

DEIA STRATEGIC PLAN



Court Services & Offender Supervision Agency and
Pretrial Services Agency for the District of Columbia
Joint DEIA Strategic Plan Pursuant to Executive
Order 14035 on "Diversity, Equity, Inclusion, and
Accessibility in the Federal Workforce"

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ABOUT THIS PLAN

On June 25, 2021, President Joseph R. Biden issued an **Executive Order on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce (E.O. 14035)**. Pursuant to E.O. 14035, agencies are required to develop and submit a DEIA Strategic Plan that identifies actions to advance DEIA and remove any potential barriers to DEIA in the workforce. These plans include goals to advance DEIA initiatives in the agency workforce and culture with quarterly measures of progress.

The administration's **government-wide DEIA strategic plan** sets out a roadmap for each element of diversity, equity, inclusion, and accessibility with sample goals and strategies. It also encourages building on work in progress by leveraging existing inputs and data gathering frameworks to develop top priorities, activities, and outcome measures.

This plan is a joint undertaking by the Court Services & Offender Supervision Agency (CSOSA) for the District of Columbia and the Pretrial Services Agency (PSA) for the District of Columbia. PSA is an independent entity within CSOSA. For the purposes of this plan, both agencies will be referred to as "the agency."

Introduction

This DEIA Strategic Plan was developed by the Court Services and Offender Supervision Agency (CSOSA) for the District of Columbia, together with the Pretrial Services Agency (PSA) for the District of Columbia, an independent entity within CSOSA (jointly referred to as “the agency”). All components within the agency are covered by this plan.

The Diversity, Equity, Inclusion, and Accessibility (DEIA) Implementation Team is composed of the offices specifically tasked with the actions and operational activities for each priority or goal listed below, including the Office of Human Resources/Office of Human Capital Management (OHR/OHCM), the Office of Equal Employment, Diversity, and Special Programs (EEO), the Office of Information Technology (OIT), the Office of Administration (OA), and the Training and Career Development Center (TCDC). The DEIA Implementation Team also includes the DEIA Task Force working in consultation with the agency’s DEIA Council.

The agency does not currently have a Chief Diversity Officer. The agency allocated funding for a Chief Diversity, Equity, Inclusion, and Accessibility (DEIA) Officer and began the recruitment process. The agency is in the process of revising the position description as the recruitment efforts based on the previous position description and vacancy announcement did not yield the results for which the agency had hoped.

State of the Agency

Mission

The agency was established by Congress to consolidate parole, probation, supervised release, and pretrial functions for the District of Columbia under a single federal executive branch agency. CSOSA provides community supervision to adults on probation, parole, and supervised release in the District of Columbia. Its mission is to effectively supervise adults under its jurisdiction to enhance public safety, reduce recidivism, support the fair administration of justice, and promote accountability, inclusion, and success through the implementation of evidence-based practices in close collaboration with its criminal justice partners and the community. PSA assists judicial officers in making appropriate release decisions and provides supervision and pro-social interventions to defendants released into the community before trial. PSA’s mission is to promote pretrial justice and enhance community safety.

Vision

The agency will advance and embed the principles of diversity, equity, inclusion, and accessibility (DEIA) throughout its workforce and its business practices.

Successful Initiatives and Programs

In fiscal year (FY) 2021, the agency’s Special Observance Committee (SOC) launched a new initiative – the celebration of Pride Month. This celebration included educational videos on the ways to be an ally to the lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary

(LGBTQ+) community, the use of appropriate pronouns, the reasons June is Pride Month, and the historical significance of the Stonewall Riots that launched the LGBTQ+ rights movement. In addition, employees were encouraged to create celebratory posters and send in photographs of themselves with their posters. Employees also participated in a series of contests answering questions about individuals and events of significance to the LGBTQ+ movement.

Employee resource groups continued their robust activities in FY 2021. For example, in the face of rising violence against the Asian and American Pacific Islander (AAPI) community in the United States, the agency's Asian and Pacific American Committee (APAC) mobilized to educate employees about the history of violence against the Asian community and rally support for the AAPI community. The APAC shared with employees an impactful video about America's legacy of violence against the AAPI community. The APAC also encouraged employees to show their support for the AAPI community by creating posters and sending in their photos holding those posters. Through a video presentation, the APAC assisted employees with their understanding of the challenges one of their colleagues faced in immigrating to this country.

The agency launched an initiative to encourage employees to update their disability status. As part of this initiative, the agency shared with employees the reasons the agency needed that information and the benefits of providing it. The agency also provided employees with the form SF-256, which sets forth the list of conditions that are considered disabilities, and on which employees could update their disability status.

CSOSA also continued hiring formerly incarcerated individuals for its Peer Support Clerk Fellowship program which the CSOSA calls the "Credible Messenger program." These formerly incarcerated individuals are hired for a six-month period to serve as mentors/Credible Messengers to offenders who are currently under CSOSA's supervision as a result of being on probation, parole and/or supervised release. During the Credible Messengers' six-month period with CSOSA, the agency provides them with training and mentoring to assist them with obtaining the skills and experience they may need to secure long-term employment in the public or private sector. As a result of this program, CSOSA has employed six formerly incarcerated individuals to date, including five such individuals who began working with CSOSA in July 2021. CSOSA is in the process of selecting and hiring a new class of five formerly incarcerated individuals to serve as Credible Messengers. CSOSA expects this third cohort of hires to be in place by May 2022.

PSA updated its training materials to incorporate DEIA principles into its New Employee Orientation. As part of its updated training, PSA reviews Executive Order 14035 and the definitions included therein with new employees, discusses how DEIA principles are embedded into PSA's culture and operations, and provides examples of how DEIA principles are applied in different scenarios.

Challenges in Advancing DEIA

The agency continues its efforts to advance diversity, equity, inclusion, and accessibility in its workforce and in its business practices but experiences challenges with its efforts in certain areas. For example, the number of employees who identified as having a disability declined by 10% between fiscal year (FY) 2019 and FY 2020. The agency understands that part of the challenge lies in de-stigmatizing the idea of having a disability. Another challenge is creating a work environment in which employees, many of whom have been with the agency for a significant portion of their career, feel comfortable self-identifying, particularly as their life circumstances and disability status change.

The agency plans to undertake a more robust campaign to encourage employees to self-identify, including by sharing the benefits of and opportunities for self-identifying.

In addition, the agency continues to focus on recruiting and hiring new employees with disabilities. To this end, the agency continues to educate and encourage hiring managers to use hiring flexibilities, such as Schedule A, to fill new positions. The agency continues to look for opportunities to increase its pipeline of applicants with disabilities, including by sending job announcements in real time to its network of government, state, and community organizations that serve persons with disabilities as well as to colleges and universities.

The agency continues working on establishing a LGBTQ+ employee resource group. Currently, the agency has five established employee resource groups, the Asian Pacific American Committee (APAC), the Disability Employment Program Committee (DEPC), the Federal Women's Program (FWP), the Hispanic Employment Program Committee (HEPC), and the Special Observance Committee (SOC).¹ In FY 2021, the SOC led the agency's efforts to celebrate and recognize employees who identify as LGBTQ+ by hosting the inaugural Pride Month celebration. The SOC offered employees the opportunity to volunteer to work with the Committee to plan activities and the opportunity to create a LGBTQ+ employee resource group. Although the interest in the Pride Month celebration was extraordinary, it did not translate into employees stepping forward to create a new employee resource group. The agency appreciates that employees might have been reluctant due to the newness of the initiative. The agency expects that, by continuing to enthusiastically celebrate Pride Month and offer the opportunity to establish an employee resource group for LGBTQ+ employees and allies, such a group will materialize.

Agency DEIA Strategic Plan Governance Structure & Team

The agency's efforts to champion and advance DEIA will be stewarded by the directors of CSOSA and PSA. Executives from both CSOSA and PSA will lead the agency's DEIA Implementation Team to ensure the Team is focused on advancing the agency's DEIA Strategic Plan.

The DEIA Implementation Team or parts thereof will meet on a monthly basis, or more frequently as necessary, to ensure the continuing focus on advancing the agency's DEIA Strategic Plan.

The executives leading the DEIA Implementation Team will meet with the agency directors on a quarterly basis to review the Team's activities and progress towards the priorities and goals set forth in the agency's DEIA Strategic Plan. The DEIA Implementation Team will assess and incorporate the agency directors' feedback into its planning and execution of the next steps in the DEIA Strategic Plan.

The agency plans to integrate DEIA into its decision-making, governance, mission, and goals by continuing to take the following steps:

- Continual training of and discussions with the agency's decision makers on DEIA principles so that DEIA principles become ingrained in their way of thinking and decision making.

¹ In FY 2020, 79% of the workforce identified as Black or African American.

- Continual training and assessment to ensure that DEIA principles are embedded in every stage of the employee life cycle, including from recruitment to separation.
- Continual assessment of business practices for opportunities to embed DEIA principles, including by
 - Embedding equity into CSOSA's procurement process which now requires all offices to include documentation of their market research demonstrating their consideration of socio-economic small businesses for purchases that exceed the micro purchase threshold, and
 - Embedding equity and inclusion into the post-trial supervision process to ensure that LGBTQ+ offenders under CSOSA's supervision can equitably avail themselves of the support and services of the agency.
- Review and assessment of performance standards for executive staff to locate opportunities to embed DEIA principles in their standards, including by adding the implementation and monitoring of the equity procurement process in appropriate executive staff members' performance plans.

Team Members and Structure

DEIA Taskforce Title	CSOSA Designations	PSA Designations
Senior designee from the Secretary's Office, such as a Chief of Staff or Senior Advisor	Lisa Greene Chief of Staff 202-713-6492 Lisa.Greene2@csosa.gov	Rochelle Durant Chief of Staff 202-220-5649 Rochelle.Durant@psa.gov
Chief Diversity Officer		
Equal Employment Opportunity Coordinator or Civil Rights Director	Denise Clark Director, Equal Employment and Diversity 202-442-1681 Denise.Clark@csosa.gov	Najuma Lake Deputy Assistant Director Office of Human Capital Management (OHCM) 202-220-5640 Najuma.Lake@psa.gov
Chief Human Capital Officer		
Chief Learning Officer	Aisha Cain Senior Director of Learning and Development 202-220-5342 Aisha.Cain@csosa.gov	Reenee Liverpool Unit Chief, Training & Career Development Center 202-442-1788 Reenee.Liverpool@psa.gov
Chief Financial Officer		

DEIA Taskforce Title <i>continued</i>	CSOSA Designations <i>continued</i>	PSA Designations <i>continued</i>
Performance Improvement Officer		Mesfin Ketema Deputy Assistant Director 202-220-5366 Mesfin.Ketema@psa.gov
Agency Equity Team Co Leads		Rochelle Durant Chief of Staff 202-220-5649 Rochelle.Durant@psa.gov Najuma Lake Deputy Assistant Director, Office of Human Capital Management 202-220-5640 Najuma.Lake@psa.gov
General Counsel	Sheila Stokes General Counsel 240-532-0535 Sheila.Stokes@csosa.gov	Linette Lander Attorney Advisor 202-220-5782 Linette.Lander@psa.gov
Diversity and Inclusion Council Representative		
Employee Resource Group and Employee Affinity Group Lead	Gznee A. Jones Community Supervision Officer and Program Manager of the Special Observance Committee 202-442-1436 Gznee.Jones@csosa.gov	Nydia Quinones-Ramos Pretrial Services Officer and Program Manager of the Hispanic Employment Program Committee 202-220-5532 Nydia.Quinones-Ramos@psa.gov
Agency's Lead on Workplace Safety and Sexual Harassment Policy	Denise.Simmonds@csosa.gov	

The agency's DEIA Implementation Team will work as follows:

- The offices that are responsible for the actions and operational activities set forth under each priority/goal listed below will take the lead in mapping out and implementing the actions and activities.
- The offices will report periodically to the larger team to consult and discuss issues, concerns, and progress.
- The DEIA Implementation Team will provide feedback and assist the offices with the issues and concerns that arise.

- The executive staff members leading the DEIA Implementation Team will provide quarterly briefings to the agency heads about the agency's progress towards its priorities/goals and the concerns and issues that have arisen.
- The executive staff members will relay feedback from the agency heads to the Implementation Team, which will assess and incorporate that feedback accordingly.

DEIA Budget

The agency is dedicating the following resources towards its plan to advance diversity, equity, inclusion, and accessibility:

- The funds to hire a Chief DEIA Officer,
- The funds for DEIA-specific training,
- The funds for activities sponsored by the five established employee resource groups, and
- The use of procurement dollars for the agency's equity procurement plan.

These funds are in addition to the funds for the salaries of the employees serving on the Implementation Team.

DEIA and Interagency Initiatives

The executives leading the DEIA Implementation Team as well as several Team members also serve on the Task Forces and Implementation Teams for the President's Management Agenda, including the Equity Executive Order and the Gender Equity and Equality Executive Order. This ensures that there is consistency in the agency's approach to equity. It further enables the agency to leverage its actions to advance goals/priorities in its equity action plans, including its DEIA Strategic Plan and Racial Equity Action Plan, simultaneously.

DEIA Roadmap for Agency Action

Identification and Advancement of DEIA Priorities

Diversity (Recommended Priorities): DEIA Program Structure and Management

Priority/Goal	Bolster agency's DEIA structure and management: Establish a Chief Diversity, Equity, Inclusion, and Accessibility (DEIA) Officer position to promote DEIA within the workforce.
Strategies	Hire Chief DEIA Officer
Actions	<ul style="list-style-type: none"> • Research Critical Elements for the Chief DEIA Officer position, the holder of which will also serve as the Section 508 Compliance Program Manager/Coordinator • Create Position Description and Vacancy Announcement • Post Vacancy Announcement • Interview • Selection
Operational activities to measure progress (quarterly measures)	Chief DEIA Officer Onboard by fourth quarter of FY 2022
Outcome measures (annual) to assess progress	Chief DEIA Officer Onboard by fourth quarter of FY 2022
Responsible individuals or teams	EEO, OHR, OIT
Dedicated Resources, such as funding	Funds have already been allocated for the hire of the Chief DEIA Officer position.

Equity (Recommended Priorities): Pay and Compensation, Recruiting, Hiring, Promotion, and Retention

Priority/Goal	Promote Paid Internships: Remove barriers for low-income and first-generation professionals, including by reducing reliance on unpaid internships and expanding paid internship opportunities.
Strategies	Expand Use of Pathways Program to increase paid opportunities for interns, budget permitting.
Actions	<ul style="list-style-type: none"> • When appropriate vacancies occur, encourage managers to use the Pathways Program to fill those vacancies. • Educate managers about the advantages of hiring through the Pathways Program, e.g., hiring interns at the trainee level with the opportunity to give them a permanent appointment should their tenure as a trainee be successful. • Ensure that announcements of paid internship vacancies are distributed to universities and colleges.
Operational activities to measure progress (quarterly measures)	<ul style="list-style-type: none"> • Number of managers educated about the advantages of hiring through the Pathways Program • Number of paid internships.
Outcome measures (annual) to assess progress	Percent increase in the number of paid internship opportunities offered.
Responsible individuals or teams	OHR/OHCM
Dedicated Resources, such as funding	The number of paid internships will be determined by budget.

Inclusion (Recommended Priorities): Professional Development, DEIA Training, and Inclusive Workplace Culture

<p>Priority/Goal</p>	<p>DEIA Training and Learning: Expand the availability of DEIA training so that agency employees are supported and have the tools to promote respectful and inclusive workplaces.</p>
<p>Strategies</p>	<ul style="list-style-type: none"> • Advertise/promote the Skillsoft DEIA Training • Update CSOSA’s D&I training for NEO • Add Skillsoft DEIA training to annual mandated training for all employees • Explore opportunities to include DEIA principles in other non-DEIA training • Collect, aggregate, and assess participant feedback on DEIA training
<p>Actions</p>	<ul style="list-style-type: none"> • Update the agency’s DEIA training <ul style="list-style-type: none"> ○ TCDC works with agency DEIA SME (or agency DEIA policy/OI) to update the agency’s D&I training to include DEIA • Advertise/promote the Skillsoft DEIA Training <ul style="list-style-type: none"> ○ Send agency-wide email listing Skillsoft DEIA training ○ Add Skillsoft DEIA training to the agency newsletters ○ Add Skillsoft DEIA training to the agency intranet banner ○ Highlight Skillsoft DEIA training in PSA’s Monday Motivation announcements • Add DEIA to specific training <ul style="list-style-type: none"> ○ Select applicable Skillsoft DEIA trainings or TCDC works with the agency DEIA SME to develop (or agency DEIA policy/OI) or TCDC hires a vendor to develop and/or deliver: <ul style="list-style-type: none"> ▪ DEIA for CSOSA’s New Employee Orientation ▪ DEIA for supervisors ▪ DEIA for client-facing positions (LGBTQ+ training for CSOs/PSOs) ▪ DEIA for hiring managers (inclusive hiring practices) ▪ DEIA for trainers • Train its trainers to incorporate DEIA principles in other non-DEIA training. • Utilize Learning teams/Chat and Chews to educate employees about DEIA issues in smaller environments where participants can feel safe sharing questions and concerns • Create “micro learning” opportunities with online modules and virtual instructor-led formats that address DEIA issues and provide additional references/resources. • Collect, aggregate, and assess participant feedback on DEIA training

	<ul style="list-style-type: none"> ○ Develop pulse survey for each DEIA training, include question on increased understanding of DEIA issues, and aggregate and assess feedback for next steps, if any.
<p>Operational activities to measure progress (quarterly measures)</p>	<ul style="list-style-type: none"> • Begin researching vendors who offer train-the-trainer workshops on incorporating DEIA principles into non-DEIA subject matter areas by third quarter of FY 2022 • Review analytics to determine the amount of traffic the online DEIA training receives; the rates of completion for the online DEIA modules; and amount of time used to complete DEIA courses by second quarter of FY 2023 • Review Status of Skillsoft DEIA training promotion by fourth quarter of FY 2022 • Review status of agency internal DEIA training (based on agency DEIA guidance) and additions to specific training courses by first quarter of FY 2023 • Review status of agency survey development by first quarter of FY 2023
<p>Outcome measures (annual) to assess progress</p>	<ul style="list-style-type: none"> • Percent of employees who have completed DEIA training in the last 12 months • Percent of DEIA training attendees who believe the training enhanced their understanding of DEIA issues • Number of DEIA training courses offered to employees
<p>Responsible individuals or teams</p>	<p>Agency DEIA SME(s), TCDC, TCDU</p>
<p>Dedicated Resources, such as funding</p>	<p>TCDC has allocated \$7,000 for DEIA training. This funding can be used to purchase DEIA training (online self-paced, virtual or in-person), DEIA trainers, and/or DEIA consultants.</p> <p>TCDC staffing level is low at this time, although TCDC is actively recruiting. This may impact the time frame for completing the actions listed above.</p> <p>TCDC will be migrating to a new LMS during summer 2022. This may impact the time frame for completing the actions listed above.</p>

Accessibility (Recommended Priorities): Reasonable Accommodation (Disability & Religion), Physical Accessibility, Culture of Accessibility, and Safe Workplaces and Sexual Harassment

<p>Priority/Goal</p>	<p>Culture of Technological Accessibility: Reduce barriers to accessibility in the virtual and electronic workspace by charging key offices with developing programs to increase awareness of accessibility features in that space and assess Section 508 program maturity.</p>
<p>Strategies</p>	<ul style="list-style-type: none"> • Hire DEIA Officer to advance accessibility efforts. • Develop training and communication focused on increasing awareness of accessibility features in agency's virtual and electronic workspace. • Assess and advance the agency's Section 508 maturity.
<p>Actions</p>	<ul style="list-style-type: none"> • Hire DEIA Officer to advance accessibility efforts. <ul style="list-style-type: none"> ○ OHR/EEO – coordinate efforts to create position description and recruit and hire for this position. • Develop training and communication focused on increasing awareness of accessibility features in agency's virtual and electronic workspace. <ul style="list-style-type: none"> ○ OIT – catalogue accessibility features and develop written guidance on using the features. ○ TCDC (in consultation with SMEs, including Chief DEIA Officer and OIT) – develop or hire a vendor to develop and deliver training on using accessibility features for all employees and trainers. • Advertise and promote the accessibility features training, including <ul style="list-style-type: none"> ○ Send agency-wide email listing training. ○ Add notices about training and training tips to the agency newsletter. ○ Add training to the agency intranet banner. • Collect, aggregate, and review participant feedback on training. <ul style="list-style-type: none"> ○ Develop pulse survey for each training, include question regarding increased understanding of the use of accessibility features, aggregate and assess feedback for next steps, if any. • Assess agency's Section 508 compliance maturity. <ul style="list-style-type: none"> ○ Evaluate how existing agency policies, practices, and procedures support each maturity area. ○ Identify strengths and weaknesses of the organization's current accessibility processes.

- Operational activities to measure progress (quarterly measures)**
- DEIA Officer hired by fourth quarter FY 2022
 - Launch of project to catalogue accessibility features by fourth quarter FY 2022
 - Launch development of written guidance on accessibility by first quarter of FY 2023
 - Launch development of training curriculum and/or contract with vendor to develop training by second quarter FY 2023
 - Launch of training third quarter FY 2023
 - Launch development of plan to conduct Section 508 compliance assessment fourth quarter FY 2023

- Outcome measures (annual) to assess progress**
- DEIA Officer hire
 - Completion of catalogue of accessibility features
 - Completion of written guidance on accessibility features
 - Percent of employees who have completed training in the last 24 months
 - Percent of training attendees who believe the training enhanced their understanding of accessibility features
 - Number of training courses offered to employees

Responsible individuals or teams OIT, TCDC, OHR, EEO, Office of Administration (Procurement)

Dedicated Resources, such as funding Funds have already been allocated for the hire of the Chief DEIA Officer position.

Attachment A

WORKPLACE SAFETY AND HARASSMENT PREVENTION AND RESPONSE PLAN

Self-Assessment: Assessment of Policies to Provide Support and Assistance to Federal Employees Who May Be Experiencing Domestic Violence, Sexual Assault, and Stalking

The agency convened all stakeholder offices that might have policies, procedures, and programs that may support employees who may have experienced domestic violence, sexual assault, and stalking (DVSAS) including the Offices of the Directors, Office of Human Resources/the Office of Capital Human Management (OHR/OCHM), the Office of Equal Employment Opportunity, Diversity, and Special Programs (EEO Office), Training and Career Development Center/Training and Career Development Unit (TCDC/TCDU), the Office of Administration's Office of Security, the Office of Policy Analysis, the Office of Communications, the Office of Professional Responsibility (OPR), and the Office of Alternative Dispute Resolution (ADR Office). The stakeholders discussed the various policies, procedures, and programs for which they were responsible and whether those policies, procedures, and programs could or have been used to support employees who may have experienced DVSAS.

The review established that PSA has a DVSAS policy modeled on the guidance the Office of Personnel Management issued in 2013, though there has not been occasion to use that policy since 2019. However, pursuant to that policy, PSA ensures that employees who need or want support navigating challenges both internal and external to the workplace have access to the Federal Occupational Health's Employee Assistance Program (EAP). CSOSA also provides its employees with access to EAP. Both PSA and CSOSA circulate reminders to employees about the support services offered by EAP. Since the onset of the COVID-19 pandemic, the frequency of those reminders has increased to ensure that employees are aware that this invaluable resource remains available to them.

Due to the nature of the agency's work, staff members may be placed in circumstances that pose a potential threat to their personal and physical safety. As a result, the agency has developed "Guidance for Reporting Employee Threats." This guidance has been used to assist employees who reported verbal and/or physical threats by offenders, defendants, employees, and other third parties. The guidance would be used to support employees who reported experiencing domestic violence, sexual assault, and stalking.

Anti-Harassment and Safety Policy Review

The agency convened all stakeholder offices that might have anti-harassment and retaliation policies and procedures, or might have some role or insight into the implementation of those policies and procedures, including OHR/OCHM, OPR, TCDC, TCDU, the EEO Office, the ADR Office, the Office of Security, the Office of Communications, and the Office of Policy Analysis. The stakeholders discussed the policies and procedures for which they were responsible, the training they provided to employees as well as the training the employees of these offices undergo, and recent experiences with the functioning of these policies and procedures.

That review showed that CSOSA implemented its current Anti-Harassment policy and procedures at the end of Fiscal Year 2020. CSOSA did so after working with the Equal Employment Opportunity Commission, reviewing the agency's previous policy and procedures along with its complaint activity, and reviewing Anti-Harassment policy and procedures of other federal agencies. After implementation, CSOSA's EEO Office, OHR, and OPR, which now serves as the Anti-Harassment Coordinator, continue to meet periodically to discuss how the policy and procedures are working and to identify areas in which changes may be needed to ensure that CSOSA's strategies to prevent and address harassment are effective. CSOSA's senior leadership is also involved in regularly assessing harassment and EEO complaint data to identify trends and concerns.

As part of its stakeholder review, the agency reviewed the policies, procedures, and programs that may be used to support employees who have experienced harassment. That review underscored the importance of ensuring that all supervisors and employees have regular and easy-to-understand training on the agency's anti-harassment and retaliation policies and procedures. That review also underscored the importance of senior leadership reminding employees about the resources available to support them as they navigate traumatic experiences, including EAP and employee resource groups. Having ongoing reminders that emanate from the top of the agency will hopefully decrease any stigma or resistance to using the available resources.

Priorities for Advancing Workplace Safety and Harassment Prevention

Core Principle: Committed and Engaged Leadership

Priority/Goal	Increase commitment and engagement of leadership to support employees whose lives are affected by domestic violence, sexual assault, and stalking.
Strategies	Increase leadership promotion of employee assistance programs, work-life programs, available on-site services, or referral services.
Actions	<ul style="list-style-type: none"> • Research in detail all the services and programs available to support employees whose lives are affected by domestic violence, sexual assault, and stalking, • Catalog those services and programs, and • Use various leadership communication vehicles, including newsletters, email, and intranet postings, to detail and promote the services and programs available to provide support for employees whose lives are affected by domestic violence, sexual assault, and stalking.
Operational activities to measure progress	<ul style="list-style-type: none"> • Launch project to research the services and programs by fourth quarter of FY 2022, • Create catalogue of services and programs by second quarter of FY 2023, and • Use various leadership communication vehicles to promote these services and programs.
Outcome measures to assess progress	Number of communications promoting these services and programs.
Responsible individuals or teams	OHR/ELR, OHCM, Office of Communications
Resources dedicated	The staff members of the above offices will use their resources towards this effort.

Core Principle: Consistent and Demonstrated Accountability

Priority/Goal	Increase consistent and demonstrated accountability in the area of anti-harassment.
Strategies	Use climate survey and exit interviews to assess employees' understanding of anti-harassment policy and procedures.
Actions	<ul style="list-style-type: none"> • Create a series of survey and exit interview questions focused on employees' understanding of policy and procedures, • Ensure all employees are offered the opportunity to participate in survey/exit interview, as appropriate, and • Review results to inform next steps.
Operational activities to measure progress	The number of departing employees who answer survey and exit interview questions regarding anti-harassment policy and procedures.
Outcome measures to assess progress	The number of departing employees who answer survey and exit interview questions regarding anti-harassment policy and procedures.
Responsible individuals or teams	The Offices of the Directors will be responsible for inclusion of appropriate questions in the agency-specific Federal Employee Viewpoint Survey. OHR/OCHM will be responsible for including these questions in exit interviews, ensuring all departing employees are afforded opportunity to participate, and collecting and tabulating the responses.
Resources dedicated	The staff members of the above offices will use their resources towards this effort.

Core Principle: Strong, Comprehensive, and Consistently Applied Policies

Priority/Goal	Increase awareness and understanding of agency's anti-harassment and safe workplace policies and procedures.
Strategies	Update, as appropriate, and regularly provide relevant anti-harassment and safe workplace educational and support resources to managers, supervisors, and employees.
Actions	<ul style="list-style-type: none"> • Provide and regularly update training on anti-harassment and safe workplace policies and procedures, • Catalogue educational and support resources, and • Use various communication vehicles to publicize educational and support services.
Operational activities to measure progress	<ul style="list-style-type: none"> • Number of training sessions on anti-harassment and safe workplace policies and procedures, and • Number of communications publicizing educational and support services.
Outcome measures to assess progress	<ul style="list-style-type: none"> • Number of training sessions on anti-harassment and safe workplace policies and procedures, and • Number of communications publicizing educational and support services.
Responsible individuals or teams	OHCM, OPR, TCDC, TCDU, Office of Security, Office of Communications.
Resources dedicated	The staff members of the above offices will use their resources towards this effort.

Core Principle: Trusted and Accessible Complaint Procedures

Priority/Goal	Increase awareness and understanding of accessible reporting and investigation system
Strategies	<ul style="list-style-type: none"> • Provide ongoing training to investigators, and • Continue to regularly evaluate effectiveness and timeliness of reporting mechanisms.
Actions	<ul style="list-style-type: none"> • Continue to provide regular, ongoing training to investigators of harassment complaints, and • Continue to regularly review effectiveness and timeliness of OPR and EEO reporting mechanisms.
Operational activities to measure progress	<ul style="list-style-type: none"> • Number of trainings attended by investigators, and • Quarterly meetings with OPR, EEO, and ELR to review reporting mechanisms.
Outcome measures to assess progress	<ul style="list-style-type: none"> • Number of trainings attended by investigators, and • Quarterly meetings with OPR, EEO, and ELR to review reporting mechanisms.
Responsible individuals or teams	OCHM/OHR/ELR, EEO, OPR, TCDC/TCDU
Resources dedicated	The staff members of the above offices will use their resources towards this effort.

Core Principle: Regular, Interactive, and Tailored Training

Priority/Goal	Continue to provide regular, interactive, and tailored training.
Strategies	Continue to provide, update and tailor anti-harassment training for managers and supervisors.
Actions	<ul style="list-style-type: none"> • Use live supervisory anti-harassment training to discuss realistic methods for responding to harassment that they observe, that is reported, or about which they have knowledge, • Provide pulse surveys after live anti-harassment training to assess whether information was clear and easy to understand, • Review surveys to inform next steps.
Operational activities to measure progress	<ul style="list-style-type: none"> • Number of trainings, and • Survey feedback.
Outcome measures to assess progress	<ul style="list-style-type: none"> • Number of trainings, and • Survey feedback.
Responsible individuals or teams	OPR, TCDC/TCDU
Resources dedicated	The staff members of the above offices will use their resources towards this effort.

Core Principle: Provide Support and Assistance to Federal Employees Whose Working Lives are Affected by DVSA

Priority/Goal	Promote support of employees who have experienced domestic violence, sexual assault, and stalking.
Strategies	<ul style="list-style-type: none"> • Research in detail all the services and programs available to support employees whose lives are affected by domestic violence, sexual assault, and stalking. • Use various leadership communication vehicles, including newsletters, email, and intranet postings, to detail and promote the services and programs available to provide support employees whose lives are affected by domestic violence, sexual assault, and stalking.
Actions	<ul style="list-style-type: none"> • Launch project to research the services and programs by fourth quarter of FY 2022, • Create catalogue of services and programs by second quarter of FY 2023, and • Use various leadership communication vehicles to promote these services and programs.
Operational activities to measure progress	Number of communications promoting these services and programs.
Outcome measures to assess progress	Number of communications promoting these services and programs.
Responsible individuals or teams	OHR/ELR, OHCM, Office of Communications
Resources dedicated	The staff members of the above offices will use their resources towards this effort.

120-Day Supplemental Report

The agency believes its current policies and procedures are aligned with the core principles.

Attachment B

WORKPLACE ANTI-HARASSMENT AND SAFETY MATURITY MODEL

SIGNALS OF MATURITY	LEVEL 1 FOUNDATIONAL CAPACITY: ACHIEVES BASIC COMPLIANCE.	LEVEL 2 ADVANCING OUTCOMES: EMBEDS BEST PRACTICES.	LEVEL 3 LEADING AND SUSTAINING: EMBODIES BEST PRACTICES.
COMMITTED AND ENGAGED LEADERSHIP	<p>Senior leadership regularly states that workplace harassment, including sexual harassment and retaliation, will not be tolerated in the agency.</p> <p>Senior leadership allocates sufficient resources and staff time to help prevent and respond to workplace harassment, including sexual harassment, and retaliation.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Senior leadership incorporates enforcement of, and compliance with, the agency’s anti-harassment policy into the agency’s operational framework.</p> <p>Senior leadership regularly monitors incidence of workplace harassment, including sexual harassment, and retaliation complaints and conducts climate surveys of the workforce.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>Senior leadership regularly assesses agency-specific harassment and EEO complaint data to identify potential trends, including reviewing climate surveys.</p> <p>Senior leadership promotes employee assistance programs, work-life programs, available on-site services, or referral services.</p>
CONSISTENT AND DEMONSTRATED ACCOUNTABILITY	<p>The agency has an Anti-harassment Coordinator and an anti-harassment procedure to address harassment allegations and closely coordinates with the EEO office. The EEO office</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Senior leadership regularly evaluates the effectiveness of the agency’s anti-</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency establishes a committee or council to review data related to</p>

	<p>promptly informs the anti-harassment program of all EEO counseling activity alleging harassment.</p> <p>The agency maintains a tracking system to collect and analyze data for its anti-harassment program.</p> <p>Concerns or complaints regarding the anti-harassment policy, reporting and investigation system, and/or training are addressed promptly and appropriately.</p>	<p>harassment strategies to prevent and address harassment.</p> <p>Metrics for harassment response and prevention are included in supervisory employees' performance reviews.</p>	<p>harassment and responsive strategies.</p> <p>The agency uses exit interviews to ask departing staff about their assessment of anti-harassment policies and/or practices.</p>
<p>STRONG, COMPREHENSIVE AND CONSISTENTLY APPLIED HARASSMENT POLICY</p>			

<p>TRUSTED AND ACCESSIBLE REPORTING AND INVESTIGATION SYSTEM</p>	<p>The agency's reporting and investigation system includes a detailed description of the investigation process of harassment allegations.</p> <p>The reporting and investigation system includes multiple avenues for reporting harassing conduct.</p> <p>The agency's reporting and investigation system includes investigators who receive ongoing training. The system is also fully resourced and staffed, enabling the agency to respond promptly, thoroughly, and effectively to complaints.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Investigators of harassment complaints receive ongoing training in trauma-informed approaches to investigating complaints.</p> <p>The reporting and investigation system allow for anonymous reporting of harassing conduct.</p> <p>The agency regularly evaluates the effectiveness and timeliness of reporting mechanisms.</p> <p>The agency uses climate surveys to evaluate employee perceptions of harassment in the workplace.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency establishes an assessment team for instances of workplace harassment complaints.</p> <p>The agency deploys satisfaction surveys to those who used resources or reported harassment in order to determine the quality of services provided.</p>
<p>REGULAR, INTERACTIVE AND TAILORED TRAINING</p>	<p>The agency provides regular compliance training for all employees at every level of the agency so they can recognize harassment, are aware of applicable agency policies, and know how to use the reporting system.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>The anti-harassment training for managers and supervisors provides clear, easy-to-understand and realistic methods for responding to harassment they observe, that is reported to them, or of which they have knowledge or information.</p> <p>Trainings promote maintaining a safe, respectful, and inclusive workplace, and may include bystander intervention and civility training.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency trains those responsible for receiving, investigating, and/or resolving complaints how to communicate in a trauma-informed manner with employees who have experienced harassment.</p>

SUPPORT OF
FEDERAL
EMPLOYEES WHO
HAVE
EXPERIENCED
DOMESTIC
VIOLENCE, SEXUAL
ASSAULT, OR
STALKING
("DVSAS")

Agency's support of employees who have experienced DVSAS may address the following components in a manner consistent with OPM Guidance:

- Workplace flexibilities
- Training, awareness & Employee Assistance Programs (EAPs)
- Building Safety & Security
- Accountability

Agency may form a DVSAS Planning Group in a manner consistent with OPM guidance.

Agency leadership supports and affirms DVSAS support and programs and the work of Agency DVSAS Planning Group.

Agency integrates DVSAS support and programs with broader DEIA efforts.

Agency annually reviews and enhances its support and programs, including trainings, and access to resources and support for federal employees impacted by DVSAS.

