



DIVERSITY EQUITY INCLUSION ACCESSIBILITY

2022–2025 Strategic Plan



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A Message from the Acting Commissioner



Dear Colleagues,

In all my time with the FDA, one thing that has always impressed me is the strength that comes from an inclusive work environment. Diversity is a cornerstone of any resilient and successful organization. Our ability to deliver on our public health mission requires diverse perspectives, an environment where colleagues can bring their full selves to work, and a culture focused on equity. That's why it is critical that our agency fully commit to diversity, equity, inclusion, and accessibility in our workplace.

Consistent with President Biden's [Executive Order 14035](#) "Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce," I am pleased to present the U.S. Food and Drug Administration's first agency-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan. This plan builds on our long-standing commitment to DEIA objectives for the FDA workforce and complements the important program and policy work that is already underway across our product Centers/Offices, and programs to advance health equity.

A wide range of input informed the development of this plan – including extensive data analysis, an all-employee agency-wide inclusion survey and countless touchpoints with employees. Please know that the plan includes opportunities for continuous feedback from employees so that we can update and adjust as we continue to grow as an organization.

I want to be clear: we are putting forward this plan not because we are required to, but because we know that advancing DEIA objectives represents the best way to deliver our mission objectives. Our regulatory programs – and by extension the American public – benefit from the inclusion of diverse perspectives in our work, and from the energy a world-class, motivated workforce brings to our day-to-day work in protecting and promoting the public's health.

I am resolute in ensuring we achieve the objectives outlined in this plan and am excited to get started. Working alongside the agency's leadership, I am confident we can realize our vision of becoming *"a fair and united agency that leads the way on diversity, equity, inclusion, and accessibility for HHS and the Federal government."*

Sincerely,

Janet Woodcock, M.D.

Acting Commissioner of Food & Drugs

A Message from the Director of the Office of Equal Employment Opportunity



I am both pleased and proud to present FDA's agency-wide Diversity, Equity, Inclusion, and Accessibility Strategic Plan (Plan). It represents an important – and continuing – commitment to cultivate a workplace where everyone feels empowered to bring their full selves to work and an environment where we are strengthened by the diversity of our perspectives.

FDA developed this Plan for Fiscal Years 2022-2025 to outline a concrete set of agency-wide priorities that will guide its DEIA-related efforts moving forward. I have had the privilege of serving at FDA for over 11 years, and I understand that real change takes real time. But this plan sets out a broad set of objectives – some foundational, others more aspirational – that puts the agency on a path toward realizing its vision of becoming a “fair and united agency that leads the way on diversity, equity, inclusion, and accessibility for HHS and the Federal government.”

While this Plan is responsive to requirements outlined in Executive Order 14035, it fundamentally aims to describe a unifying framework regarding DEIA that agency leaders can use to guide strategic decision making. Accordingly, the Plan will adapt and improve in response to new circumstances (e.g., new Executive Orders, HHS and OPM guidance) or changes in agency priorities. We commit to being transparent and forthcoming in communicating any required adjustments.

We developed this plan following a process that sought to mirror some of our DEIA objectives, by inviting diverse input from across our programs and Centers/Offices and striving for inclusivity by creating opportunities for the entire FDA workforce to share perspectives and engage.

I want to thank everyone who engaged in the process and provided input along the way – this Plan is immeasurably stronger for it. We plan to continue that philosophy as we move forward with the hard work of delivering on the initiatives supporting our agency-wide objectives and look forward to providing updates on our progress.

LaKeisha McClendon, MBA, MIDT

Director, Office of Equal Employment Opportunity & Diversity Management

Introduction

As a public health agency, the U.S. Food and Drug Administration (FDA, or the “Agency”) has a vitally important mission. Every day, FDA relies on the expertise and capabilities of a world-class workforce and a supportive workplace environment to protect public health. To achieve this, FDA must be committed to Diversity, Equity, Inclusion, and Accessibility (DEIA). DEIA supports FDA’s ongoing efforts to attract, develop, and retain a high-quality workforce that not only reflects the population FDA serves, but also integrates a diversity of perspectives and experiences relevant to FDA’s stakeholders.

FDA developed this Diversity, Equity, Inclusion, and Accessibility Strategic Plan (Plan) for Fiscal Years 2022-2025 to define the concrete set of Agency-wide priorities that will guide its efforts moving forward. While this Plan is responsive to requirements outlined in Executive Order 13985 and 14035, it fundamentally aims to describe a unifying framework regarding DEIA that Agency leaders can use to guide strategic decision making. Given FDA’s role operating a wide range of programs regulating commodities across the food, medical product, cosmetic, and tobacco sectors, individual FDA Centers/Offices are responsible for establishing corresponding Center/Office-specific DEIA plans relevant to their unique culture and needs. The following Plan, which has been developed with input from stakeholders including FDA Executive Officers, the Office of Equal Employment Opportunity (OEEO), Employee Resource Group/Affinity Resource Group leaders, and Human Capital specialists across Centers/Offices, will help align Center/Office specific efforts with a set of shared objectives.

This DEIA Strategic Plan ultimately represents FDA leaderships’ continuing commitment to build and maintain a diverse workforce and to cultivate and support an inclusive culture. Many of the initiatives included in the plan are foundational in nature. They are requisite investments to enable even bolder goals in the future. For implementation, FDA leadership will assume responsibility for supporting the initiatives outlined within the Plan and ensure objectives are reinforced through Center/Office-specific initiatives. In addition, FDA Leadership will oversee Agency-wide communications throughout implementation. Regular, transparent communications are essential to the success of the Plan, and FDA leaders are committed to on-going engagement with workforce throughout this journey.

In addition, the DEIA “Center of Excellence” (COE) – a network of colleagues from across the Agency, supported by a small group of subject matter experts in FDA’s OEEO – will serve as a central resource on DEIA across FDA. The COE will provide DEIA best practices, track DEIA progress, and identify opportunities for further improvement.

Taken together, these actions establish DEIA as a central tenet of FDA’s mission and culture.

Defining Diversity, Equity, Inclusion, and Accessibility

Across the Federal Government, the drive to improve Diversity, Equity, Inclusion, and Accessibility (DEIA) is more present today than ever before.

Given considerable recent developments in the DEIA space, there may be some confusion about the meaning of these terms. What do they mean? How are they different? To create a shared understanding of these terms, the definitions of Diversity, Equity, Inclusion, and Accessibility are provided below. These definitions are from the Presidential Executive Order 14035 “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce” (June 25, 2021).

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

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.

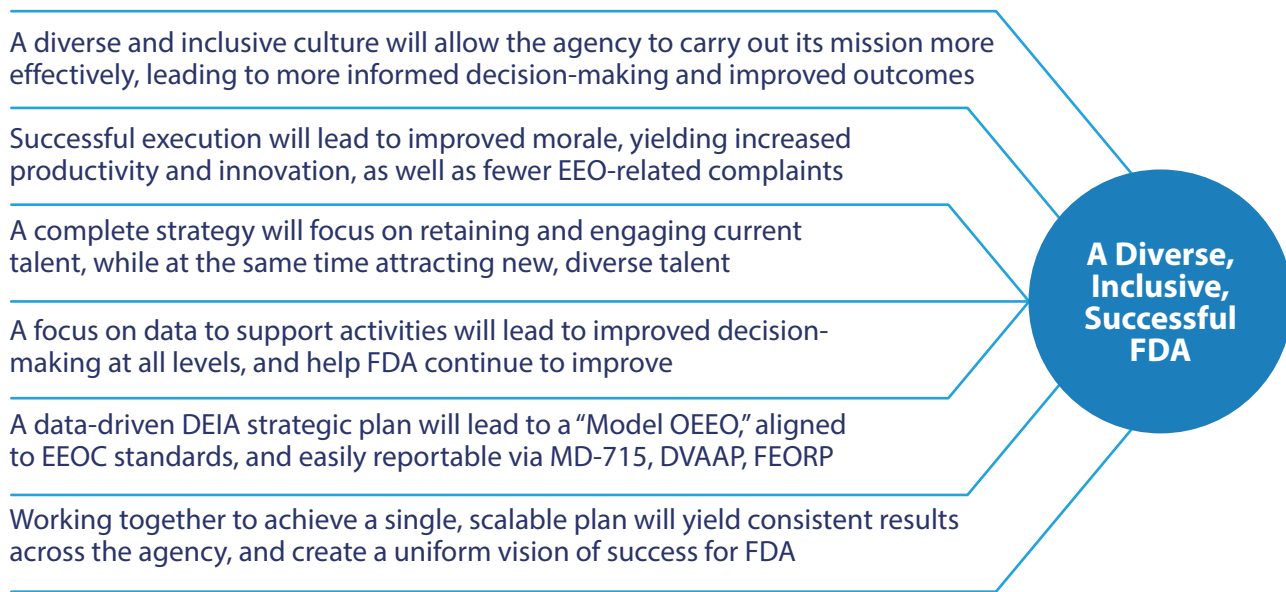
Inclusion means the recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

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 practices such as universal design.

The Case for Diversity, Equity, Inclusion and Accessibility at FDA

Recent research shows a wide range of benefits to organizations with more diverse and inclusive workplaces. Diverse organizations are more likely to outperform less diverse ones, and organizations where employees maintain higher perceptions of fairness and opportunity report three times higher workforce retention.¹ Additional evidence suggests that investing in DEIA also enables a range of mission-relevant outcomes, including better decision-making, improved stakeholder insight, enhanced employee motivation and resilience, and external reputational benefits.² Although FDA maintains a long-standing history of investing in DEIA, this recent research supports the continued focus on DEIA efforts.

As FDA embarked on defining this DEIA Strategic Plan, it sought to express the anticipated FDA-specific benefits of DEIA, captured in Exhibit A:



Looking beyond FDA, recent social and cultural developments in the United States have elevated DEIA-related concerns, leading to a greater focus on issues ranging from diversity in clinical trials to imbalances in adverse health outcomes from tobacco use. These examples – along with countless others – ask FDA to interpret its public health mission through a lens of DEIA, which starts with our workforce.

Taken together, FDA's desire to set DEIA objectives arises not because it is required by law or Executive action, but because of the conviction that DEIA enables FDA to be the global standard of excellence in delivering a complex and dynamic public health mission.

¹ Diversity still matters (2020). McKinsey & Company; Understanding organizational barriers to a more inclusive workplace (2020). McKinsey & Company.

² Delivering through Diversity (2018). McKinsey & Company.

Strategy Development Process Overview

FDA's approach to creating the Agency-wide DEIA Strategic Plan mirrored how it intends to approach DEIA overall. In particular, the strategy development process aimed to be:

- **Structured:** following a logical 4-step process will enable the FDA to arrive at a Plan that can guide the Agency's DEIA activity in the near to medium term.

FDA's 4-step process to building its DEIA strategy:



Understand the current baseline



Set a simple and bold aspiration



Define a targeted strategy



Build on successes and ensure engagement

- **Data-driven¹:** integrating a broad range of quantitative and qualitative inputs to establish the relevant fact base. Primary inputs included a diversity snapshot analysis, an Agency-wide inclusion survey, ongoing Center/Office dialogues, and a series of focus groups with specific employee groups.
- **Collaborative:** engaging a broad range of stakeholders (e.g., Agency leadership, Employee Resources Groups (ERG/AGs) and DEIA subject matter experts), to gather input and feedback throughout the strategic plan development process.

FDA took a data-driven and collaborative approach to defining FDA's DEIA strategy:



Center/Office Engagement

Center/Office colleagues from across the Agency were involved in frequent and highly collaborative working sessions and presentations



Diversity Snapshot

Analysis of employee data from 2016–2019 to understand representation of employee segments across GS levels³



Inclusion Assessment Survey

7,300+ employees were surveyed to uncover employee perceptions and experiences of inclusion, both at enterprise and personal levels



Focus Groups

Multiple facilitated discussions and interviews with diverse groups across FDA to understand their inclusion experience and source improvement opportunities

The approach was supported by:

Regular engagement of Equal Employment Opportunity Governance Council

agency-wide dialogue with Employee Resource Groups through focus groups and presentations

Ongoing working cadence with FDA DEI Working Group to shape strategic plan content

¹ Note: the OEEO recognizes the current limitations of demographic data across FDA (e.g., a lack of Sexual Orientation Gender Identity data). A key component of this work moving forward will be improving the accuracy and availability of demographic data at FDA.

Objectives of the FDA Diversity, Equity, Inclusion, and Accessibility Strategic Plan

FDA's data-driven, structured, and collaborative DEIA strategy development process produced an ambitious vision for the agency, underpinned by seven strategic objectives.

The overall vision for DEIA at FDA is to be a fair and united agency that leads the way on Diversity, Equity, Inclusion, and Accessibility for HHS and the Federal government. This vision is supported by the FDA's long-standing commitment to build and maintain a diverse workforce and cultivate and support an inclusive culture.

The first six strategic objectives are supported by FDA-wide initiatives with a clear measurement approach to monitor and assess progress. The seventh objective will be supported by Center/Office-specific initiatives that address the unique context and needs of the organization.



Objective 1: Increase inclusion of diverse groups by investing in community building and education

Invest in developing agency-wide Employee Resource Groups/Affinity Groups (ERG/AGs) with formal support mechanisms to respond to ERG/AG community priorities through agency actions. Increase the availability of DEIA trainings and organize events that celebrate diverse backgrounds and connect employees from across the agency.

Objective 2: Enhance equitable treatment of all employees

Enhance fairness and accuracy of talent development processes, including performance evaluations, feedback mechanisms, promotion decision-making and allocation, and development opportunities (e.g., mentorship) throughout the employee lifecycle.



Objective 3: Continue to promote a fair and protective workplace for all

Establish standardized and centralized processes, procedures, and workflows, including technology-enabled case tracking, and launch a systematic and widespread approach to communicate and educate employees on anti-harassment.

Objective 4: Enhance the collection, analysis, and reporting of demographic information

Drive a set of tactical initiatives to enhance the availability and quality of demographic information available across the employee lifecycle, starting with the recruiting process, and a commitment to analyze available information for actionable insights.



Objective 5: Enhance outreach, recruitment, and retention efforts to increase representation of underrepresented groups

Understand barriers to achieving representation that reflects the civilian workforce within each grade level and establish targeted programs to remove those barriers across various stages of the employee lifecycle.

Objective 6: Improve accessibility across the agency

Assess and bolster the effectiveness of practices used to provide accessibility for FDA employees and prospective employees, including reasonable accommodations, workplace accessibility, and accessibility in information and communication technologies.



Objective 7: Leverage innovation and creativity to meet Center/Office-specific DEIA needs

Provide Center/Office leaders additional flexibility in meeting the DEIA needs of their workforces. Center/Office-specific initiatives that do not align to Strategic Objectives 1-6 will be captured under Objective 7 and the measurement approach will be defined on an initiative-by-initiative basis.



Objective 1: Increase inclusion of diverse groups by investing in community building and education

Description: Develop Agency-wide Employee Resource Groups/Affinity Groups (ERG/AGs) with formal support mechanisms to respond to ERG/AG community priorities through Agency actions. Increase the availability of DEIA trainings and organize events that celebrate diverse backgrounds and connect employees from across the Agency.

Measurement approach: Progress will be monitored through the growth of ERGs, percent of employees who participate in community building and trainings, and the FEVS Inclusion Quotient.

1a. ERG/AG support	Establish formal communities for diverse groups through agency-wide ERGs/AGs. Further invest in ERGs/AGs by establishing senior leader advocates and improving communication between FDA leadership and ERGs/AGs. In addition, the OEEO will provide support for ERGs/AGs to address key priorities.
1b. ERG/AG priorities	Establish process and procedures for OEEO to partner with ERGs/AGs in identifying and amending agency policies, practices, and procedures that may lead to disparate impacts on diverse communities.
1c. Community building events	Organize formal and informal agency-wide events that help connect colleagues across centers/offices, celebrate diverse backgrounds and cultures, and enhance cross-collaboration at the FDA.
1d. Cultural competency	Deliver Allyship learning series to provide employees with the opportunity to learn about diverse perspectives and experiences, and create safe spaces to discuss diversity, equity, inclusion, and accessibility. Provide employees with reminders and ideas of tactical actions they can take to be an Ally on a daily/weekly/monthly basis (opt-in).
1e. DEIA training	Expand DEIA awareness and understanding by providing specialized training programs for employees, managers/supervisors, and FDA leadership (e.g., leading diverse teams).



Objective 2: Enhance equitable treatment of all employees

Description: Enhance fairness and accuracy of talent development processes, including performance evaluations, feedback mechanisms, promotion decision-making and allocation, and development opportunities (e.g., mentorship) throughout the employee lifecycle.

Measurement approach: Progress will be monitored through annual Federal Employee Viewpoint Survey (FEVS) questions related to fairness, and an assessment of manager engagement with the performance evaluation process.

2a. Performance evaluation accountability	Strengthen accountability of managers/supervisors for the agency's performance evaluation process.
2b. Performance evaluation consistency	Implement measures to ensure performance evaluation (PMAP) is used consistently by all managers/supervisors across centers/offices and is applied consistently to all employees.
2c. Feedback campaign	Deploy an educational campaign focused on encouraging employees to seek and provide performance related feedback to coworkers across tenures (e.g., peer-to-peer, manager to employee, employee to manager).
2d. Employee Life Cycle Analysis	Barrier Analysis Workgroup will identify opportunities across the employee life cycle (e.g., hiring, promotion, and development) to improve equitable treatment and access to opportunities for all employees ¹ .
2e. Talent development	Assess and enhance the quality and quantity (as needed) of learning and development opportunities across the agency, including individual and group mentorship programs. Establish formal tracking mechanisms to review employee participation in relevant development opportunities (e.g., trainings, and/or lunch and learns, brown bags, conferences) to ensure employees are accessing key learning opportunities.

¹ The Barrier Analysis Workgroup will consist of key stakeholders across Centers involved in Human Capital management.



Objective 3: Continue to promote a fair and protective workplace for all

Description: Establish standardized and centralized processes, procedures, and workflows, including technology-enabled case tracking, and launch a systematic and widespread approach to communicate and educate employees on anti-harassment.

Measurement approach: Progress will be monitored through FEVS questions related to protective mechanisms and workplace mistreatment and percent of employees that complete anti-harassment training.

3a. Anti-harassment training	Roll out agency-wide anti-harassment training to all employees, targeting 100% participation for managers/supervisors.
3b. Multiple reporting channels	Enhance accessibility of misconduct reporting by establishing additional reporting channels for employees to file reports of misconduct including harassment, bias, and/or other relevant issues (e.g., bullying).
3c. Standard operating procedures	Establish standardized and centralized processes, procedures, and workflows for misconduct case reporting, including harassment and bullying misconduct.
3d. Anti-harassment program awareness	Provide multiple tiers of frequent, consistent communication about the agency-wide anti-harassment program, EEO policies and procedures, and related FDA resources.



Objective 4: Enhance the collection, analysis, and reporting of demographic information

Description: Drive a set of tactical initiatives to enhance the availability and quality of demographic information available across the employee lifecycle, starting with the recruiting process, and a commitment to analyze available information for actionable insights.

Measurement approach: Progress will be monitored through changes in the number of relevant data points made available for the existing employee population and potential candidates.

4a. Self-reported information collection	Drive high FDA employee participation in 2021 self-reported information collection campaign and develop an action plan to support the ongoing collection of demographic information. In addition, establish improved systems for the collection of information insights required for annual reporting (e.g., MD715, FEORP, DAAVP).
4b. Tech-enabled recruiting pipeline	Leverage applicant flow information (e.g., USA Jobs) throughout the recruiting process (i.e., from outreach to hiring) to determine diversity across applicant pool and incoming employees.
4c. Interview phase information collection	Implement the collection of candidate information during each step of the interview process to close current information gaps.
4d. Updated workforce profiles	Integrate demographic information into Center/Office-level workforce profiles for ongoing transparency into workforce evolution (e.g., promotions, compensation, development, attrition, leadership pipeline).
4e. Information clean-up	Drive high FDA employee engagement in the FDA-wide workforce information clean-up effort to improve the availability and quality of workforce demographic information.



Objective 5: Enhance outreach, recruitment, and retention efforts to increase representation of underrepresented groups

Description: Understand barriers to achieving representation that reflects the Civilian Workforce within each grade level and establish targeted programs to remove those barriers across various stages of the employee lifecycle.

Measurement approach: Progress will be monitored through the degree to which FDA’s workforce representation matches the Civilian Workforce within each grade level, including representation across Persons with Disabilities (PWD), and Persons with Targeted Disabilities (PWTD) in line with Schedule A hiring authority.¹

<p>5a. Barrier assessment</p>	<p>Assess barriers to achieving representation of employees within the agency that matches the Civilian Workforce across grade levels; focus especially on under-represented populations in leadership roles and Science, Technology, Engineering and Math (STEM) positions.</p>
<p>5b. Schedule A hiring authority assessment</p>	<p>Assess current practices in using Schedule A hiring authority and identify opportunities to enhance equity in employment opportunities for prospective employees with disabilities.</p>
<p>5c. Barrier Analysis Workgroup</p>	<p>Establish a Barrier Analysis Workgroup (BAW) comprised of Human Capital professionals involved in shaping the employee lifecycle and experience. The BAW will be the FDA’s lead committee tasked with conducting quarterly self-assessments and in-depth workforce analysis to identify barriers to providing employees with equal opportunities throughout the employee lifecycle (e.g., hiring, development, promotion) and root causes of voluntary attrition among diverse and traditionally under-represented groups.</p>
<p>5d. Minority Serving Institutions program</p>	<p>Leverage the FDA’s current infrastructure (e.g., small conference grants) to establish a Minority Serving Institutions (MSI) Outreach and Recruiting Program. The program will coordinate, administer, and support partnerships with institutions of higher education that serve minority populations (e.g., HSIs, HBCU, TCUs, etc.). In addition, the program will serve to encourage STEM talent from MSIs to engage in FDA initiatives, and further diversify the FDA’s candidate pool for participation in fellowships, internships, and apprenticeships.</p>
<p>5e. First-Generation Professionals Program</p>	<p>Establish a First-Generation Professionals (FGP) Program that promotes equitable access and career opportunities to employees and prospective employees who are the first in their immediate families to enter the professional work environment. The FGP Program expands the traditional definition of diversity, to include socio-economic background.</p>
<p>5f. Retention</p>	<p>Based on the BAW findings and recommendations to address root causes of attrition, establish retention initiatives to reduce voluntary attrition of diverse and traditionally under-represented groups at all levels of the organization.</p>
<p>5g. Outreach and Recruitment Strategic Plan</p>	<p>Establish an Outreach and Recruitment (O&R) Strategic Plan that puts an emphasis on mission-critical STEM occupations, as well as veterans, and PWD and PWTD.</p>

¹ As defined by the US Equal Employment Opportunity Commission, persons with targeted disabilities are deemed to face significant barriers to employment above and beyond the barriers faced by people with a broader range of disabilities. These barriers are often due to myths, fears, and stereotypes about such disabilities.



Objective 6: Improve accessibility across the agency

Description: Assess and ensure effectiveness of practices utilized to provide accessibility across the Agency for FDA employees and prospective employees, including reasonable accommodations, workplace accessibility, and accessibility across information and communication technologies.

Measurement approach: At a minimum, progress will be monitored through reasonable accommodation processing time. Additional metrics may be added during the initiative implementation planning process.

6a. Renewal of Accessibility in strategic planning	Ensure mandate of DEIA Center of Excellence includes continuous integration of accessibility related challenges into broader DEIA strategic planning.
6b. Schedule A hiring authoring information access	Ensure all current and prospective employees have access to information about and understand their rights regarding disability self-identification, Schedule A hiring authority, reasonable accommodations, workplace personal assistance service, accessible information, and communication technology.
6c. Reasonable accommodation	Ensure the process for submitting, responding to, and appealing reasonable accommodation requests is timely and efficient for all current and prospective employees.
6d. Physical environment and technology	Maximize the accessibility of the Agency's physical workspace environment and information and communication technology.
6e. Communicating Accessibility Concerns	Provide periodic notice to employees that facility-related concerns can be communicated and resolved through: 1) An Office of Facilities Engineering and Mission Support Services (OFEMS) communication process (in development); 2) Communication with an individual's direct supervisor; and, 3) The reasonable accommodation process.



Objective 7: Leverage innovation and creativity to meet Center/Office-specific DEIA needs

Provide Center/Office leaders additional flexibility in meeting the DEIA needs of their respective workforces. Center/Office-specific initiatives that do not directly align to Strategic Objectives 1-6 will be captured under Objective 7. In addition, centers/offices are encouraged to leverage Objective 7 to set especially bold, and/or unique aspirations aligned to their cultural and organizational context. Ultimately, centers/offices are empowered to use this objective to take any additional steps they need to accelerate DEIA impact. Where appropriate, centers/offices are encouraged to share their best practices learned through initiatives launched within the scope of Objective 7 with the COE, as well as with other centers/offices through the Equal Employment Opportunity Governance Council (EEOGC).

Measurement approach: Given the highly specialized nature of Objective 7, progress will be defined on an initiative-by-initiative basis. Centers/offices will be asked to identify appropriate metrics, which will be confirmed in partnership with the OEEO and COE. In addition, progress on metrics will at minimum be requested on an annual basis to inform the required EEOC reporting (e.g., MD715, FEORP, DAAVP).

DEIA Center of Excellence

To support the DEIA Strategic Plan for 2022-2025, FDA is establishing a Center of Excellence (COE) to ensure DEIA remains a priority within the FDA's overall strategy. The COE will be responsible for operationalizing the Plan, as well as providing consistent support and guidance on DEIA across the Agency.

The COE will be made up of colleagues across the Agency including employees in the Office of Diversity in the OEEEO, Center/Office-specific DEIA points of contact (e.g., Program Managers, Leads), and a team of subject matter experts with strong backgrounds and expertise in DEIA (e.g., ERG leaders). Lastly, the COE will be overseen by the EEOGC, which reports to the Executive Committee on the DEIA Strategic Plan. In addition, FDA senior leadership will continue to be fully engaged and committed to supporting the DEIA Strategic Plan. The COE will have a set of core responsibilities that support the Plan, namely to:

- Assess the state of DEIA across human resources and talent and development, with a focus on developing solutions to address key challenges and opportunities.
- Leverage the Barrier Analysis Workgroup assessment to identify gaps in our current DEIA approach and act to close identified gaps.
- Maintain and periodically refresh the Agency's DEIA strategy in line with DEIA best practices, Agency-wide developments, and key stakeholder recommendations (e.g., Center/Office-level leaders).
- Oversee the implementation of the Agency's DEIA Strategic Plan, and provide guidance (e.g., subject matter expertise) and resources to complete the Agency-wide Strategic Plan.
- Seek opportunities to integrate the Agency-wide DEIA objectives into broader Agency-wide strategic planning efforts.
- Serve as an expert resource to Center/Office leadership and other Agency stakeholders as they develop DEIA strategies and initiatives.
- Ensure alignment across Center/Office specific DEIA strategies and the Agency-wide DEIA strategy.
- Collaborate closely with the Agency's senior officials and confirm operations are consistent with applicable law and merit systems principles.
- Lead formal communications regarding the DEIA strategic effort both internally (e.g., Agency-wide communications) and externally (e.g., Presidential communications, annual reporting).

A substantial part of the COE responsibilities outlined above are already operationalized through the FDA OEEEO in concert with FDA DEIA Working Group. The goal of the COE moving forward is to create a central location within the Agency to drive accountability for the above responsibilities, share best practices, track progress on DEIA, and identify opportunities for further improvement.

Path Forward

The DEIA Strategic Plan is a foundational step in continuing to deliver on FDA's commitment to building and maintaining a diverse workforce and cultivating and supporting an inclusive culture. FDA leadership is deeply committed to supporting the implementation of this Plan, and ultimately expects the Plan will drive change by:

- Prioritizing the most pressing areas of opportunity to accelerate FDA's progress on DEIA.
- Serving as a central reference point for all DEIA-related planning across FDA.
- Creating accountability for progress on DEIA by providing a set of objectives that will be subject to routine progress reporting to agency, Department, and other government stakeholders.

The FDA's workforce is encouraged to monitor and track FDA's progress on the DEIA Strategic Plan. Progress on DEIA initiatives will be shared through an Annual Summary of Accomplishments and Progress, as well as annual/semi-annual reports as required by the EEOC (i.e., MD715, FEORP, DAAVP). You can also stay up to date by visiting our [DEIA website](#).