionalize DEIA at NIST	
Strategy	Action Item
Examine needs, enhance capabilities, and|or educate on human resources data analytics	• Develop and deploy directive on internal data requests, use, and privacy in coordination with the Chief Privacy Officer in DOC Office of Privacy and Open Government as applicable
	• Procure necessary software licenses to expand data collection, access, and analytic capabilities
	• Collect end-user feedback on initial data analytics dashboard
	• Support government and department-wide initiatives to collect sexual orientation and gender identity data
Adopt promising practices for inclusive human resources management across the full employee lifecycle	• Continue to promote awareness of internal job vacancies and detail assignments
	• Explore use of blind hiring process
	• Examine existing onboarding and enculturation process
	• Operationalize offboarding process
	• Operationalize use of exit feedback mechanisms
	• Operationalize use of retention feedback mechanisms
	• Operationalize use of heterogeneous interview, selection, and promotion panels
	• Provide vendor-led learning opportunities on inclusive application processes for hiring managers and interview, selection, and promotion panels

NIST DEIA Strategic Goal 2: Equity

NIST defines equity as the consistent and systematic treatment of individuals from all segments of society, which is fair, just, and impartial. The Federal Government is committed to providing fair and equal opportunities for career mobility by growing the next generation of diverse leadership, which aligns with NIST's objective to attract, retain, retrain, and grow talent. In support of this objective, equity as a priority area will focus on addressing both the lack of representation of employees from underserved communities and long-standing concerns regarding pay, performance, and promotion as some of the most critical equity-related challenges facing NIST.

Several recent analyses of the institute's demographic data have shown that the relative amount of employees who identify as women and people of color tends to decrease in higher pay bands. For example, NIST's DEIA Self-Assessment revealed that the institute currently uses a limited amount of partnerships, programs, and networks to drive candidate sourcing among underserved communities and generally lacks sufficient resources for strategic recruitment and outreach activities. NIST must enhance its limited use of interactive recruitment tools, such as Glassdoor and LinkedIn, and expand candidate pools through such tools as LinkedIn Recruiter. Additionally, the institute has an opportunity to conduct subsequent root causes analyses and expand the scope of future DEIA assessments across the full workforce, to include both technical and non-technical staff.

Moreover, NIST has an opportunity to create even greater consistency, clarity, and transparency within its personnel management system to advance equity in career mobility. For example, the SGECA-sponsored studies, as well as a series of listening sessions, highlight notable dissatisfaction with the current system, particularly as it relates to consistency with performance evaluations across organizational units (OUs) and clarity with pay and promotion criteria. The studies suggest that improved consistency, clarity, and transparency in the personnel management process could reduce any inequities in pay, performance, promotion, and personnel actions while advancing a culture of belonging through improved career mobility. According to the 2021 FEVS, while 81.1% of respondents expressed satisfaction with their job and 85.7% expressed a sense of personal accomplishment, only 71.4% expressed satisfaction with recognition for doing a good job, 69.8% expressed satisfaction with their pay, and 62.4% agreed that differences in performance are recognized in a meaningful way.

A recent report by the National Science and Technology Council (NSTC) titled "Best Practices for Diversity and Inclusion in STEM Education and Research: A Guide By and For Federal Agencies," provides several promising practices that can help drive equity goals at NIST. These include expanding recruitment efforts at Minority-Serving Institutions (MSI), Minority-Serving Programs (MSP), and Predominately White Institutions (PWI) with pipeline programs for students from underserved communities, as well as leveraging special hiring authorities and incentives, such as student loan repayment, paid internships, and work-life flexibilities, to diversify the STEM workforce at all levels across the Federal Government. As NIST endeavors to heighten its capacity to recruit, retain, and advance a diverse federal and associate workforce, the institute has an opportunity to leverage these promising practices to ensure an equitable employee experience across all stages of an employee's career.

Through a focus on equity as a priority area, NIST will leverage the below objectives, strategies, and action items over the next two (2) years to help cultivate a culture of belonging by ensuring an equitable landscape for career mobility across the full employee lifecycle.

NIST DEIA Strategic Goal 2: Cultivate an Institutional Culture That Is Equitable

NIST DEIA Strategic Alignment
- *OMB DEIA Strategic Priority:* Partnerships and Recruitment, Professional Development and Advancement, Pay Equity
- *DOC DEIA Strategic Goal:* Create and Promote an Organizational Culture that is Equitable

NIST DEIA Maturity Signal: DEIA Approach, Diversity Framework, Data-Driven Workplace Policy, Practices, and Procedures, Culture of Inclusion

Objective 2.1 Address the Lack of Representation of Underserved Communities in the NIST Federal and Associate Workforce to Reflect DEIA Goals	
Strategy	Action Item
Cultivate strategic partnerships with minority-serving institutions and|or initiatives	• Recruit additional dedicated staff for strategic recruitment program
	• Develop index of MSIs, MSPs, and PWIs with pipeline programs
	• Ensure cross-coordination with recruitment and outreach strategies and activities
	• Examine and|or enhance effectiveness of current recruitment and outreach strategies and activities
	• Explore collaborative opportunities with public, private, and|or non-profit organizations with a focus on underserved communities
	• Conduct targeted recruitment and outreach activities with MSIs, MSPs, PWIs with pipeline programs, and community colleges
	• Track targeted recruitment and outreach activities for MSIs, MSPs, PWIs with pipeline programs, and community colleges

Objective 2.2. Examine, Enhance, and|or Educate on Pay, Performance, Promotion, and Personnel Policies, Processes, Programs, and Practices across the NIST Federal Workforce to Drive DEIA Goals	
Strategy	Action Item
Assess and|or address past, present, and potential barriers to advancement to increase the representation of underserved communities and ensure an equitable work environment and experience for federal employees	• Establish a committee as part of the NIST DEIA Council to review results and advance recommendations for follow-up to existing NIST DEIA-related studies on inequalities and inequities among employees from underserved communities
	• Continue to examine inequalities and inequities among employees in both technical and non-technical positions
	• Coordinate with DOC Office of Civil Rights to establish department-wide initiatives to assess challenges with compensation, classification, and caps within the personnel management system
	• Examine and|or enhance effectiveness of the promotion process to ensure its clear, communicated, and consistent application
	• Examine and|or enhance effectiveness of the bonus process to ensure its clear, communicated, and consistent application

NIST DEIA Strategic Goal 3: Inclusion

NIST defines inclusion as the acknowledgement, appreciation, and application of the talents of individuals from all segments of society. The federal government is committed to providing an inclusive workplace where employees feel embraced and engaged, which aligns with NIST's objective to strengthen the culture of the workplace environment. In support of this objective, inclusion as a priority area will focus on cultivating a learning culture and addressing the historical lack of representation of leaders and advisors from underserved communities — two of the most critical inclusion-related challenges facing NIST. To further promote a sense of belonging, this area is supplemented by the institute's commitment to designing more representative spaces and fostering a more inclusive work environment and experience for the associate workforce.[5]

Currently, NIST demonstrates varied levels of cultural competency and capability in DEIA, which results in differing degrees of applied strategies to advance overarching DEIA goals at all levels of leadership and the impact is cross-cutting across the institute's workforce. For example, according to the 2021 FEVS, when asked if senior leaders generate high levels of motivation and commitment in the workforce, 63.4% of employees responded positively while 22.1% responded neutrally and 14.6% responded negatively. Further, 14% of employees responded either neutrally or negatively when asked if their supervisor is committed to ensuring a workforce that is representative of all segments of society. While this limited representation may be more evident among the workforce and internal leadership corps, it also extends to the external advisory cadre, which can create a potential myopia when providing diverse perspectives on how to better the quality of life for all segments of society through the institute's programs and services. For example, NIST currently maintains approximately ten (10) Federal Advisory Committee Act (FACA) bodies and while the institute is prohibited from requesting demographic data from committee members, there appears to be a significant lack of representation among women and people of color based on "observed diversity." Through diverse membership, NIST will ensure a breadth of expertise and experiences that could be leveraged to further meet the mission of each respective committee.

In recent years, NIST has made strides in building its DEIA capacity by addressing cultural competencies and capabilities, which has extended across the leadership ranks. For example, the institute has a proven record of impact across its current professional and leadership development programs as evidenced through its average evaluative rating of 4.5 out of 5.0 for DEIA-related courses and 4.3 out of 5.0 for leadership-related courses, such as L4A. However, NIST can do more to fulfill its mission to improve inclusion. Studies like "Advancing Diversity Training," by the Rutgers Business Review, have shown that DEIA-related learning opportunities are most effective when modeled by leadership — and supervisors are not explicitly expected to complete any of the institute's current DEIA-related curricula. For example, despite recently added course offerings including "Bystander Intervention" and "What's Your Micro Trigger?", data from the Commerce Learning Center (CLC) suggest that only approximately 8.5% of the NIST federal workforce has participated in DEIA-related courses, to include mentoring and coaching programs. NIST Internal Report (NISTIR) 8362 on "Survey on Gender, Equity, and Inclusion" and NIST Technical Note 2143 on "Voices of NIST: A Study of Gender Inclusivity" recommend, at minimum, the establishment of learning requirements for all supervisors, echoing earlier recommendations in the "African American Affirmative Employment Committee Report" from 1993.

As NIST commits to expanding its current learning culture beyond traditionally recognized technical areas, the institute also has an opportunity to further expand its reward and recognition framework, which currently focuses on technical accomplishments with minimal attention to staff and supervisors who model NIST core values, in particular inclusivity. NIST recognizes the equal importance of inclusivity as a core value alongside its commitment to excellence, integrity, and perseverance. However, while nominations for NIST Fellows and NIST Senior Research Scientists consider the institute's core values, only two (2) of the institute's seventeen (17) awards currently include the awardee's demonstrated commitment to inclusivity as a selection criterion. In particular, the Distinguished Mentoring Award and Diversity, Inclusivity, and Equal Opportunity Award are the only existing awards with a specific emphasis on the advancement of DEIA goals. Additionally, 71.4% of employees responded positively to prompts on recognition as compared to 15.7% and 12.9% who respectively responded neutrally or negatively during the 2021 FEVS.

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[5] As of FY21, NIST maintains approximately fourteen (14) associate categories, including but not limited to researchers, contractors, non-technical support personnel, facility users, student volunteers, and offsite collaborators. The *FY22-FY24 NIST DEIA Strategic Plan* will focus on domestic and foreign guest associates with research responsibilities; however, the institute will explore how best to foster a more inclusive work environment and experience across all associate categories as an emergent theme for subsequent strategic planning.

These limitations also extend to the institute's current model to highlight and honor its workforce across both physical and virtual displays. These efforts do not accurately represent all the segments of society who have contributed to NIST's success and they lack visible diversity in the portrayal of which employees are regarded as its best and brightest. Further, there are also limited mechanisms to reward and recognize the NIST associate workforce, which has a long-standing history of supporting mission accomplishment and which accounts for over half of the institute's workforce. Yet, they are currently deemed ineligible for inclusion in the institute's most esteemed homage to its history, also known as the NIST Portrait Gallery, because of their associateship status.

Due to statutory, regulatory, and|or procedural constraints, associates are not allowed equal and equitable access to all of the institute's opportunities and offerings — ranging from reward and recognition to compensation and career mobility. Additionally, the lack of a clear, communicated, and consistent application of associateships, as well as challenges with monitoring the associate experience across the full associate career cycle, further compounds the issue. As a result, the NIST associate workforce has expressed dissatisfaction with its current level of inclusion as part of the organization, which in addition to impacting a culture of belonging, also presents notable challenges for the institute's long-term sustainability.

NIST does not consistently apply well-defined methods to inform decisions on the distribution of internal resources based on the evaluation of technical, fiscal, and DEIA-related variables, which can result in the inequitable distribution of funding opportunities across the workforce based on a "fund a friend" model. Similar to other STEM organizations that include broader impacts in its grant evaluation process, such as the National Science Foundation, NIST has an opportunity to consider DEIA-related criteria as part of its selection framework for internal resource distribution[6]. To help drive an equitable distribution of funds, the institute can employ a strategic approach that is applied with clarity and consistency to better align internal resource distribution decision-making with both programmatic priorities and DEIA-related goals.

Through a focus on inclusion as a priority area, NIST will leverage the below objectives, strategies, and action items over the next two (2) years to help foster work environments, ranging from physical and virtual campuses to leadership and advisory cadres, that reflect inclusivity as not only a core value, but also a fundamental underpinning in positioning the institute as the world's leader in measurement science and standards.

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[6] The current processes associated with internal resource distribution include but are not limited to developing annual budgets, establishing teams around programmatic priorities, selecting project proposals for funding, and allocating space and supplies.

NIST DEIA Strategic Goal 3: Cultivate an Institutional Culture That Is Inclusive

NIST DEIA Strategic Alignment
- *OMB DEIA Strategic Priority:* Partnerships and Recruitment, DEIA Training and Learning
- *DOC DEIA Strategic Goal:* Create and Promote an Organizational Culture that is Inclusive and Supports a Sense of Belonging, Strengthen and Sustain Accountability and DEIA Infrastructure

NIST DEIA Maturity Signal: Data-Driven Workplace Policy, Practices, and Procedures, SES and Leadership Involvement, Culture of Inclusion

Objective 3.1 Create a Learning Culture that Values the Use of Professional and Leadership Development and Reward and Recognition to Drive DEIA Goals	
Strategy	Action Item
Provide learning opportunities for staff and supervisors to help advance DEIA goals	• Complete deployment of the NIST Leadership Competencies Model
	• Develop DEIA-based curriculum for staff and supervisors
	• Promote existing professional development, leadership development, and mentoring programs for staff and supervisors
	• Operationalize use of individual development plans among staff and supervisors
	• Operationalize use of 360-degree evaluation tools among supervisors
	• Develop and deploy a coaching program
Enhance reward and recognition opportunities for staff and supervisors that advance DEIA goals	• Incorporate demonstrated commitment to DEIA values within criteria for awards
	• Expand award categories for demonstrated commitment to DEIA-related goals
	• Assess and|or address the decision-making model for internal resource distribution
Objective 3.2 Address the Lack of Representation of Underserved Communities in the NIST Leadership and Advisory Cadre to Reflect DEIA Goals	
Strategy	Action Item
Cultivate strategic partnerships to drive diverse membership on federal advisory committees	• Contact Designated Federal Officials to obtain input on current diversity goals
	• Explore DEIA-related learning opportunities for new and existing committee members
	• Incorporate DEIA goals in committee charters
	• Establish welcoming committee for new committee members
Develop a targeted recruitment strategy to increase the representation of underserved communities on federal advisory committees	• Review the policies, processes, and practices used to recruit and select committee members
	• Examine strategic recruitment methods currently used to recruit committee members
	• Contact Designated Federal Officials to obtain input on current recruitment goals
	• Ensure cross-coordination with recruitment and outreach strategies and activities
	• Examine effectiveness of current recruitment and outreach strategies and activities
	• Conduct targeted recruitment and outreach activities with professional networks with an emphasis on underserved communities
	• Track targeted recruitment and outreach activities and applicant flow data among members of professional networks with an emphasis on underserved communities in compliance with any applicable laws

Objective 3.3. Design Physical and Virtual Spaces to Reflect DEIA Goals	
Strategy	**Action Item**
Leverage design frameworks that equally and equitably honors history while celebrating diversity	• Develop a new portrayal model for physical and virtual spaces
	• Pilot the new portrayal model in the NIST Portrait Gallery

Objective 3.4 Examine, Enhance, and|or Educate on Policies, Processes, Programs, and Practices across the NIST Associate Workforce to Drive DEIA Goals	
Strategy	**Action Item**
Assess and|or address the role of associates in supporting mission accomplishment	• Ensure clear, communicated, and consistent application of roles and responsibilities among research associates and sponsors
	• Examine how associateships support the professional needs and mobility of research associates
	• Establish and|or examine mechanisms to collect and collate data from research associates in compliance with any applicable laws
	• Explore establishing a centralized office to manage the associate workforce
Assess and|or address policies, processes, programs, and practices that will help to foster a more inclusive work environment and experience for associates	• Examine externally mandated statues and|or regulations and internally developed policies that govern research associates
	• Explore the expansion of reward and recognition opportunities for research associates in compliance with any applicable laws
	• Develop and deploy exit interviews for research associates to better under their work experience in compliance with any applicable laws
	• Identify and implement promising practices to further foster a more inclusive work environment and experience for research associates

NIST DEIA Strategic Goal 4: Accessibility

NIST defines accessibility as the design and development of infrastructure to ensure that all people, including individuals with disabilities, can engage in full and independent usage. The federal government is committed to modernizing its infrastructure so that all segments of society, including individuals with disabilities, can fully and independently engage with its spaces and services, which aligns with NIST's objective to make the institute diverse, equitable, inclusive, and accessible — with accessibility serving as a necessary component. In support of this objective, the institute will focus on designing an accessible hybrid work environment and creating a safe and inclusive workplace that is sensitive to the needs of all employees as one of the most critical accessibility-related challenges facing NIST.

Extant research suggests that corporate climate and work-life balance are key drivers to fostering inclusive work environments and experiences as they are linked to decreased stress and increased satisfaction at work[7]. By expanding access to both physical and virtual environments, NIST has an opportunity to diversify its geographic footprint among individuals with all abilities, while also offering support services that can help employees to be more effective, efficient, and engaged in a hybrid work environment. For example, NSTC's report on "Best Practices for Diversity and Inclusion in STEM Education and Research: A Guide By and For Federal Agencies" highlights working from home as a promising practice for inclusion as telework can improve the quality of work-life balance and increase employment opportunities for individuals with disabilities.

On the other hand, there is evidence that working from home during the pandemic has taken a toll on many workers, especially among employees who identify as women and|or caregivers. For example, recent studies by the National Academies of Sciences, Engineering, and Medicine titled "The Impact of COVID-19 on the Careers of Women in Academic Sciences, Engineering, and Medicine" and Stanford University titled "Nonverbal Mechanisms Predict Zoom Fatigue and Explain Why Women Experience Higher Levels than Men" have documented the disproportionate level of physical and psychological exhaustion experienced by employees who identify as women. As the federal landscape pivots to a hybrid work environment, NIST must ready an equitable, inclusive, and accessible work experience that serves the needs of its diverse workforce — both in-person or on-line. It is important to continuously assess how employees are adjusting to the hybrid work environment and ensure clear and consistent communication regarding hybrid work policies, processes, and practices in place.

Survey responses for McKinsey and Lean In's "Women in the Workplace 2021" suggest that 1 in 10 working women has a disability. Moreover, women with disabilities are more likely than women overall to report anxiety about using workplace flexibilities such as remote work and flexible schedules. Based on the NIST DEIA Self-Assessment, the institute has an opportunity to further establish a centralized accessibility program with sufficient resources to address requested accommodations. Moreover, the institute has an opportunity to further meet the needs of various underserved communities, like women and LGBTQI+, through the expansion of lactation spaces and non-gendered bathrooms. Beyond physical facilities, to ensure accessibility of useful information among both internal and external stakeholders, NIST will continue to promote promising practices for print and digital assets to further ensure compliance with Section 508 of the Rehabilitation Act and the Plain Writing Act.

Through a focus on accessibility as a priority area, NIST will leverage the below objectives, strategies, and action items over the next two (2) years as it adopts new ways of working that will help to cultivate a culture of belonging through a hybrid work environment and provide an experience that is accessible among employees of all abilities.

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[7] López, C.M., Margherio, C., Abraham-Hilaire, L.M., and Feghali-Bostwick, C. (2018) Gender disparities in faculty rank: Factors that affect advancement of women scientists at academic medical centers. Social Sciences 7(4).
"How to Navigate the Gender Landscape at Work," Harvard Gazette. https://news.harvard.edu/gazette/story/2019/02/lessons-in-how-to-make-the-workplace-inclusive-for-lgbtq-employees/

NIST DEIA Strategic Goal 4: Cultivate an Institutional Culture That Is Accessible

NIST DEIA Strategic Alignment
- *OMB DEIA Strategic Priority:* Safe Workplaces, Advancing Equity for Employees with Disabilities
- *DOC DEIA Strategic Goal:* Create and Promote an Organizational Culture that is Accessible

NIST DEIA Maturity Signal: Data-Driven Workplace Policies, Practices, and Procedures, Culture of Inclusion

Objective 4.1 Design the Hybrid Work Environment and Experience to Reflect DEIA Goals	
Strategy	Action Item
Examine needs, enhance capabilities, and|or educate on communication and collaboration tools	• Continue to assess the hybrid work environment and experience of all participants
	• Equip on-site meeting rooms with hardware and software for virtual participation
	• Collect data on the effectiveness of communication and collaboration tools for remote and telework participation
	• Clarify and communicate hardware and software standards for staff and supervisors in hybrid work environments
	• Develop and deploy learning opportunities on managing hybrid work environments for staff and supervisors
	• Assess and|or address gender inclusive capabilities for communication and collaboration tools
	• Develop and deploy guidance on managing hybrid work environments and hybrid meeting management
Examine needs, enhance capabilities, and|or educate on wellness and work-life flexibilities and programs	• Continue to examine, enhance, and educate on wellness and work-life policies, programs, processes, and practices to ensure the equal and equitable application of flexible schedules and remote and telework opportunities
	• Continue expanded use of hybrid meetings to promote virtual participation among remote and teleworkers
	• Continue to promote awareness of existing wellness resources for the hybrid workforce
	• Assess and|or address the need for caregiver subsidy programs

Objective 4.2 Create a Safe and Inclusive Workplace to Reflect DEIA Goals	
Strategy	Action Item
Examine needs and|or enhance capabilities across physical and virtual work environments to support employee well-being and accessibility	• Assess and|or address the needs of individuals with disabilities to ensure compliance with applicable federal requirements, such as the Rehabilitation Act
	• Establish phased program with short and long-term construction schedule for restrooms, lactation spaces, and parking lots to further ensure compliance with applicable federal requirements, such as the Architectural Barriers Act
	• Promote awareness of existing policies, programs, processes, and practices to request specific accommodations
	• Assess and|or address if communication and collaboration tools are equipped with capabilities for individuals with disabilities
Examine needs, enhance capabilities, and|or educate on inclusive and accessible communication policies, processes, programs, and practices	• Operationalize "NISTR 8366: Guidance for NIST Staff on Using Inclusive Language in Documentary Standards "
	• Improve intranet to provide user-friendly and user-intuitive interface by updating its search capabilities
	• Promote promising practices to further ensure compliance with Section 508, the Plain Writing Act, and guidance on inclusive language standards
	• Establish review processes to ensure compliance with Section 508, the Plain Writing Act, and guidance on inclusive language standards
	• Recruit dedicated staff to ensure compliance with Section 508, the Plain Writing Act, and guidance inclusive language standards

NIST DEIA Strategic Goal 5: Inclusive Economy

NIST envisions itself as the world's leader in stimulating innovation, fostering industrial competitiveness, and improving quality of life by creating critical measurement solutions and promoting equitable standards — and ensuring equitable service delivery is critically important to this vision. In support of realizing this vision, the institute currently maintains several initiatives that are helping to advance a more inclusive economy across underserved communities and disadvantaged businesses. The Federal Government is committed to creating more equitable economic opportunities for historically neglected populations, which aligns with NIST's objective to expand external engagement to maximize the value of programs within the bounds of existing legal frameworks. In support of this objective, the institute recognizes inclusive economy as one of the most critical DEIA-related challenges facing NIST in both the short and long-term. Through this priority area, NIST will focus on targeted activities across minority-serving institutions and programs and small businesses, to include the vendor community. This priority area further aligns with the department-wide action plan in accordance with EO 13985 on "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government." As part of the _DOC Equity Action Plan_, which was released on April 14, 2022, NIST commits to continuing to drive inclusive economy through outreach and external engagement across targeted programs, such as Manufacturing USA, the Manufacturing Extension Partnership, standards development and dissemination, and the Baldrige Performance Excellence Program.

NIST's current outreach and external engagement activities are distributed across individual programs and their associated networks, which limits a cohesive and coordinated approach to educate and|or expand stakeholder groups, such as underserved communities. Further, examining and|or enhancing NIST's current bandwidth to support more coordinated outreach and external engagement across disadvantaged businesses within the vendor community could help to drive procurement opportunities among underserved communities. Through efforts to drive DEIA-related initiatives within its workforce, NIST will be better positioned to reach, relate, and reflect all segments of society, which will help to cultivate a culture of belonging that extends to internal and external stakeholders including both customers and contractors.

Considering this plan's emphasis on EO 14035, this priority area is more extensively captured in the department-wide action plan in accordance with EO 13985. However, when considering the strategic alignment between both executive orders, the current plan includes a set of objectives, strategies, and action items that will be leveraged as part of the institute's overarching outreach and external engagement strategy over the next two (2) years to help drive inclusive economy though equitable service delivery as a reflection of its DEIA goals.

NIST DEIA Strategic Goal 5: Drive Inclusive Economy Through Equitable Service Delivery

NIST DEIA Strategic Alignment
- *OMB Equity Goal:* Advance Equity and Support for Underserved Communities through the Federal Government
- *DOC Equity Goal:* Help the American Economy Grow

NIST DEIA Maturity Signal: Data-Driven Workplace Policies, Practices, and Procedures

Objective 5.1 Examine, Enhance, Educate, and|or Expand Enterprise-Wide Coordination on Outreach and External Engagement Opportunities across Underserved Communities and Disadvantaged Businesses	
Strategy	Action Item
Cultivate strategic partnerships with minority-serving institutions and programs and small businesses to drive inclusive economy	• Develop new communication tools in plain language
	• Develop internal tools to aid in data collection and customer relationship management
	• Examine effectiveness of outreach and external engagement strategies and activities
	• Ensure cross-coordination with outreach and external engagement strategies and activities
	• Conduct targeted outreach and external engagement activities with MSIs, MSPs, and small businesses
	• Track targeted outreach and external engagement activities and customer relationship data for MSIs, MSPs, and small businesses
Objective 5.2 Examine, Enhance, Educate, and|or Expand Enterprise-Wide Outreach and External Engagement Opportunities Across Disadvantaged Businesses in the Vendor Community	
Strategy	Action Item
Leverage a targeted outreach and external engagement strategy to promote awareness about NIST procurement opportunities among small businesses in the vendor community to drive inclusive economy	• Continue to enhance and expand outreach and external engagement strategies
	• Examine effectiveness of outreach and external engagement strategies and activities
	• Ensure cross-coordination with outreach and external engagement strategies and activities
	• Emphasize small businesses in market research and acquisition strategies

NIST DEIA EMERGENT THEMES

The *FY22-FY24 NIST DEIA Strategic Plan* focuses on immediate strategies that the institute can leverage over the next two (2) years by establishing a sustainable DEIA infrastructure to help accomplish NIST's goal of cultivating a culture of belonging by integrating diversity, equity, inclusion, and accessibility in all ways of working. Despite the plan's short-term emphasis, it is intended to serve as a living document that will be updated as the sphere of DEIA at NIST continues to evolve at the government, department, and institute level in coming years. As NIST begins to look ahead, several emergent themes were identified as high-impact opportunities for long-term planning during the DEIA strategic planning exercise. This plan concludes with a brief overview of these themes as they can serve as a north star in helping NIST to realize its long-term vision of drawing from all segments of society to position itself as a model institute that values and champions diversity, equity, inclusivity, and accessibility. Additionally, the institute will evaluate its framework to foster a culture of anti-harassment and anti-violence in the workplace.

- *Diversity:* NIST understands that a communication and change management strategy will serve as a key component in successfully institutionalizing DEIA across the institute. In addition to providing a bi-directional feedback mechanism, a communication and change management strategy will also serve as an accountability mechanism to ensure the advancement of DEIA goals. This plan captures the institute's short-term commitment to assess and|or address "The State of DEIA of NIST" on a quarterly and|or annual basis through vehicles such as townhalls and office hours. Also, the institute will explore its long-term interest to reinvigorate the "NIST DEIA Summit" as an annual event to highlight the advancement of DEIA at all institutional levels.

- *Equity:* NIST recognizes that the recruitment, retention, and advancement of a diverse workforce with representation across underserved communities who have an opportunity to engage in meaningful and mission-driven work is an ongoing process. In support of this process, this plan includes action items that are largely focused on conducting and|or concluding fact-finding activities to assess and|or address barriers in pay, promotion, performance, and personnel policies, processes, programs, and practices. This short-term focus will help to inform the institute's long-term examination of the impact of intersectionality on inequalities and inequities in these same areas among employees who identify across multiple underserved communities. Additionally, the institute will explore how best to foster a more inclusive work environment and experience across all associate categories — coupled with long-term human capital planning for succession management across both the federal and associate workforce.

- *Inclusion:* NIST recognizes inclusion as a key lever in cultivating a culture of belonging. Given the ever-evolving sphere of DEIA at NIST, this priority will require regular revisiting to ensure that the institute remains emergent on thought leadership in this area. In the short term, NIST will pilot the deployment of initiatives like the NIST Leadership Competency Model and new portrayal model in the NIST Portrait Gallery — with hopes of scaling both models across the full institute in the long-term. Additionally, given the continued expansion of the institute's federal advisory committees, NIST will explore the establishment of a DEIA-focused committee.

- *Accessibility:* NIST acknowledges that given the expanded scope of the definition for accessibility, while creating a safe and inclusive workplace that is sensitive to the needs of all employees is a business imperative, the institute must also remain committed to addressing the specific needs of individuals with disabilities. To that end, NIST will focus its most immediate attention on assessing the current state of compliance across the hybrid work environment, which will inform the identification of accessibility-specific action items as part of the institute's long-term capital planning. In the short-term, the institute will also explore the enculturation of new and existing employees during the reintegration to campus as the organization pivots to a hybrid work environment. As part of this long view, NIST endeavors to evolve beyond mandated compliance across work environments by eventually creating a work experience that addresses the needs of a full workforce of all abilities.

- *Inclusive Economy:* NIST commits to continuing to drive inclusive economy through an immediate focus on outreach and external engagement across targeted programs, such as Manufacturing USA, the Manufacturing Extension Partnership, standards development and dissemination, and the Baldrige Performance Excellence Program. In addition to this short-term commitment, the institute will further foster an inclusive economy through its collaboration with DOC and other external stakeholders across industry to develop a Job Quality Framework. The framework is envisioned as an actional tool for leaders to ensure that members of the workforce are provided high-quality jobs and valued as an important asset to organizational success as evidenced by including levers to cultivate a

diverse, equitable, inclusive, and accessible workplace. Additionally, NIST will continue to contribute to the Equitable Growth Initiative, which is designed to develop an interagency framework that incentivizes industry in the adoption of business practices that lead to more equitable and inclusive economic growth.

APPENDIX A | NIST DEIA RESOURCES

- **National Academies of Sciences, Engineering, and Medicine: Transforming Trajectories for Women of Color in Tech:** This report examined the challenges faced by women of color in technological disciplines. The examination found that women of color face structural and social barriers to career mobility. The examination included a comprehensive library of literature on the underrepresentation of women, as well as research by subject matter experts and best-in-class organizations on evidence-based strategies to drive recruitment, retention, and advancement among women of color. Additionally, the examination found that many efforts to increase representation among women have failed to consider an intersectional approach to address the disproportionate impact on women of color.

- **NIST GCR 21-029: Needed Improvements in Standards and Transparency for Staff Promotion:** This report examined causes of inequity in promotions among women at NIST. The examination included listening sessions with a specific fraction of the federal workforce and an analysis of personnel actions over a multi-year range. The examination found that in contrast to the views expressed in the listening sessions, little evidence demonstrated a disadvantage in promotions among women within technical positions. Additionally, the examination identified an opportunity to provide greater transparency with the promotion process to drive perceptions of equality and equity among the institute's full workforce.

- **NIST GCR 21-030: Supporting Women and Under-Represented Minorities in the Sciences: Implementing Equitable Approaches to Organizational Change:** This report examined a comprehensive library of literature on equity in organizations to better understand gender and race-specific barriers for women and people of color in STEM. The examination included research on organizational structural, cultural, and behavioral variables across multiple disciplines, such as psychology and sociology. The examination found several proven strategies to drive organizational change as it relates to diversity and inclusion to better support women and people of color in STEM, including at NIST.

- **NISTIR 8362: Survey on Gender, Equity, and Inclusion:** This report examined factors that might result in gender-specific barriers for women at NIST. The examination focused on emergent themes from a quantitative survey administered across the federal workforce. The examination found statistically significant differences among women and men with respect to perceptions of the institute's commitment to diversity and inclusivity, meritocracy, and microaggressions — with men expressing more positive responses. Additionally, while the examination did not demonstrate differences in perceptions of equal opportunity in hiring, a higher propensity of women considered separating from the institute.

- **NISTIR 8366: Guidance for NIST Staff on Using Inclusive Language in Documentary Standards:** This report provides guidance on the consistent use of inclusive language in documentary standards at NIST. The guidance is based on a set of key sources, including the NIST Technical Series Publications Author Instructions, American Psychological Association Style Guide, and Chicago Manual of Style. The guidance is limited to the English language; however, its concepts can be applied more broadly, such as in translations.

- **NISTIR 8371: Promising Practices for Equitable Hiring: Guidance for NIST Laboratories:** This report examined best practices to drive equitable hiring in the STEM workforce. The examination included recommended practices among subject matter experts and best-in-class organizations. The examination resulted in a set of recommendations for hiring managers in helping to drive equitable hiring practices at NIST.

- **NISTIR 8375: Mapping Employee Networks through the NIST Interactions Survey:** This report examined social networks to better understand the current level of inclusivity at NIST. The examination used an interactions survey to map personal and professional ego networks (which are the social networks an individual builds) across the federal workforce. The examination found a siloed effect associated with organizational units, with work ego networks aligning to workforce demographics and advice ego networks suggesting preferences based on age and gender. Additionally, the examination found differences between gender-dominated advice networks based on gender; however, it did not find any discernible differences based on race.

- NISTIR 8376: Assessing Inclusivity of Women at NIST: A Comprehensive Examination of HR Data, In-Depth Interviews, and Survey Data: This report examined factors that might result in gender-specific barriers for women at NIST. The examination focused on emergent themes from qualitative interviews, quantitative surveys, and personnel data. The examination found notable differences in how women and men experience NIST as it relates to a culture of diversity and inclusivity.

- NISTIR 8363: Examining Recent HR Data for Gender Bias Among Federal Employees at NIST: This report examined employment records to gain a basic understanding of gender differences at NIST. The examination included personnel data for federal employees over a multi-year range. The study found several instances in which substantial gender imbalances do not exist; however, notable trends of gender differences were found as it relates to hiring, pay bands, annual salaries, and supervisor level. Additionally, the examination identified the highest degree earned as a factor toward gender-specific barriers and identified the "broken rung" as a factor limiting the advancement of women.

APPENDIX B | NIST VOLUNTARY EMPLOYEE ORGANIZATIONS[8]

- Adventures in Science
- American Physical Society Inclusion, Diversity, and Equity Alliance (APS-IDEA)
- Association at NIST of Hispanic Americans (ANHA)
- Association of NIST Asian-Pacific Americans (ANAPA)
- Boulder Association of Women in Science (BAWS)
- Book Club
- Caregiver Group
- Diversity and Inclusion in STEM (DISTEM) Forum
- DOC WSTEM
- Employee Resource Group Council
- Engineering Laboratory Diversity, Inclusion, and Belonging (DIB) Council
- Information Technology Laboratory Diversity Committee
- Lactation Support Group
- Material Measurement Laboratory Equity and Inclusivity Working Group
- NIST Association for Black Staff (NABS)
- NIST Chapter of Sigma XI
- NIST Pride
- NIST Softball Club
- NCNR DEI Working Group
- Physical Measurement Laboratory Diversity and Inclusion Committee
- Postdoctoral and Early-Career Association of Researchers (PEAR)
- Prayer Group
- Project Diversity
- Smart Grid and Cyber-Physical Systems Belonging Initiative and Diversity, Equity, Integrity, and Technology SuperCluster
- Standard Stitchers
- Standards Alumni Association (SAA)
- Standards Employees Benefit Association (SEBA) and Fitness Center
- SEBA Garden Club
- Steering Group for Equity in Career Advancement (SGECA)
- Take Our Daughters and Sons To Work Day (TODSTWD)
- The Parents Network
- Toastmasters Club
- Veterans Affinity Group
- Viet-NIST
- Volunteer Club
- Women in STEM (WiSTEM)

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[8] The provided list of voluntary employee organizations was collected as of February 2022 and may not be exhaustive of all DEIA-related organizations across the institute.

APPENDIX C | NIST DEIA MATURITY MODEL[9]

DEIA Maturity Model Overview

This Maturity Model is an example tool for agencies to consider employing to assess the effectiveness of Diversity Equity, Inclusion, and Accessibility (DEIA) within their workforce policies and culture. This DEIA Maturity Model supports agencies in effectively building an infrastructure for DEIA within their organization to improve efficiency, effectiveness, and equity within their workforce. This model can be adopted or adapted to meet an Agency's unique structure and needs.

Signals of Maturity	Sub Area	Level 1 — Foundational Capacity		Level 2 — Advancing Outcomes		Level 3 — Leading & Sustaining	
DEIA Approach		Focused on complying with non-discrimination legislation and regulatory requirements.		DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency practices promote the values of DEIA, but DEIA may not yet be integrated across Agency mission and strategic planning.		DEIA is an integral part of overall Agency mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data driven analysis, and continuous improvement. Agency undertakes structural reforms of policies and practices to mitigate barriers, if any.	
Diversity Framework		Definition of diversity confined to EEO categories.	✔	Inclusive definition of underserved communities.	☐	Connecting, interrelated approach embraces multiple identities.	☐
Organizational Structure		DEIA work may be under-resourced within the organization and/or decentralized across the Agency.	☐	DEIA work partially funded with limited integration across EEO, HR, civil rights, and D&I program offices.	✔	DEIA work fully resourced and led at highest levels of Agency leadership with significant and sustained SES responsibility.	☐
DEIA Integration		DEIA work may be siloed within the Agency and/or disconnected from mission and strategic planning.	☐	DEIA goals reflected in Agency strategic planning.	✔	DEIA goals fully and strategically integrated with Agency strategic planning, performance management, and learning agendas.	☐
DEIA Program Structure	Resources	DEIA may be an unfunded mandate within the Agency; DEIA initiatives and programs may not have dedicated resources.	☐	Limited funding, pending funding request and/or existing infrastructure / teams being leveraged to support the DEIA function.	☐	Appropriate funding and staffing connecting to specific metrics that are established for budget justifications for increased funding for DEIA. Continuous assessment of return on DEIA investments.	✔	☐

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[9] The embedded NIST DEIA Maturity Model was received from OPM following review of the NIST DEIA Survey of Promising Practices and Self-Assessment. This model is in alignment with the maturity model provided in the *2021 Government-wide Strategic Plan*

Signals of Maturity	Sub Area	Level 1 Foundational Capacity		Level 2 Advancing Outcomes		Level 3 Leading & Sustaining	
DEIA Program Structure	Program Management	Management of DEIA initiatives may be decentralized within the Agency and/or DEIA programs are not led by senior leadership.		Senior managers have been assigned with program responsibility within the Agency but DEIA initiatives are not yet driven by senior-most leaders with a direct line to the Secretary or Agency head.	✔	Chief Diversity Officer or Diversity and Inclusion Officer has direct line to Secretary or Agency head and coordinates DEIA policies and initiatives across Agency.	☐
Data-Driven Workplace Policy, Practices, and Procedures	Data-Driven Approach	Agency captures data for baseline reporting and compliance.	✔	Agency captures comprehensive data and monitors outcomes via dashboards that are used to inform decision-making.	☐	Agency subject matter experts and general managers leverage data to monitor outcomes and conduct root cause analysis.	☐
	Policy Development	Agency policies meet legislative and regulatory requirements and Agency assesses barriers to employment.	✔	Agency regularly evaluates and addresses systemic and cultural barriers, if any, across the talent lifecycle for all employees, including those from underserved communities.	☐	Agency regularly assesses practices, addresses any potential barriers, analyzes data, and broadly communicates results/outcomes with the workforce and the public.	☐
	Recruitment	Recruitment policies and practices may focus on non-discrimination of diverse candidates.	☐	Recruitment policies and practices proactively advance DEIA goals and actively promote diversity.	☐	Recruitment policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.	✔ ☐
	Hiring	Hiring policies and practices focus on compliance with non-discrimination laws or take basic steps to promote DEIA.	☐	Hiring policies and practices proactively advance DEIA goals and actively promote diversity.		Hiring policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.	✔ ☐

Signals of Maturity	Sub Area	Level 1 — Foundational Capacity		Level 2 — Advancing Outcomes		Level 3 — Leading & Sustaining	
Data-Driven Workplace Policy, Practices, and Procedures	Inclusive Workplace Culture	Agency may lack inclusive workplace programming and/or programming is limited in scope.	☐	Agency proactively advances DEIA values in workplace culture.	✔	Agency integrates workplace inclusion measures into overall performance management and strategic planning.	☐
	Reasonable Accommodation for employees seeking a religious accommodation	Reasonable accommodations policies focused on compliance with non-discrimination laws and mandates.	☐	Agency takes proactive steps to advance inclusion for employees who are people of faith and improves the experience of accessing religious accommodations.	✔	Agency embeds inclusion of employees of all faiths and religious beliefs throughout workplace culture and continuously improves the religious accommodations process.	☐
SES & Leadership Involvement	Engagement	Leaders endorse DEIA and encourage participation / participate in some workforce DEIA events / observances.	☐	Leaders regularly elicit employee feedback and seek support from ERGs.	✔	Leaders model and champion DEIA consistently.	☐
	Accountability	Agency may lack clear accountability structures to ensure leaders are involved in promoting and advancing DEIA within the workplace, or DEIA is promoted by leaders who feel personally motivated.	☐	Leaders are held accountable for DEIA actions / outcomes, as appropriate, by way of their performance evaluations.	✔	Leaders integrate DEIA into their decision-making process, governance structure, mission, and goals.	☐
Culture of Inclusion	Strategy	Agency may have ad hoc or stand-alone initiatives focused on raising awareness of the benefits of an inclusive workplace culture.	☐	Agency has clear mission, vision, and values that reflect a commitment to DEIA and alignment to internal and external brand in the language used to promote DEIA.	✔	Agency has a formal DEIA strategy, including milestones/timelines and ongoing evaluation of effectiveness.	☐
	Employee Experience	Agency builds employee engagement/ ERGs on an ad hoc basis.	☐	Agency adopts inclusion programs and initiatives that align with Agency-wide DEIA and mission goals.	✔	Agency leverages the diverse backgrounds of employees and ERGs to enhance results of Agency programs and initiatives.	☐
	Accessibility	Agency meets legislative and regulatory requirements for access needs and reasonable accommodations.	✔	Agency makes key investments to improve and expand accessibility proactively across the organization.	☐	Agency proactively assesses the environment for barriers to accessibility and makes improvements based on continual evaluation of data and changes in legal requirements.	☐

APPENDIX D | NIST DEIA SURVEY AND SELF-ASSESSMENT TEAM

- Director of Diversity, Equity, and Inclusivity (Co-Chair)
- Director of the Equal Employment Opportunity and Accessibility Office (Co- Chair)
- Chief of Staff
- Chief Counsel
- Associate Director of Laboratory Programs
- Associate Director of Innovation and Industry Services
- Associate Director of Management Resources
- Director of the Program Coordination Office
- Director of the Office of Human Resources Management
- Director of the Office of Information Systems Management
- Director of the Office of Acquisition and Agreements Management
- Director of the Office of Facilities and Property Management
- Director of the Office of Safety, Health, and Environment
- Director of the International and Academic Affairs Office
- Director of the Public Affairs Office
- Director of Leadership and Employment Development
- Senior Diversity, Equity, and Inclusivity Strategist
- Voluntary Employee Organization Program Manager

APPENDIX E | NIST DEIA STRATEGIC PLANNING TEAM

- **Diversity Working Group**

  - Co-Leads: Melissa Midzor, Sesha Joi Moon, Jeanita Pritchett, Angela Hight Walker
  - Members: Anne Andrews, Kaitlin Boeckl, Robin Bunch, Daniel Cipra, Alicia Chambers, Amy Cubert, Mike Fasolka, Juan Fung, Martha Heil, Monica Hudson, Jennifer Huergo, Fawas Joseph, Mirta-Marie Keys, Jeremy Lawson, Robin Materese, Marcos Reyes-Martinez, Maria Nadal, Aimee Generoso-Nguyen, Chandan Sastry

- **Equity Working Group**

  - Co-Leads: Eyeisha Barron, James St. Pierre
  - Members: Essex Brown, Joannie Chin, Braden Czapla, George Jenkins, Joe Mroz, Charles Romine, Brandi Toliver, Teresa Whiteside, Price Wootton

- **Inclusion Working Group**

  - Co-Leads: Tara Fortier, Nahla Ivy, Kathryn Miller, Zachary Valdez
  - Members: Alicia Chambers, Kristan Corwin, Christopher Currens, Nicholas Derimow, Marla Dowell, Jazalyn Dukes, Morgan Frycklund, Rachel Glenn, Christopher Greer, Jacqueline Hildebrand, Emilie Jué, James Kushmerick, Eric Lin, Kara Robinson, Claire Saundry

- **Accessibility Working Group**

  - Co-Leads: Claire Barrett, Mary Theofanos
  - Members: Kerrianne Buchanan, Robin Davitt, Jeffrey DiVietro, Laura Espinal, Melissa Fetsko, Chelsea Greene, John Paul Jones, Elizabeth Mackey, James Schufreider, Robert Vaughn

- **Inclusive Economy Working Group**

  - Co-Leads: Mojdeh Bahar, Stephanie Hooker
  - Members: Jo-Lynn Davis, Robert Fangmeyer, Alex Folk, Frank Gayle, Michael Molnar, Mary-Ann Pacelli, Pravina Raghavan, Zachary Valdez

APPENDIX F | DEIA EXECUTIVE ORDERS AND MEMORANDUMS[10]

Executive Orders

- EO 12898: Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations
- EO 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government
- EO 13988: Preventing and Combating Discrimination on the Basis of Gender Identity and Sexual Orientation
- EO 14008: Tackling the Climate Crisis at Home and Abroad
- EO 14019: Promoting Access to Voting
- EO 14020: Establishment of the White House Gender Policy Council
- EO 14031: Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders
- EO 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce
- EO 14041: White House Initiative on Advancing Educational Equity, Excellence, and Economic EO Opportunity Through Historically Black Colleges and Universities
- EO 14045: White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics
- EO 14049: White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Native Americans and Strengthening Tribal Colleges and Universities
- EO 14050: White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Black Americans
- EO 14053: Improving Public Safety and Criminal Justice for Native Americans and Addressing the Crisis of Missing or Murdered Indigenous People
- EO 14069: Advancing Economy, Efficiency, and Effectiveness in Federal Contracting by Promoting Pay Equity and Transparency

Memorandums

- Office of Personnel Management Memorandum 01052022: Agency Opportunities to Establish Chief Diversity Officer or Diversity and Inclusion Officer Pursuant to Executive Order 14035
- National Security Memorandum 3: Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships
- National Security Memorandum 4: Advancing the Human Rights of Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Persons Around the World
- National Security President Memorandum 33: United States Government-Supported Research and Development National Security Policy

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[10] The provided listing includes executive orders and memorandums that have been released as of March 2022.

APPENDIX G | EXECUTIVE ORDER 14035 DEIA DEFINITIONS

- *Diversity:* The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

- *Equity:* The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

- *Inclusion:* The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

- *Accessibility:* The design, construction, development, and maintenance of facilities, information, and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them, including the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices, such as universal design.

- *Underserved Communities:* The populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, including individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons; individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity, such as lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary persons; persons who face discrimination based on pregnancy or pregnancy-related conditions, parents; and caregivers, individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers based on older age or former incarceration; persons who live in rural areas; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality.[11]

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[11] According to EO 14035, an individual may belong to more than one underserved community and face intersecting barriers.

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