

Executive Office of the President

Office of the U.S. Trade Representative



Diversity, Equity, Inclusion and Accessibility (DEIA)

Strategic Plan

FY 2024 – FY 2029

MESSAGE FROM AMBASSADOR TAI



I am proud to issue USTR’s first-ever Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan. President Biden assembled a Cabinet that looks like America, and this Plan is our roadmap to building a USTR that looks like America, to ensure that we serve the interests of all people across our society.

At USTR, diversity, equity, inclusion, and accessibility are not mere buzzwords—they are foundational to our success as an institution. We are only as strong as our people. We recognize that diversity is our greatest asset and that it is our responsibility to ensure that our workforce mirrors the people we represent and encourage innovation and empathy in public service.

This means that we strive to treat everyone with dignity, fairness, and respect, and that our agency and our culture must embody the very principles upon which our great nation was founded. This also means that the DEIA values

outlined in this Plan dictate all aspects of USTR’s work, including recruiting, hiring, developing, and retaining a world-class, highly skilled, and diverse workforce. We will also cultivate an inclusive culture where everyone is respected and appreciated for who they are and their unique contribution to our mission.

Each of us is different. We bring different backgrounds, beliefs, cultures, and experiences to the table. This is what makes USTR effective and what will drive our collective success moving forward. What we cannot achieve as individuals, we can more than accomplish as a team, and this Plan is essential to fully realizing our potential and crafting a better, stronger USTR.

I am grateful to the Office of Human Capital and Services, our DEIA Council, and all USTR staff who collaborated in creating the Plan. As we bring the Plan to life over the next five years, let us continue to exude kindness toward one another and shape an institution that can serve as a positive example throughout government.

A handwritten signature in blue ink, appearing to read 'K. Tai'.

Ambassador Katherine Tai

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Introduction

This diversity, equity, inclusion and accessibility (DEIA) strategic plan of the Office of the United States Trade Representative (USTR) has been developed in accordance with the USTR's obligations under Executive Orders 14035 and 14031 to help USTR plan for the next five years, beginning in FY 2024. The United States Trade Representative, Assistant United States Trade Representatives (AUSTRs), the Office of Human Capital and Services, the agency's DEIA Council, and all USTR officials were invited to collaborate in creating the plan. Composed through an expansive, inclusive, internal engagement process, USTR's DEIA Strategic Plan reflects the input received from USTR's DEIA Council and all USTR employees, who were offered opportunities to provide input into the plan's development.

Executive Orders

In 2021, President Biden signed Executive Orders to affirm the responsibilities of the Federal Government, the Nation's largest employer, and called for specific actions by Federal departments and agencies to advance DEIA in the workplace. USTR's DEIA Strategic Plan provides the framework for the agency's compliance with the EOs and for cultivating DEIA throughout USTR, for each individual employee within each office.

- **Executive Order 14035.** On June 25, 2021, President Biden signed Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. "To further advance equity within the Federal Government, this order establishes that it is the policy of my Administration to cultivate a workforce that draws from the full diversity of the Nation."ⁱ Executive Order 14035 identified that the Federal Government must be "a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect." Accordingly, the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation's talent and remove barriers to equal opportunity. It must also provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility across the Federal Government. The Federal Government should have a workforce that reflects the diversity of the American people. "A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations."ⁱⁱ
- **Executive Order 14031.** On May 28, 2021, President Biden signed Executive Order (EO) 14031, Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders (AA and NHPI). EO 14031 identified that "systemic barriers to equity, justice, and opportunity put the American dream out of reach of many AA and NHPI communities. Many AA and NHPI individuals face persistent disparities in socioeconomic, health, and educational outcomes. Linguistic isolation and lack of access to language-assistance services continue to lock many AA and NHPI individuals out of opportunity. Too often Federal data collection processes fail to measure, reflect, and disaggregate the diversity of AA and NHPI experiences. These processes contribute to often painful and enduring stereotypes about Asian Americans as a "model minority" and obscure disparities within AA and NHPI communities." EO 14031 included a specific charge to "identify ways to foster the recruitment, career and leadership development,

retention, advancement, and participation of AA and NHPI public servants at all levels of the Federal workforce.”ⁱⁱⁱ

EO 14035 ensures that every Federal agency has a formally articulated and clearly communicated responsibility to ensure that all government employees are treated with dignity, fairness and respect, each workspace is safe and respectful, and the work cultures embody the very principles upon which our great nation was founded.

The plan consists of six main components:

- (1) Agency and DEIA Mission Information;
- (2) DEIA Strategic Goals and Objectives;
- (3) How the DEIA goals contribute to USTR Strategic Goals in the fiscal year (FY) 2022 - 2026 Plan;
- (4) How the USTR DEIA goals contribute to the Federal Government’s priority goals;
- (5) How DEIA goals are to be achieved; and
- (6) Key factors external to the agency and beyond its control that could affect the achievement of the general goals and objectives.

I. Agency and DEIA Mission Information

The Office of the U.S. Trade Representative (USTR) has primary responsibility for developing and coordinating U.S. international trade, commodity and direct investment policy, and overseeing trade negotiations with other countries. The head of USTR is the U.S. Trade Representative, a member of the Cabinet who serves as the President’s principal trade advisor, negotiator, and spokesperson on trade issues. USTR has its headquarters in Washington, DC and overseas offices in Beijing, China; Singapore, Brussels, Belgium, Mexico City, Mexico; and Geneva, Switzerland.

USTR is a component of the Executive Office of the President (EOP). As such, important portions of the hiring process for non-attorneys are not within USTR’s control, or may be only partially within its control, including drafting position descriptions, advertising job announcements, screening and vetting candidates, making offers and providing incentives in the offer process. USTR is similarly constrained by federal rules regarding professional development and promotion.

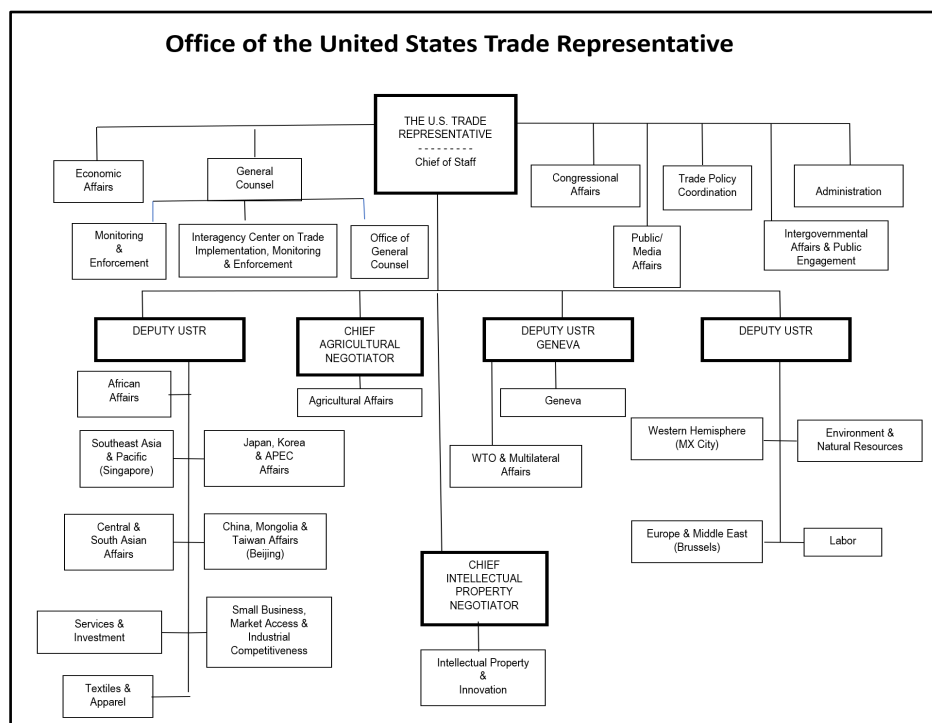
Meeting the Mission of USTR

In addition to meeting USTR’s obligations under Executive Orders, further rationale for embedding DEIA throughout USTR culture is DEIA improves USTR’s effectiveness, resilience, and reputation.^{iv} DEIA brings a strategic advantage that promotes innovation, better decision making, and a stronger USTR workplace culture. Through USTR’s demonstrated leadership commitment to DEIA, USTR has built, and will continue to enhance and sustain its inclusive, equitable, and effective workplace.^{v,vi,vii,viii,ix}

A diverse workforce at USTR brings together individuals from a wide range of backgrounds, perspectives, and expertise which leads to increased innovation.^x This diversity of thought leads to more creative approaches to problem-solving and decision-making, as different viewpoints are

considered, and alternative solutions are explored.^{xi} This diversity of thought can help USTR address complex challenges and develop creative solutions that meet the needs of USTR’s diverse stakeholders.^{xii}

Inclusive workplaces where all employees feel valued, respected, and supported have higher levels of employee engagement and productivity.^{xiii} USTR employees contribute their best work when they feel included and empowered to share their ideas and perspectives.^{xiv} USTR fosters a culture where employees feel comfortable expressing themselves and thinking creatively. This leads to greater innovation as diverse teams collaborate and generate new ideas, processes and policies that contribute to meeting the mission of USTR.^{xv} By prioritizing DEIA, USTR is attractive to diverse talent and increases employee retention.^{xvi,xvii} By demonstrating a commitment to fairness, equity, and inclusion, USTR attracts a broader pool of qualified candidates and retains employees who value diversity and belonging.^{xix,xx,xxi,xxii, xxiv} With USTR employees feeling valued, respected, and included, they will have the propensity to remain with the agency and collaborate effectively with their colleagues.



Workforce Diversity

USTR strives to build a highly skilled workforce that reflects the diversity of our nation including, but not limited to, racial, ethnic, age, gender, different abilities, education, economic status, cultural backgrounds, religion, lived experiences, skills, areas of expertise, personalities, and perspectives.

In 2023, the USTR workforce was comprised of 259 employees. It was predominantly White (63%) with the next largest race category being Asian (15%), and had a slightly higher percentage of females (54%) than males (46%). In comparison, the national labor force was predominantly

White (61%) with the next largest race category being Black (18%), and had a slightly higher percent of females (53%) than males (47%) (Tables 1 and 2, below).

Table 1: Workforce comparison by race/ethnicity, 2023

Race/Ethnicity	National Percent	USTR Percent
Hispanic/Latino	9	5
White	61	63
Black	18	14
Asian	6	15
American Indian/Pacific Islander Alaskan Native/Native Hawaiian	4	2

Note: Percentages do not equal one hundred due to rounding

Table 2: Workforce comparison by gender, 2023

Gender	National Percent	USTR Percent
Female	53	54
Male	47	46

USTR DEIA Mission Statement

USTR believes that DEIA is critical to the accomplishment of the USTR mission. It is USTR’s DEIA mission to hire a workforce that mirrors the national labor force and foster a workplace that is equitable, inclusive and accessible to all employees. USTR will make advancing DEIA a priority component of the agency’s management policies, training, recruitment, promotion, retention, data collection and analysis, and strategic policy planning and review. USTR will strive to improve communication, increase employee engagement, and develop and strengthen a diverse, inclusive and adaptive workforce consistent with the principles outlined in EO 14035 and EO 14031.

USTR DEIA Values

USTR’s ethos is grounded in DEIA and commits to promoting these values in all aspects of their work. USTR believes that the agency’s success depends on intentionally cultivating a culture of belonging where everyone has equal opportunities to flourish, contribute, and reach their full potential. USTR commits to creating a workplace where every individual's unique background, perspective, and abilities are not only respected but celebrated.

USTR aspires to embody these values through their words and actions so that everyone in their workplace feels seen, heard, respected, and supported. USTR’s commitment to DEIA is a guiding principle that shapes every aspect of their operations, decisions, and interactions.

DEIA Defined

USTR adopts the definitions of these terms in the context of their workforce as identified in EO 14035.^{xxv}

- The term “diversity” means the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.
- The term “equity” means 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.
- The term “inclusion” means the recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
- The term “accessibility” means 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. Accessibility includes 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 processes such as universal design.

DEIA Governance

Authorized by the U.S. Trade Representative, USTR’s DEIA Strategic Plan is grounded in the requirements of EO 14035 and applicable to all USTR officials. The Office of Human Capital and Services (OHCS), Deputy U.S. Trade Representatives, AUSTRs, Chief of Staff, and additional agency leadership will begin the implementation of this plan, in close coordination and collaboration with the USTR DEIA Council. They will continue to work closely with the proposed Chief Diversity Officer (CDO), should the position be filled, to enact this plan.

The CDO would consult with the AUSTR for Administration, the Office of Human Capital and Services (OHCS), and the USTR DEIA Council for guidance. The CDO position should be properly resourced and supported to enact this plan and have positional authority to implement DEIA policies and procedures at the highest levels.

The cross-agency DEIA Council is a volunteer group that, among other things, provides a forum for everyone at USTR to openly and freely discuss DEIA issues and concerns as they present themselves in national affairs, the work of USTR, and within the USTR community. The DEIA Council also serves as an advisory body on DEIA initiatives throughout USTR to enhance diversity; eliminate racial and other biases and their effects in the USTR community environment; address any barriers to equity, inclusion, and accessibility; and represent USTR as part of broader federal government initiatives on these issues. By involving employees from all levels of the organization, from leadership to frontline staff, the DEIA Council provides the varied perspectives essential to informing USTR’s DEIA Strategic Goals and Objectives.

II. DEIA Strategic Goals and Objectives

Goals Overview

Goal 1 Review, Develop and Implement Policies and Processes to Advance the President's Agenda to Build a More Diverse, Equitable, Inclusive and Accessible Workplace

By actively crafting and enforcing policies and processes that prioritize and advance DEIA initiatives, USTR will create a workplace environment where every employee, regardless of background, feels valued and empowered. Through the development and implementation of policies and processes targeting recruitment strategies, fair and standard hiring and promotion processes, comprehensive training programs, and access to professional development opportunities, USTR will cultivate a culture of belonging where all USTR employees feel welcomed and respected, with opportunities for retention, growth, and development in their public service careers. By creating policies and processes that ensure accessibility for all employees, including persons with disabilities, and actively addressing systemic barriers, USTR will create a more inclusive and sustainable operating environment.

Goal 2 Make Advancing Diversity, Equity, Inclusion, and Accessibility a Priority Component of the USTR's Management Agenda and Agency Strategic Planning

Advancing DEIA as a priority component of the USTR's management agenda and strategic planning is crucial for fostering a culture of belonging, improving employee experiences, strengthening the agency's culture and climate, and maximizing organizational processes and effectiveness. USTR will develop, integrate, and clearly and consistently communicate best practices into every aspect of USTR's operations, management and employee training, annual performance assessment, and realization of a safe and respectful workplace.

Goal 3 Strengthen Data to Advance Diversity, Equity, Inclusion, and Accessibility

USTR commits to use a data-driven approach to advancing policies and processes that promote DEIA within the office's workforce, while protecting the privacy of employees and safeguarding all personally identifiable information. Regular monitoring and evaluation mechanisms will be used to track progress, identify challenges, and make necessary adjustments, ensuring continuous improvement in promoting DEIA within USTR.

Goal 4 Oversee and Provide Resources to Support the Implementation of the USTR DEIA Strategic Plan

As part of its mission to promote DEIA, USTR commits to overseeing and facilitating the implementation of its Strategic Plan. This involves providing oversight, resources, training, and staffing to support and regularly and consistently communicate the execution and progress of the Strategic Plan's goals. Through effective leadership and collaboration, USTR will annually review and assess that resources are aligned with the Strategic Plan goals and objectives.

Goal 5 Develop, Initiate, and Enhance New and Existing DEIA Initiatives at USTR

USTR will dedicate itself to continuously developing, initiating, and enhancing new and existing DEIA initiatives within the Agency. Through high-quality, proactive, and ongoing DEIA initiatives, USTR can create a more diverse and inclusive workplace.

Goals and Objectives

Goal 1: Review, develop and implement policies and processes to advance the President's agenda to build a more diverse, equitable, inclusive and accessible workplace

Strategy:

Through the development and implementation of policies and processes targeting recruitment strategies, fair and standard hiring and promotion processes, comprehensive training programs, and access to professional development opportunities, USTR will cultivate a culture of belonging where all USTR employees feel welcomed and respected, with opportunities for retention, growth, and development in their public service careers. By creating policies and processes that ensure accessibility for all employees, including persons with disabilities, and actively addressing systemic barriers, USTR will create a more inclusive and sustainable operating environment. USTR will review, adopt, revise and enforce processes that are aligned with these policies.

Objectives:

Establish Policy Review Committee

- USTR's Chief Human Capital Officer (CHCO), Chief Council for Administrative Law, DEIA Council, and CDO upon appointment, will form a Policy Review Committee to review all existing policies to assess their impact on diversity, equity, inclusion, and accessibility within USTR.
 - This process entails gathering feedback from employees, analyzing relevant data, and benchmarking against Federal Government best practices and legal requirements. The findings from the review will inform the development of actionable recommendations aimed at enhancing the impact of all USTR policies fostering a more inclusive workplace culture, and addressing any gaps or areas for improvement.
- The Policy Review Committee will --
 - Conduct a "policy gap analysis," determining which, if any, DEIA policies exist, which DEIA polices are still needed and which policies need to be revised;
 - Develop new and revise existing DEIA policies; and
 - Review DEIA policies and practices, on an annual basis, to assure alignment with applicable Federal laws and regulations.

Goal 2: Make advancing diversity, equity, inclusion, and accessibility a priority component of the USTR's management agenda and agency strategic planning

Strategy:

USTR will develop, integrate, and clearly and consistently communicate best practices into every aspect of USTR's operations, management and employee training, annual performance assessment, and realization of a safe and respectful workplace.

Objectives:

Determine the Viability of a Chief Diversity Officer

- Develop decision memo with various options for the USTR addressing:
 - How this would work, what it controls, position in the agency, relationship with agency leadership and OHCS, authority and clarity as to duties, budget implications.
 - Determine OA/EOP perspective.
 - Develop process that would be used to hire a Chief Diversity Officer (CDO).

Improve Communication throughout USTR

- USTR leadership will demonstrate a clear commitment to DEIA by formally and consistently vocalizing its importance, setting measurable DEIA goals, and allocating resources, with the advice and counsel of the Chief Financial Officer, CDO, CHCO, and DEIA Council, to support DEIA initiatives.
- USTR will request employee demographic data, conduct regular assessments of demographic data to identify areas needing improvement, enhance recruitment plans that are used throughout the agency and track progress over time, and communicate the findings and plans to all USTR employees.
- USTR will share information and guidance about recruitment and hiring practices, paid internships and fellowships, training and advancement opportunities, policy changes, and DEIA training, initiatives, and opportunities to all employees.
- USTR will respond to concerns about safe, respectful, and trusted communication within and between USTR offices.

Realize an Inclusive and Respectful Workplace Culture

- USTR will integrate DEIA goals and objectives into the agency's strategic planning process, ensuring that the DEIA goals and objectives are aligned with the agency's mission.

- USTR will engage employees at all levels of the organization in DEIA efforts through training programs and workshops, encouraging participation in EOP employee resource groups.
- A CDO would collaborate with EOP/OA, external stakeholders, such as community organizations and other Federal agencies, to leverage resources and share best practices in advancing DEIA goals.
- USTR will strive to increase employee engagement, improve employee experiences, and develop and strengthen a diverse and inclusive adaptive workforce.
- USTR will provide effective business operations and employee support through administrative processes, physical and information security, finance and procurement, information technology, and infrastructure that will strengthen its ability to advance DEIA within the agency's environment.
- A CDO would establish mechanisms for accountability and transparency by regularly reporting progress on DEIA goals to employees, holding USTR political and career leadership accountable for meeting established objectives.

Goal 3: Strengthen data to advance diversity, equity, inclusion, and accessibility

Strategy:

USTR will create a comprehensive system of data collection, analysis and reporting that leverages data effectively to advance its DEIA goals, drive meaningful change, and foster a more inclusive and equitable organizational culture. The agency will collect comprehensive DEIA information and conduct regular analysis, to gain insights into patterns and disparities within its workforce and employ an intersectional lens in data analysis, ensuring a nuanced understanding of individuals' experiences and needs across various dimensions of identity. USTR will prioritize data privacy and security to protect individual employees and maintain trust while facilitating evidence-based, decision-making processes. USTR will share data findings internally to foster accountability and encourage actions to address identified gaps and disparities. The agency will ensure that its data practices include regular monitoring and evaluation mechanisms to track progress, identify challenges, and make necessary adjustments.

Objectives:

Develop a comprehensive data system and plan

- USTR will develop, implement, and manage a standard system of collecting, analyzing, and reporting employee experience data throughout the agency, tracking key outcomes. The resulting system will consider intersectionality in data analysis to understand how multiple aspects of identity intersect and impact individuals' experiences.
- The agency will develop a DEIA monitoring and evaluation plan (M&E plan) working group. The M&E working group will create and implement an M&E plan, and communicate the results of the evaluation on a regular basis.

- USTR will identify areas where evidence is lacking and propose opportunities to build evidence to advance diversity, equity, inclusion, and accessibility and address those gaps identified.
- USTR will provide training and resources to staff responsible for data collection, analysis, and interpretation to enhance their capacity in DEIA-related data practices. This guidance will include ethical considerations in data collection and analysis.
- A CDO would engage with diverse communities and experts to gather input and recommendations on data collection methods, priorities, and interpretation.
- USTR will share data findings internally to inform decision-making processes related to all DEIA initiatives such as resource allocation, policy development, and program implementation. The agency will also establish mechanisms for accountability to ensure that actions are taken to address identified disparities and gaps.

Monitoring and Evaluation

- USTR will employ an evidence-based and data-driven approach to determine whether and to what extent agency practices result in inequitable employment outcomes, and whether agency actions may help to overcome systemic societal and organizational barriers. Quantitative and qualitative methods will be used to understand the experiences and needs of different demographic groups within the organization.
- The agency will implement regular analysis of collected data to identify patterns, disparities, and areas for improvement in DEIA efforts.
- OHCS will assess whether agency recruitment, hiring, promotion, retention, professional development, performance evaluations, performance/recognition awards, pay and compensation policies, reasonable accommodations access, and training policies and practices are equitable.
- A CDO would collaborate with the CFO to monitor the institutional resources available to support DEIA activities.

Office Plans

- Work with AUSTRs to create DEIA Office Plans to ensure continual improvement.
- Develop a system to monitor DEIA Office Plans.

Performance Management System

- USTR will provide annual, adaptive, accessible training and guidance on management and employee duties, rights, and responsibilities, and the annual performance assessment processes. The purpose is to clarify and instruct all employees on how they may contribute

towards the agency's strategic objective of achieving organizational excellence as a model employer.

- OHCS will lead in coordinating a data driven process to review and revise the current performance system to assure there are no disparities.
- USTR will ensure that any analysis of performance assessment processes include data privacy and security measures to protect sensitive and personal identifiable information collected from employees.
- Update standard offboarding process to include exit interviews as appropriate with AUSTRs, CHCO, and Chief of Staff to gather feedback from departing employees.

Goal 4: Oversee and provide resources to support the implementation of the USTR DEIA Strategic Plan

Strategy:

To effectively implement the USTR DEIA Strategic Plan, USTR will establish oversight mechanisms coupled with adequate resource provision. Oversight ensures alignment with the agency's mission and values while monitoring progress towards DEIA goals. This entails regular evaluation of initiatives, feedback mechanisms, and adjustments as necessary, providing ample resources, including funding, staffing, and training to support the execution of strategic objectives.

Objectives:

- Propose funding plan to hire, retain, and support a Chief Diversity Officer.
- Determine where the CDO would be positioned within the USTR organizational structure to assure they have proper authority and power to lead substantive DEIA change.
- Seek funding for an Employee Experiences Center of Excellence, including additional resources for DEIA initiatives.

Goal 5: Develop, initiate and enhance new and existing DEIA initiatives at USTR.

Strategy:

At USTR, developing, initiating, and enhancing new and existing DEIA initiatives involves a strategic approach. Fostering a culture of continuous improvement is critical.

Investing in ongoing, well-planned and constructed, DEIA development and training programs includes providing an ever-changing menu of workshops, seminars, and online resources on topics such as unconscious bias, inclusive leadership, and cultural competence that equip staff with the knowledge and skills needed to foster a more psychologically safe, inclusive workplace. Tailoring training programs to address specific emerging needs and challenges within the organization ensures relevance and interest. All initiatives, including training, will include an evaluation component, measuring participant experiences and long-term impact.

Objectives:

Across the employee lifecycle

- USTR will optimize, standardize, and monitor processes for recruitment, interviewing, hiring, and promotion across the agency.
- OHCS, in coordination with a CDO, will develop a comprehensive onboarding process that includes DEIA content; develop on-boarding handbook that serves as both an introduction to USTR's operations and a reference guide for all employees throughout their employment at USTR.
- OHCS will provide an option for exit interviews that is equally and regularly communicated across all offices, and the results of the exit interviews will be shared with OHCS and CDO

for analysis and recommendations of how USTR will realize the goal of becoming a model employer. All personal identifiable information will be protected.

Training

- The CDO, with the advice and counsel of the Policy Review Committee, will develop a DEIA training plan.
- The training plan will provide an ever-evolving menu of high quality, well-planned and constructive DEIA professional development and training opportunities, delivered in a variety of formats (online, in-person, hybrid) and continuously evaluated.
- USTR will provide mandatory, baseline, in-person and virtual, annual bias-literacy training for all employees and develop a system to ensure compliance.
- USTR will develop an aspiring leaders' program for those employees who are interested in future promotion opportunities. This program will encourage promotion from within rather than looking externally for leader candidates, giving USTR the ability to customize the training experiences of their future leaders.
- USTR will develop and provide mandatory leadership training for AUSTRs that includes modules on DEIA, supervisory skills, performance management, communication and other topics that the AUSTRs identify as needed.

Pathways to promotion

- USTR will build and communicate pathways to promotion, mentorship, and fairly compete professional development opportunities.
- USTR will review and revise the performance appraisal system, as necessary, to assure that it is just and fair.

III. Contribution to USTR's Strategic Goals

The goals outlined in this plan contribute to the USTR Strategic Goal 6: Achieve Organizational Excellence as a Model Employer. Through this DEIA Strategic Plan, USTR affirms and details their commitment to make advancing DEIA a priority. USTR will increase and monitor employee engagement, and develop and strengthen a diverse and inclusive workplace that is accessible to all. The agency will strengthen the development and promotion of a workplace that supports diversity, equity, inclusion, accessibility, creativity, and productivity through human capital initiatives that focus on effective recruitment strategies, fair hiring practices, equitable development opportunities and continuous learning programs.

IV. Contribution to Federal Government Priority Goals

USTR contributes to an Equitable, Effective, and Accountable Government that Delivers Results for All.

The President's Management Agenda (PMA) is a blueprint for the federal government to deliver for Americans the government they deserve. The PMA Vision focuses on three priority areas for bold transformation: (1) strengthening and empowering the Federal workforce, (2) delivering excellent, equitable, and secure Federal services and customer experience, and (3) managing the business of government to build back better.

USTR's DEIA Strategic Plan aligns with PMA Priority Areas 1: Strengthening and Empowering the Federal Workforce, and 2: Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience.

Priority 1 aligns with all five goals in the DEIA Strategic Plan. USTR is committed to taking new steps to attract, hire, involve, develop, support, and empower talent who can help us meet the global trade challenges of today and tomorrow. Consistent with the President's goals, USTR will provide the administrative processes, physical and information security, and infrastructure that will strengthen its ability to perform core functions at the highest level of DEIA excellence. The Agency will continue to build a workplace that promotes diversity, initiative, creativity and productivity through the enhancement of human capital through recruitment, promotion and retention initiatives, and professional development and training opportunities.

Priority 3 aligns with Goal 1: Review, develop and implement policies and processes to advance the President's agenda to build a more diverse, equitable, inclusive and accessible workplace. USTR improves internal processes to empower its workforce, including through various diversity, equity, inclusion, and accessibility initiatives, so that they can best deliver for the American people. A workforce that feels 1) it is treated equitably, justly, and respectfully 2) their work contributes to the mission of the agency and 3) their opinions are valued, delivers quality service on behalf of the Federal government.

V. How Goals and Objectives are to be Achieved

The following support initiatives are necessary to achieve the goals and objectives:

- Information Technology and Communications:
 - Build USTR's DEIA data management system.
 - Maintain secure website for reporting of sensitive DEIA data, incidents and material.
 - Leverage technology for core agency DEIA processes, including recruiting, onboarding, DEIA, consultations, data collection and analysis, communication and reports.
- Human Capital:
 - Provide the necessary human capital resources that will enable the execution of this DEIA Strategic Plan.
 - Hire a Chief Diversity Officer, if approved.

- Develop an Employee Experiences Center of Excellence, led by the Chief Diversity Officer, and through which all DEIA-related services, programs and initiatives will be delivered.
- Strive to improve Federal Employee Viewpoint Survey (FEVS) results. Develop plan of action based on an in-depth analysis of the survey and USTR's DEIA data.

- Resources:

- Assess employees' knowledge in key DEIA subject areas, including establishing a safe and respectful workplace, and develop training opportunities to address the gaps in knowledge.
- Enhance Chief Diversity Officer (CDO) support capabilities and capacity within the Office of Human Capital and Services (OHCS), as necessary.

- Facilities:

- Secure space for the Office of the Chief Diversity Officer and the Employee Experiences Center of Excellence, as necessary.

- Systems, Networks and Response:

- Employ human resource, financial management, and information technology (IT) systems to provide timely, accurate, relevant and responsive information to the Chief Diversity Officer and the DEIA Council.
- Build and leverage relationships with minority serving institutions, Historically Black Colleges and Universities, Tribal Colleges and Universities, Hispanic-Serving Institutions, and Asian American, and Native American, Pacific Islander-Serving Institutions, Tribal, state, local, and other stakeholder networks to reach a broader and more diverse applicant pool.

VI. Key External Factors

The following factors could have effects on USTR's ability to meet its DEIA goals:

- Funding levels to provide necessary staffing, office space, training space, and other resources.
- Presidential priorities and directives that can similarly shift USTR priorities.

Endnotes

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- ⁱ Executive Order 14035. (2021). Diversity, Equity and Accessibility in the Federal Workforce. Federal Register/Vol. 86, No. 123/Wednesday, June 30, 2021/Presidential Documents
- ⁱⁱ Executive Order 14035. (2021). Diversity, Equity and Accessibility in the Federal Workforce. Federal Register/Vol. 86, No. 123/Wednesday, June 30, 2021/Presidential Documents
- ⁱⁱⁱ Executive Order 14031. (2021). Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders. Federal Register Vol. 86, No. 105 Thursday, June 3, 2021
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