



**Department of Energy**  
Bonneville Power Administration  
P.O. Box 3621  
Portland, Oregon 97208-3621



In reply refer to: BPA-2025-02525-F

August 20, 2025

**SENT VIA EMAIL ONLY TO:** [colinaamot@protonmail.com](mailto:colinaamot@protonmail.com)

Colin Aamot  
Contributor  
The Daily Signal  
20 F St. NW, Suite 700  
Washington, DC 20001

Dear Mr. Aamot,

This communication concerns your request for Bonneville Power Administration (BPA) records submitted to the agency under the Freedom of Information Act, 5 U.S.C. § 552 (FOIA). BPA received your records request on June 30, 2025. BPA assigned tracking number BPA-2025-02525-F to your request; please use that tracking number in any communications with the agency regarding your FOIA request. This communication is the agency's formal acknowledgment of, and response to, your FOIA request.

### **Original Request**

1. "Documents sufficient to account for the agency's finalized Diversity, Equity, Inclusion, and Accessibility (DEIA) strategic plan.
  2. Documents sufficient to account for all finalized Equity Action Plans (EAP's) created by the agency or submitted to the White House under Executive Order ('EO') 14091.
  3. ... limit all searches in response to this request from January 20, 2021 to January 19, 2025.
- Please include the full email chain and attachments relevant to any responsive documents to provide further context."

### **Clarifications**

Vie emails exchanged with you between June 16 and July 3, 2025, you amended your request to only "...the agency's finalized Diversity, Equity, Inclusion, and Accessibility (DEIA) strategic plan..."

### **Request On Hold**

Your request response was placed "on hold" commencing on June 16, 2025, while BPA sought your clarifications on the request scope. Your request was taken "off hold" on July 3, 2025, following receipt of your clarifications.

**Acknowledgement**

BPA reviewed your request and clarification and determined that they fulfill all criteria of a proper request under the FOIA and U.S. Department of Energy (DOE) FOIA regulations at Title 10, Code of Federal Regulations, Part 1004.

**Fees**

You seek a fee waiver. Your fee waiver is granted. No fees are associated with processing your records request.

**Response**

Knowledgeable personnel in the Chief Workforce & Strategy Internal Operations office located 30 pages of agency records responsive to your request. Those 30 pages accompany this communication, with no redactions applied. The plan that these pages are responsive to – the agency’s Diversity, Equity, Inclusion, and Accessibility (DEIA) strategic plan – is no longer in effect or being implemented at BPA, in compliance with the Executive Order issued January 20, 2025. Following that EO, BPA reviewed and updated its overall 2024-2028 Strategic Plan, publishing that document on August 11th. It can be found at <https://www.bpa.gov/about/who-we-are/strategic-plan>.

**Certification**

Pursuant to 10 C.F.R. § 1004.7(b)(2), I am the individual responsible for the records search and response described above. Your records request is now closed with the agency’s responsive records provided.

**Appeal**

The records release certified above is final. Pursuant to 10 C.F.R. § 1004.8, you may appeal the adequacy of the records search, and the completeness of this final release, within 90 calendar days from the date of this communication. Appeals should be addressed to:

Director, Office of Hearings and Appeals  
HG-1, L’Enfant Plaza  
U.S. Department of Energy  
1000 Independence Avenue, S.W.  
Washington, D.C. 20585-1615

The written appeal, including the envelope, must clearly indicate that a FOIA appeal is being made. You may also submit your appeal by e-mail to [OHA.filings@hq.doe.gov](mailto:OHA.filings@hq.doe.gov), including the phrase “Freedom of Information Appeal” in the subject line. (The Office of Hearings and Appeals prefers to receive appeals by email.) The appeal must contain all the elements required by 10 C.F.R. § 1004.8, including a copy of the determination letter. Thereafter, judicial review will be available to you in the Federal District Court either (1) in the district where you reside, (2) where you have your principal place of business, (3) where DOE’s records are situated, or (4) in the District of Columbia.

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services  
National Archives and Records Administration  
8601 Adelphi Road-OGIS  
College Park, Maryland 20740-6001  
E-mail: [ogis@nara.gov](mailto:ogis@nara.gov)  
Phone: 202-741-5770  
Toll-free: 1-877-684-6448  
Fax: 202-741-5769

Questions about this communication may be directed to James King, FOIA Public Liaison, at [jjking@bpa.gov](mailto:jjking@bpa.gov) or at 503-230-7621.

Sincerely,

Candice D. Palen  
Freedom of Information/Privacy Act Officer



# DEIA Implementation Plans 2024–2028

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These implementation plans show planned actions and outcomes for each major action supporting this strategic priority, plus the DEIA program's measures, planned timeline, stakeholders and partners.

# IMPLEMENTATION PLAN: Increase workforce demographic diversity

View the Increase workforce demographic diversity overview to find agency-level goals and metrics.

## Provide outreach tools to strengthen internal relationship building and coordination

**Stakeholders/partners:** Human Resources Service Center, Recruiting, Culture, hiring managers, executives and Front Office leadership, employee resource groups, BPA staff supporting outreach events, HR Business Partners, Communications, Civil Rights and EEO.

Action	Outcome	Measures	Timeline
Manage, promote, socialize an Outreach Toolkit.	<ul style="list-style-type: none"><li>Stakeholders are aware of and use comprehensive outreach toolkit with regularly updated resources.</li></ul>	<ul style="list-style-type: none"><li># of toolkit presentations</li><li># of individuals who participate in outreach events</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>
Create business line outreach planning template and collaborate with hiring managers to develop outreach plans for underserved job series.	<ul style="list-style-type: none"><li>Business lines will have dynamic planning template tool to develop and support specific outreach strategies.</li><li>Priority job series identified based on demographic data, retention issues and mission-critical position needs.</li></ul>	<ul style="list-style-type: none"><li>Outreach planning template is created.</li><li># of business lines with developed outreach plan.</li><li>Priority job series are identified; outreach plans developed.</li></ul>	<ul style="list-style-type: none"><li>FY 24 – create and pilot</li><li>FY 25 – roll out to additional business lines</li><li>Ongoing</li></ul>
Develop and maintain database of outreach champions.	<ul style="list-style-type: none"><li>The creation of a database to track internal outreach champions will foster a more organized approach to working cross organizationally to coordinate outreach efforts.</li></ul>	<ul style="list-style-type: none"><li>Outreach champion database is created.</li><li># of outreach champions in database.</li></ul>	<ul style="list-style-type: none"><li>FY 24, FY 25 and ongoing</li></ul>

## Create a strong external network of relationships to enhance outreach effectiveness

**Stakeholders/partners:** Recruiting, Culture Office, executives and Front Office leadership, external partners representing underserved groups, employee resource groups, BPA staff supporting outreach events, HR Business Partners, Communications.

Action	Outcome	Measures	Timeline
Identify, prioritize, plan and coordinate participation in outreach events.	<ul style="list-style-type: none"><li>Establish broadened pool of interested diverse applicants through sourcing talent pools locally, regionally and nationally that will serve BPA talent needs and result in BPA being seen as an employer of choice in the public power and clean energy industry.</li></ul>	<ul style="list-style-type: none"><li># of external events coordinated.</li><li>Relevant events identified for specific underserved social identity groups.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>
Identify, develop and cultivate relationships with external partners representing underserved groups.	<ul style="list-style-type: none"><li>Establish broadened pool of interested diverse applicants through sourcing talent pools locally, regionally and nationally that will serve BPA talent needs and result in BPA being seen as an employer of choice in the public power and clean energy industry.</li></ul>	<ul style="list-style-type: none"><li>Relevant institutions and individual partners identified for specific underserved social identity groups.</li><li># of relationships developed with external partners.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>
Develop and maintain database of external partners.	<ul style="list-style-type: none"><li>Database helps identify and keep track of BPA's network of external partners for outreach and associated internal points of contacts.</li></ul>	<ul style="list-style-type: none"><li>Database developed and accessible on outreach SharePoint page.</li><li># of external partners in database.</li></ul>	<ul style="list-style-type: none"><li>FY 24 – develop database</li><li>FY 25 – socialize and maintain database</li><li>Ongoing updates</li></ul>

Develop internal partnerships to identify and address barriers and raise awareness

**Stakeholders/partners:** Human Resources Service Center, Recruiting, Culture Office, hiring managers, executives and Front Office leadership, external partners representing underserved groups, employee resource groups, BPA employees supporting outreach events, HR Business Partners, Communications, Civil Rights and EEO.

Action	Outcome	Measures	Timeline
<b>Partner with Human Resources Service Center to explore implementing DEIA hiring best practices:</b> <ul style="list-style-type: none"><li>Review job postings for gendered language.</li><li>Masked hiring, e.g., removing names from resumes.</li><li>Encourage diverse interview panels.</li><li>Encourage use of DEIA-related questions in interviews.</li></ul>	<ul style="list-style-type: none"><li>More equitable interview panels that lead to increased hiring of underserved groups.</li><li>Job announcements use inclusive language.</li><li>Decreased impact of bias in hiring process.</li><li>Use of DEIA interview questions results in hiring folks with greater DEIA skills leading to more inclusive work environment.</li></ul>	<ul style="list-style-type: none"><li>Resource developed to guide managers in implementing DEIA hiring best practices.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>
<b>Partner with Civil Rights and EEO and Human Resources Service Center to analyze demographic applicant flow data and EEO complaint trends to determine if barriers exist at different steps in the hiring process and inform development of solutions.</b>	<ul style="list-style-type: none"><li>Identify places in the hiring process where candidates from underserved groups are more likely to fall out of the process.</li><li>Create plans to address discrepancies and remove barriers.</li></ul>	<ul style="list-style-type: none"><li>Demographic applicant flow data is available and analyzed for potential barriers.</li><li>Plan created to address identified barriers.</li></ul>	<ul style="list-style-type: none"><li>FY 24 – benchmarking</li><li>FY 25 - data analysis, barrier identification</li><li>FY 26 – plan to address barriers developed</li><li>FY 27 – begin implementation</li></ul>
<b>Partner with Communications to revise BPA.gov Diversity webpage to enhance diversity content and incorporate employee resource group information.</b>	<ul style="list-style-type: none"><li>BPA is seen as diverse, inclusive organization.</li><li>Increased awareness of ERG community in new hires leading to increase in ERG participation.</li></ul>	<ul style="list-style-type: none"><li>Website is updated.</li></ul>	<ul style="list-style-type: none"><li>Begin FY 25, ongoing updates</li></ul>

Partner with Supplemental Labor Management to review supplemental labor worker demographics

**Stakeholders/partners:** Supplemental Labor Management, CFTE suppliers.

Action	Outcome	Measures	Timeline
<b>Work with Supplemental Labor Management to collect demographic data on supplemental labor workforce.</b>	<ul style="list-style-type: none"><li>Identify if there is demographic underrepresentation within supplemental labor workforce, i.e., CFTE.</li><li>Identify and address barriers that lead to underrepresentation.</li></ul>	<ul style="list-style-type: none"><li>CFTE demographic data is collected.</li><li>Any demographic underrepresentation identified.</li><li>Plan to address barriers developed.</li></ul>	<ul style="list-style-type: none"><li>FY 24 – create and socialize data collection plan</li><li>FY 25 – begin data collection and analysis</li><li>FY 26 – identify barriers</li><li>FY 27 – develop plan to address barriers</li></ul>
<b>Work with Supplemental Labor Management to collect demographic data on CFTE candidates.</b>	<ul style="list-style-type: none"><li>Increased motivation for suppliers to provide diverse candidates.</li><li>Increased effectiveness of CFTE workforce due to diversity dividend.</li></ul>	<ul style="list-style-type: none"><li>% CFTE candidates from underserved communities.</li></ul>	<ul style="list-style-type: none"><li>FY 26 – create and socialize data collection plan</li><li>FY 27 – begin data collection and analysis</li></ul>

# IMPLEMENTATION PLAN: Advance equity in all our activities

View the Advance equity in all our activities overview to find agency-level goals and metrics.

## Inclusive DEIA leadership behaviors

**Stakeholders/partners:** Culture Office, Learning and Workforce Development, executives and managers.

Action	Outcome	Measures	Timeline
<p>Refresh/enhance existing tools, e.g. Leadership Behaviors, Inclusion Lens, to include DEIA best practices.</p> <p>Collaborate with Culture Office to develop a managers community of practice for managers, executives and other groups to upskill, enhance intercultural competence and apply DEIA skills/strategies.</p>	<ul style="list-style-type: none"><li>Increased manager capacity to foster equitable organizational cultures of belonging and inclusion.</li><li>Strengthened manager collaboration across business lines to advance equity.</li></ul>	<ul style="list-style-type: none"><li>Improved FEVS DEIA index scores.</li><li>Event/training evaluations and feedback.</li></ul>	<ul style="list-style-type: none"><li>FY 24-25 – Define and create rollout plan</li><li>FY 25-26 – Launch and develop DEIA components of managers community of practice</li><li>FY 27 – Ongoing refinement and evaluation</li></ul>

## Build executive DEIA competencies and insight

**Stakeholders/partners:** Executive team, executive associates, Culture Office, employee resource groups.

Action	Outcome	Measures	Timeline
<p>Work with executive team members to craft annual requirement, communicate requirement and provide materials, support and reporting.</p>	<ul style="list-style-type: none"><li>Executive team members can show DEIA leadership, deepen relationships and produce better results.</li></ul>	<ul style="list-style-type: none"><li>% executive team who complete annual requirement.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>
<p>Expand tools for ERG and executive team engagement program.</p>	<ul style="list-style-type: none"><li>Executives increase insight to views of workers at BPA and make informed decisions about policies and practices that impact staff and underserved communities.</li><li>ERGs are leveraged as trusted advisors and strategic consultants for teams, organizations, executives and policies that affect their communities.</li></ul>	<ul style="list-style-type: none"><li>Executive and ERG survey feedback on engagement program.</li><li>% executive team who complete annual requirement.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>

Leadership development

**Stakeholders/partners:** Human Resources Service Center, Learning and Workforce Development, Civil Rights and EEO, Culture Office, Communications, deputies, managers.

Action	Outcome	Measures	Timeline
Administer external DEIA leadership development programs open to all identities and designed to support success, strengthen inclusion of persons with underserved social identities, and promote intercultural awareness and communication.	<ul style="list-style-type: none"><li>• Provide opportunities to develop leadership, cultural awareness and communication skills.</li></ul>	<ul style="list-style-type: none"><li>• # of leadership development programs and participants per year.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
Review and analysis of program to determine if inclusive of all underserved groups.	<ul style="list-style-type: none"><li>• Provide effective opportunities that meet the needs of underserved communities.</li></ul>	<ul style="list-style-type: none"><li>• Participant evaluation of program effectiveness.</li></ul>	<ul style="list-style-type: none"><li>• Pilot in FY 25, ongoing review</li></ul>

Supplier diversity

**Stakeholders/partners:** Supply Chain.

Action	Outcome	Measures	Timeline
Work with Supply Chain to explore enhancing the current supplier diversity program.	<ul style="list-style-type: none"><li>• Equitable visibility of opportunities.</li></ul>	<ul style="list-style-type: none"><li>• % spend on diverse companies, e.g., minority owned, veteran owned, women owned.</li></ul>	<ul style="list-style-type: none"><li>• FY 25 - research and benchmark</li><li>• Ongoing collaboration</li></ul>

# IMPLEMENTATION PLAN: Foster a culture of inclusion

View the Foster a culture of inclusion overview to find agency-level goals and metrics.

Tools and skills to build an organizational culture of belonging and inclusion

**Stakeholders/partners:** Culture Office, employee resource groups, Learning and Workforce Development, Communications, Civil Rights and EEO, executives and managers, Supply Chain, Privacy, IT, diversity and inclusion advisory committee, Supplemental Labor Management, Human Resource Service Center, Personnel Security, Facilities, Civil Rights and EEO Office.

Action	Outcome	Measures	Timeline
<b>Roll out Intercultural Conflict Style Inventory as a tool to support an inclusive culture.</b> <ul style="list-style-type: none"><li>• Develop process for work groups and individuals to request ICSI training.</li><li>• Develop cadre of ICSI facilitators to provide training.</li></ul>	<ul style="list-style-type: none"><li>• Workforce, leaders, managers across business lines have increased comfort with conflicts and conversations.</li></ul>	<ul style="list-style-type: none"><li>• # of ICSI sessions facilitated per business line.</li><li>• # of participants in ICSI sessions.</li><li>• Survey feedback on ICSI sessions.</li></ul>	<ul style="list-style-type: none"><li>• FY25 – plan and pilot</li><li>• FY 26 – rollout</li><li>• Ongoing</li></ul>
<b>Manage and evolve DEIA training program.</b> <ul style="list-style-type: none"><li>• Monitor and assess requested topics and current concerns to inform training offerings.</li><li>• Provide effective and engaging training opportunities to develop DEIA skills and knowledge.</li><li>• Provide strategic upskilling to support managers and supervisors in creating inclusive team environments.</li></ul>	<ul style="list-style-type: none"><li>• Increased DEIA skills and awareness for BPA workforce.</li><li>• Managers and supervisors have skills, tools and knowledge to create inclusive team environments.</li><li>• Compliance with DOE order 311.1B and applicable executive orders.</li></ul>	<ul style="list-style-type: none"><li>• Maintain % employees completing annual training requirement.</li><li>• Training evaluation feedback.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Work with partners to develop clear guidance for employee gender transitions in the workplace and acknowledgment of non-binary gender identities.</b> <ul style="list-style-type: none"><li>• Work with HR and Personnel Security to publish clear guidance on updating names, photographs and gender markers.</li><li>• Explore adding non-binary gender markers to HRMIS; for example, “X” in addition to “M” &amp; “F.”</li></ul>	<ul style="list-style-type: none"><li>• Increased psychological safety and inclusion of LGBTQI+ workers.</li></ul>	<ul style="list-style-type: none"><li>• Guidance is published.</li><li>• Non-binary gender markers are available.</li></ul>	<ul style="list-style-type: none"><li>• FY 25 – begin exploring with partners and developing guidance</li><li>• FY 26 – continue partnerships and publish guidance</li></ul>
<b>Work with partners to increase agencywide awareness of important cultural and religious holidays.</b>	<ul style="list-style-type: none"><li>• Increased workforce psychological safety and inclusion.</li></ul>	<ul style="list-style-type: none"><li>• Annual updates to diversity holiday calendar are published.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>

Provide structure and support for Employee Resource Groups

Stakeholders/partners: Pluralism Council, employee resource group leaders and members, executives, Learning and Workforce Development.

Action	Outcome	Measures	Timeline
<b>Support Employee Resource Groups</b> <ul style="list-style-type: none"><li>• Provide support, resources and operational guidance to ERGs to achieve their goals and priorities.</li><li>• Offer opportunities for ERG professional development to strengthen impact and focus.</li><li>• Explore mapping ERG skills to resumes and performance plans.</li></ul>	<ul style="list-style-type: none"><li>• ERG impact is broadened across the agency.</li><li>• ERGs are leveraged as trusted advisors and strategic consultants for teams, organizations, executives, and correspondences and policies that affect their communities.</li><li>• Skills developed through ERG work can be highlighted in resumes and performance plans.</li></ul>	<ul style="list-style-type: none"><li>• ERG reported satisfaction with DEIA program support.</li><li>• # ERG leader participants in professional development opportunities.</li><li>• Tool exists to map ERG skills to resumes and performance plans.</li></ul>	<ul style="list-style-type: none"><li>• Plan FY24 – FY25</li><li>• Ongoing</li></ul>
<b>Explore venues and tools for raising awareness and strengthening recognition of ERG impact and increasing engagement with ERGs.</b> <ul style="list-style-type: none"><li>• Research and benchmark government-wide ERG strategies.</li><li>• Explore strategies BPA may adopt to strengthen awareness and recognition of ERG contributions.</li></ul>	<ul style="list-style-type: none"><li>• Higher workforce awareness of ERG benefits, increased ERG membership.</li></ul>	<ul style="list-style-type: none"><li>• Cultural assessment shows increased workforce participation in ERGs.</li></ul>	<ul style="list-style-type: none"><li>• FY 24, FY 25</li><li>• Ongoing</li></ul>

Strengthen supplemental labor workforce inclusion

Stakeholders/partners: Supplemental Labor Management (SLMO), Learning and Workforce Development, CFTE.

Action	Outcome	Measures	Timeline
<b>Partner with SLMO to explore the following:</b> <ul style="list-style-type: none"><li>• Adding standard language to Additional Position Information related to psychological safety and DEIA principles.</li><li>• Allowing billable time for DEIA activity such as trainings and ERG participation.</li><li>• Providing contract personnel access to training on the boundaries of supplemental labor roles.</li></ul>	<ul style="list-style-type: none"><li>• Increased psychological safety and inclusion of CFTEs.</li><li>• Increased understanding of CFTE status and processes.</li></ul>	<ul style="list-style-type: none"><li>• Second cultural assessment shows higher reported inclusion for CFTE.</li><li>• Fewer complaints to Supplemental Labor Management.</li></ul>	<ul style="list-style-type: none"><li>• FY 24 – research, gain buy in, initial implementation.</li><li>• FY 25/26 – rollout</li><li>• Ongoing</li></ul>

Cultural assessment

Stakeholders/partners: Communications, Culture Office, Privacy, IT, Supply Chain, Pluralism Council and ERGs, executives, managers, employees, CFTE.

Action	Outcome	Measures	Timeline
<b>Conduct cultural assessment to gauge progress and identify new workforce trends or challenges.</b> <ul style="list-style-type: none"><li>• Work with agency partners to deploy assessment tools and analyze data.</li></ul>	<ul style="list-style-type: none"><li>• Understand current climate and impact of DEIA program.</li><li>• Identify where groups report disparate experiences or perceptions.</li><li>• Results inform DEIA program’s next plan and influence agency strategy and culture strategy development.</li></ul>	<ul style="list-style-type: none"><li>• Assessment completed.</li><li>• % participation in assessment.</li><li>• Reduced variance in perception between social identity groups.</li></ul>	<ul style="list-style-type: none"><li>• FY 25 - begin planning</li><li>• FY 26 – rollout</li><li>• FY 27 – analyze and socialize results</li></ul>

# IMPLEMENTATION PLAN: Ensure accessibility for all

View the Ensure accessibility for all overview to find agency-level goals and metrics.

## Increase opportunities for people with disabilities

**Stakeholders/partners:** Civil Rights and EEO, Human Resources Service Center, Reasonable Accommodation, Culture Office, Communications, Disability Awareness Resource Group.

Action	Outcome	Measures	Timeline
Partner with Human Resources Service Center to raise internal awareness of hiring authorities for individuals with disabilities.	<ul style="list-style-type: none"><li>Increased hiring of IWDs.</li></ul>	<ul style="list-style-type: none"><li>Resources and guidance on hiring IWDs developed, published, shared across agency and integrated into outreach and recruiting events and processes.</li></ul>	<ul style="list-style-type: none"><li>FY 24/25 and ongoing</li></ul>
External outreach and relationship building with disability community.  Note: See also demographic diversity priority.	<ul style="list-style-type: none"><li>A developed network of disability recruitment resources.</li></ul>	<ul style="list-style-type: none"><li># of relationships developed with external partners that serve disability community.</li><li>Relevant institutions and individual partners identified that serve disability community.</li></ul>	<ul style="list-style-type: none"><li>FY 24/25 and ongoing</li></ul>

## Reduce barriers for people with disabilities

**Stakeholders/partners:** Civil Rights and EEO, Human Resources Service Center, Reasonable Accommodation, Information Technology, Culture Office, Communications, Disability Awareness Resource Group.

Action	Outcome	Measures	Timeline
Partner with Culture Office to identify barriers and concerns for current staff with disabilities regarding access, belonging and inclusion.  Develop strategies to address identified barriers.	<ul style="list-style-type: none"><li>IWDs view BPA as safe and inclusive place to work.</li></ul>	<ul style="list-style-type: none"><li>Inclusion of IWD questions or focus in Exit Interviews and Stay Surveys.</li><li>Inclusion of IWD-specific section of the retention strategy.</li></ul>	<ul style="list-style-type: none"><li>FY 24 – begin collecting data</li><li>Ongoing analysis and response</li></ul>
Partner with Civil Rights and EEO, Reasonable Accommodation, Communications and IT to strengthen 508 compliance across BPA by raising awareness.	<ul style="list-style-type: none"><li>BPA's virtual platforms and documents are 508 compliant and standardized; communication and messaging solutions are accessible to IWD.</li><li>508 compliance training and resources are available to entire workforce.</li></ul>	<ul style="list-style-type: none"><li>Improved employee satisfaction/retention survey results for IWD.</li><li>IT resources are available to workforce to facilitate 508 compliance.</li></ul>	<ul style="list-style-type: none"><li>FY 24 and ongoing implementation</li></ul>



# Diversity, Equity, Inclusion and Accessibility

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Strategic Plan 2024–2028

# Executive summary

**Working for the Bonneville Power Administration is an opportunity to belong to a diverse and talented team that serves communities across the Northwest. BPA works diligently to advance a mission that delivers reliable and affordable clean power to support the region's quality of life, drive economic prosperity and strengthen environmental sustainability.**

The people of BPA are pivotal to Bonneville's success. The agency's 2024–2028 Strategic Plan begins with the goal Invest in People, targeting improvements in workplace culture and workforce capabilities that align with the agency core values of safety, collaborative relationships, trustworthy stewardship and operational excellence.

The Culture Office seeks to further the Invest in People goal with the 2024–2028 Culture Strategy. This blueprint guides the agency in defining the aspirational culture and positive actions all staff can practice to achieve BPA's vision of being an engine of the Northwest's economic prosperity and environmental sustainability, and delivering on its various public responsibilities through a commercially successful business. The culture strategy sets the following priorities: enhancing workforce resilience by embracing hybrid work; supporting intentional collaboration; accelerating diversity, equity, inclusion and accessibility; enhancing leadership capabilities; and valuing people.

BPA's Diversity, Equity, Inclusion and Accessibility program, formerly the Diversity and Inclusion program, resides within the Culture Office. The DEIA program has developed the 2024–2028 DEIA Strategic Plan to advance the Invest in People goal and ensure the culture strategy is implemented in a manner that empowers the workforce, fosters an organizational culture of

inclusion and belonging, removes barriers to equitable opportunity, and supports all team members to contribute to their full potential.

The DEIA strategy has four strategic priorities that align with the program's new name:

## **INCREASE WORKFORCE DEMOGRAPHIC DIVERSITY**

**Recruit and retain a highly talented workforce that reflects the nation.**

## **ADVANCE EQUITY IN ALL OUR ACTIVITIES**

**Empower the entire workforce to ensure fair outcomes, remove barriers and enable equitable access to opportunities.**

## **FOSTER A CULTURE OF INCLUSION**

**Leverage personal stories to connect with one another through shared purpose, self-awareness and opportunities for safe dialogue.**

## **ENSURE ACCESSIBILITY FOR ALL**

**Address attitudinal barriers to inclusion and belonging and enable full participation for all abilities.**

This DEIA strategy was developed through formal and informal consultation with BPA staff across organizations and business lines, in meetings and discussions with key stakeholders throughout the agency, and via data analysis. It reflects current industry best-practices in DEIA and aligns the agency with broader DEIA executive orders and the Department of Energy's DEIA Strategy.

Carrying out BPA's DEIA strategy requires trust-based collaboration and co-creation. Successful implementation requires full agency dedication to the actions and plans detailed in this document, as well as a commitment to resources, actions and accountability, and aligned efforts to advance and integrate DEIA as a critical operational lens that supports BPA's strategic plan and culture plan.

Enacting the DEIA strategy will further move BPA toward a proactive and integrated DEIA approach that attracts, develops and retains staff; drives an agile organizational culture that establishes BPA as an employer of choice; and supports our workforce in sustainably and inclusively advancing our mission.

This DEIA strategy lays out a holistic road map for the coming years that will help guide BPA's investments in people and foster an agencywide culture of inclusion, respect and belonging that empowers the workforce to contribute to their full potential. The DEIA program team and the larger Culture Office team will support and convene with partners across the agency to harness the incredible potential of BPA's people to co-create a workplace where everyone feels safe, valued, respected and connected to Bonneville's mission and one another.

Leveraging the full and diverse talents, expertise and perspectives of the workforce will allow BPA to achieve its 2024–2028 Agency Strategic Plan and realize its vision for the Northwest's clean energy future.

## Table of contents

Executive summary	2
Leadership messages	4
Mission and vision	6
Strategy development	7
Program structure	9
Priority Actions	10
Appendix A: Driving factors	16
Appendix B: Resources	19

# Leadership messages

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**John Hairston**  
Administrator and CEO

BPA's commitment to investing in people, as memorialized in our 2024–2028 Strategic Plan, captures a range of activities across the agency to foster a positive culture and work environment. This work supports a resilient, engaged workforce capable of delivering on our mission.

One aspect of this commitment is articulated through our Culture Strategy and now with

even more granularity through this Diversity, Equity, Inclusion and Accessibility strategy. Advancing our DEIA practices is essential to BPA's ongoing success, as it promotes a culture of inclusion, respect and belonging that allows every member of our workforce to contribute to their full potential.

BPA is committed to providing fair opportunities to all applicants and employees, creating a workplace culture that values diversity and inclusion, and having the crucial conversations that lead to understanding and growth. Our workforce is thousands strong, which means there are thousands of opportunities every day to learn from one another's unique backgrounds, talents, beliefs, and opinions, which will help us generate innovative solutions to the dynamic opportunities and challenges we face as an agency.

By co-creating an inclusive, safe and welcoming work environment, we will maximize the potential of all employees and create a greater sense of psychological safety, allowing us to effectively serve the needs of our customers and the region.

I'm proud to share this vision for building on our past successes and thank you for continuing to foster a culture of inclusion and belonging for BPA as we power our region's clean energy future.

PHOTO BY LISA H.



## Daniel Hinkle

Diversity, equity, inclusion and  
accessibility manager

Since joining BPA in 2023, I've been inspired by the agency's commitment to advancing DEIA and prioritizing its critical role by investing in the talented and dedicated people who power our workforce. Each of us brings our own social identities, values, beliefs, behaviors, and biases to the workplace. These unique characteristics have dynamically interacted with BPA's operations and history since its creation in 1937, generating both

opportunities and barriers to fostering an organizational culture of inclusion and belonging.

Continuing to advance DEIA at BPA will only be possible if we continue to invest in one another and our teams through practicing everyday moments of humility, empathy and self-reflection; leaning into discomfort and wrestling with uncomfortable truths; and mobilizing toward a common purpose and mission that has our shared humanity at its center.

DEIA is truly pivotal to our mission. It is not an add-on or a "nice-to-have," but is as critical to BPA as mathematics and science are to maintaining the integrity of the federal hydroelectric dams and energy grid.

It is important to remember there is no endpoint in advancing DEIA. The development of DEIA behaviors and competencies is a lifelong, unique journey for each of us. Like any journey, there will be moments of inspiration, discomfort and triumphs along the way. The important thing to remember is to keep trying, keep learning and keep showing up.

There are many people at BPA who have been critical to advancing and prioritizing DEIA in our organizations and who continue to lead by example. These leaders demonstrate how intentionally integrating a DEIA operational lens into our work can result in strategic business advantages that strengthen our safety, collaborative relationships, trustworthy stewardship and operational excellence.

I want to recognize the dedicated efforts and contributions of the DEIA program team, past and present, and the countless DEIA champions across BPA, including our Employee Resource Group community, the Pluralism Council, the Diversity and Inclusion Advisory Council, executives, managers and other colleagues.

The DEIA program team is calling all members of the BPA workforce to use and integrate DEIA as a dynamic, ongoing operational lens for our agency. We look forward to co-creating the next chapter in this journey with all of you.

# Mission and vision

with DEIA definitions

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## Mission

To drive mission excellence at BPA by drawing from the full diversity of the nation, building an equitable and inclusive organizational culture, and striving to become a model employer accessible to all.

## Vision

A sustainable, inclusive workplace culture where every individual feels a sense of belonging, where differences are leveraged to generate innovative solutions that benefit the communities we serve, and where diversity, equity, inclusion and accessibility are woven throughout our operations.

## Diversity

Welcoming and engaging all people and perspectives; endeavoring to develop a workforce that reflects the nation.

## Equity

Ensuring fair outcomes and access to opportunities for all people, while simultaneously striving to identify and eliminate barriers that have prevented the full participation of underserved groups.

## Inclusion

Creating an environment where everyone belongs, thrives and contributes to their full potential.

## Accessibility

Establishing ease of use for all abilities through the reduction or elimination of physical and attitudinal barriers to equitable opportunities.

PHOTO BY VALERIE G.

# Strategy development

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BPA created the Diversity and Inclusion program in 2016 to drive success by recognizing the differences that give the agency a strategic business advantage. In 2017, the D&I team collaborated with agency stakeholders to create a five-year implementation plan to guide its work through 2022 and published a follow up [accomplishments report](#) in 2023.

With the new strategic plan, BPA's Diversity and Inclusion program officially expands its name to the Diversity, Equity, Inclusion and Accessibility program.

Equity and accessibility considerations have long been embedded in BPA's diversity and inclusion efforts, and the formal name shift to DEIA is one of several factors that aligns BPA with existing DEIA executive orders and the Department of Energy's DEIA strategic plan.

BPA's 2024–2028 DEIA Strategy directly supports the implementation of the BPA 2024–2028 Strategic Plan and Culture Strategy, with a specific emphasis on supporting the agency's strategic goal Invest in People. As demonstrated in the following graphic, BPA's agency, culture and DEIA strategies are interdependent, driving and advancing the agency's Invest in People goal.

This DEIA strategy was developed through formal and informal consultation with BPA staff across organizations and business lines, in meetings and discussions with key stakeholders throughout the agency, and via data analysis. It reflects current industry best-practices.

Carrying out BPA's DEIA strategy requires trust-based collaboration and co-creation. Successful implementation requires full agency dedication to the actions and plans detailed in this document, as well as a commitment to resources, actions and accountability, and aligned individual and office efforts related to advancing and integrating DEIA as a critical operation that supports BPA's strategic plan and culture strategy.

Visit [Appendix A](#) to view the driving factors that influenced and informed the DEIA strategy development and revision process.

## 2024–2028 STRATEGIC PLAN GOAL



### Invest in people

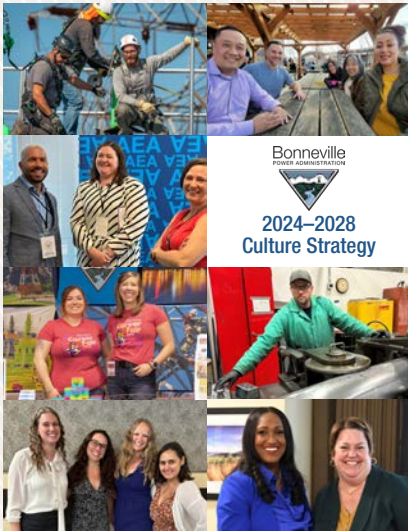
Foster a positive culture and work environment that supports a resilient, engaged workforce capable of delivering on our public-service mission and responsibilities.

**OBJECTIVE 1** Become the safest utility in North America by continuously improving the physical and psychological safety of the BPA workforce.

**OBJECTIVE 2** Attract, retain and develop a resilient workforce capable of achieving BPA's mission and strategy in a changing environment.

**OBJECTIVE 3** Advance a positive workplace culture that values diversity, equity, inclusion and accessibility to ensure everyone can thrive.

## CULTURE STRATEGY PRIORITIES AND OUTCOMES



Enhancing workforce  
resilience by embracing  
hybrid work

Supporting intentional  
collaboration

Accelerating diversity,  
inclusion and accessibility

Enhancing leadership  
capabilities

Valuing people

## 2024–2028 Culture Outcomes



## DEIA 2024–2028 PRIORITIES

Increase workforce  
demographic diversity

Advance equity in all  
our activities

Foster a culture  
of inclusion

Ensure accessibility  
for all

# Program structure

## Responsibility for ensuring BPA has a diverse workforce and inclusive workplace lies with each staff member.

Everyone has a part in creating and maintaining an equitable, inclusive and welcoming environment. The Diversity, Equity, Inclusion and Accessibility program relies on many partners to be successful, including Civil Rights and Equal Employment Opportunity, Human Resources Service Center, Communications, Safety, Transmission Team Culture and multiple other organizations.

BPA's DEIA program resides within the Culture Office under the Chief Workforce and Strategy Office. BPA's Chief Workforce and Strategy Office also includes the agency's Communications, Human Resources, Civil Rights and EEO, and Technology Innovation and Strategy organizations.

The Culture Office oversees the agency's culture strategy, work environment, outreach, wellness, retention, employee experiences, employee engagement and DEIA program functions. The Chief Culture Office supports BPA's vision to provide a safe, positive and inclusive work environment where people feel valued, accountable and enabled to deliver results. The Office achieves this through employee programs and services to bolster engagement, retention, diversity and inclusion, and career outreach.

The DEIA program works closely with two councils: the Diversity and Inclusion Advisory Council and the Pluralism Council.

## Diversity and Inclusion Advisory Council

The Diversity and Inclusion Advisory Council serves as an advising body to the DEIA program and BPA executives. The Chief Workforce and Strategy Officer is the executive sponsor of the D&I Advisory Council. Members provide business unit perspectives to the DEIA program and act as DEIA liaisons to their organizations.

## Pluralism Council

BPA chartered the Pluralism Council in 1992 to support employee resource groups to achieve their objectives; to champion diversity and inclusion goals; and to promote awareness of the value of every staff member's unique differences. The Pluralism Council identifies issues and assists management via the DEIA program with recommendations, proposals, strategies and programs that promote diversity, enhance inclusive relationships and reduce barriers in workforce planning and career development.

The Chief Operating Officer sponsors the Pluralism Council. Representatives of each employee resource group contribute to its success:

- African American Resource Group
- American Indian/Alaska Native Council
- Asian American Native Hawaiian Pacific Islander Resource Group
- Christian Values Resource Group
- Disability Awareness Resource Group
- Globe LGBTQ+ Employee Resource Group
- Hispanic Latino Resource Group
- Military Veterans Resource Group
- Women's Resource Group



# Priority Actions

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The following priority actions outline the Diversity, Equity, Inclusion and Accessibility program's roadmap for collaboratively advancing the next stage of BPA's ongoing DEIA journey.

These priority actions will guide the specific work and cross-organizational collaboration needed to achieve BPA's four DEIA strategic priorities. This section provides a high-level overview of the agencywide success metrics and major actions the DEIA program team will collaboratively lead, convene and co-create within each strategic priority.

The DEIA strategic priorities are interconnected and inter-dependent. Improvement in one strategic priority area will be built on successes in other strategic priorities. Successful implementation will require full agency dedication to

the following actions as well as a broader commitment to resources, accountability and harmonization of individual and office efforts related to advancing DEIA and integrating it as a critical operational lens for BPA's business.

In addition, the successful implementation of the DEIA strategy and these priority actions will require balancing quick wins with longer-term individual and organizational behavior change and moving at the speed of trust. The sustainability of this plan depends upon a common understanding that both product and process have value, that the inevitable misunderstandings and conflicts that come with advancing DEIA are opportunities for learning, connection and transformation, and that empathy, boundaries, self-care and community care are essential on the ongoing journey of building more diverse, equitable, inclusive, accessible and respectful teams and organizational cultures.

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## DEIA Strategic Priorities

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### INCREASE WORKFORCE DEMOGRAPHIC DIVERSITY

Recruit and retain a highly talented workforce that reflects the nation.

### ADVANCE EQUITY IN ALL OUR ACTIVITIES

Empower the entire workforce to ensure fair outcomes, remove barriers and enable equitable access to opportunities.

### FOSTER A CULTURE OF INCLUSION

Leverage personal stories to connect with one another through shared purpose, self-awareness and opportunities for safe dialogue.

### ENSURE ACCESSIBILITY FOR ALL

Address attitudinal barriers to inclusion and belonging and enable full participation for all abilities.



**The following sections** outline the DEIA program team's intent for each strategic priority, agencywide success factors and the major actions to be undertaken by the DEIA program in partnership with other BPA organizations that support that priority. View the [implementation plans](#) for each strategic priority with DEIA program-specific success metrics, detailed actions and implementation timelines.

PHOTO BY ROB M.



# INCREASE WORKFORCE DEMOGRAPHIC DIVERSITY

Recruit and retain a highly talented workforce that reflects the nation.

Actions listed under the demographic diversity priority are designed to address areas of underrepresentation in BPA's workforce. This long-term work cannot be accomplished by the DEIA program alone — it requires agencywide collaboration on multiple levels to achieve progress.

BPA must be able to hire and promote the nation's best talent and build a diverse and representative workforce through an open and fair process. Building a representative workforce includes appropriately identifying talent, using multiple means to announce vacancies, supporting a pipeline of new members of the workforce, mitigating bias in the promotion process and addressing any potential barriers in accessing job opportunities.

## Agencywide success metrics

- Increased percent of applications from individuals who self-identify as members of underserved communities.
- Increased percent of external hires who self-identify as members of underserved communities.
- Increased percent of employees who self-identify as members of underserved communities.
- Increased FEVS DEIA score, especially Diversity subindex.
- Decreased disparities in DEIA diversity scores between social identity groups.

## Major actions

### Provide outreach tools to strengthen internal relationship building and coordination.

- Manage, promote and socialize an Outreach Toolkit.
- Create a business line outreach planning template and collaborate with hiring managers to develop outreach plans for underserved job series.
- Develop and maintain a database of internal outreach champions.

### Create a strong external network of relationships to enhance outreach effectiveness.

- Identify, prioritize, plan and coordinate participation in outreach events.
- Identify, develop and cultivate relationships with external partners representing underserved social identity groups.
- Develop and maintain database of external partners.

### Develop internal partnerships to promote DEIA hiring practices, identify and address barriers and raise awareness.

- Partner with the Human Resources Service Center to explore implementing DEIA hiring best practices.
- Partner with Human Resources Service Center and Civil Rights and EEO to analyze demographic applicant flow data and EEO complaint trends to determine if barriers exist at different steps in the hiring process; inform the development of solutions to those barriers.
- Partner with Communications to revise the Diversity webpage on bpa.gov to enhance diversity content and incorporate employee resource group information.

### Work with Supplemental Labor Management to collect demographic data on CFTE workforce and applicants.

- Work with Supplemental Labor Management to collect demographic data on supplemental labor workforce.
- Work with Supplemental Labor Management to collect demographic data on CFTE candidates.

Find related metrics and actions under the [Ensure accessibility for all](#) strategic priority. View the [Increase workforce demographic diversity implementation plan](#) to find DEIA program outcomes, metrics, planned timelines and essential partnerships that will enable BPA's success.

The term "underserved communities" refers to populations that have been systematically denied a full opportunity to participate in aspects of economic, social and civic life. Individuals may belong to more than one underserved community and face intersecting barriers. In the context of the Federal workforce, this term includes:

- Individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons.
- Individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, intersex, gender non-conforming, and nonbinary (LGBTQI+) persons).
- Individuals who belong to communities that face discrimination based on their religion or disability; individuals who may face employment barriers based on older age; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality.

## ADVANCE EQUITY IN ALL OUR ACTIVITIES

Empower the entire workforce to ensure fair outcomes, remove barriers and enable equitable access to opportunities.

**BPA must ensure that all workforce members, including individuals who may experience multiple forms of discrimination, have equal opportunities to advance in their careers and grow as leaders. BPA is committed to mitigating any potential biases or barriers to professional development and promotion. Internally, BPA has the responsibility to take steps to ensure fair outcomes and access to services.**

BPA aims to foster an environment where one's social identity or demographics are not predictive of their outcomes or success. Achieving this requires a combination of changing systems to remove and mitigate the impact of bias on decision-making and monitoring outcomes for accountability. BPA's focus is on upskilling managers and leaders to support equitable outcomes for all.

### Agencywide success metrics

- Increased FEVS DEIA scores, especially Equity subindex.
- Decreased disparities in DEIA Equity scores between social identity groups.
- Decreased disparities between social identity groups in Cultural Assessment.
- Decreased underrepresentation at all GS levels.
- Increased promotions going to underserved groups.

### Major actions

#### Embed inclusive DEIA leadership behaviors.

- Refresh and enhance existing tools, e.g., Inclusion Lens toolkit, Respect and Dignity tips, Leadership Behaviors, for further use and application.
- Collaborate with the Culture Office to develop a managers community of practice designed to upskill, enhance intercultural competence and apply DEIA skills/strategies.

#### Build executive DEIA competencies and insight.

- Work with executive team members to craft annual diversity leadership requirement, communicate requirement and provide materials, support and reporting.
- Expand employee resource group and executive team engagement program tools to strengthen relationships and engagement between executive team members and employee resource groups.

#### Review and enhance external leadership development programs.

- Administer external DEIA leadership development programs designed to support success and strengthen inclusion of employees with underserved social identities and promote intercultural awareness and communication for all employees.
- Review program offerings to ensure they are inclusive of all underserved groups.

#### Partner with Supply Chain to enhance current supplier diversity program.

- Work with Supply Chain to explore enhancing the current supplier diversity program.

View the [Advance equity in all our activities implementation plan](#) to find DEIA program outcomes, metrics, planned timelines and essential partnerships that will enable BPA's success.

# FOSTER A CULTURE OF INCLUSION

Leverage personal stories to connect with one another through shared purpose, self-awareness and opportunities for safe dialogue.

**Increased levels of inclusion and belonging lead to greater efficacy, higher retention rates, greater engagement, and increased psychological and physical safety.**

BPA provides opportunities for staff to learn, develop and grow so that all talents are supported and leveraged to create an engaged and high-performing workforce. This includes ensuring staff feel supported in an inclusive workforce and that BPA strengthens feedback loops for staff input, including through listening sessions and climate surveys.

## Agencywide success metrics

- Increase FEVS DEIA score, especially Inclusion subindex.
- Decrease in disparities in FEVS DEIA Inclusion scores between social identity groups.
- Increased perceptions of inclusion and belonging in cultural assessment for employees and supplemental labor workforce.

## Major actions

### Provide tools and skills to build an organizational culture of belonging and inclusion.

- Roll out Intercultural Conflict Style Inventory as a tool to support an inclusive culture.
- Evolve DEIA training program to support BPA's aspirational culture.
- Work with partners to develop clear guidance for employee gender transitions in the workplace and acknowledgment of nonbinary gender identities.
- Work with partners to increase agencywide awareness of important cultural and religious holidays.

### Provide structure and support for employee resource groups.

- Provide support, resources and operational guidance to ERGs to achieve their goals and priorities.
- Offer opportunities for ERG leader professional development to strengthen impact and focus.
- Explore mapping ERG skills to resumes and performance plans.
- Explore venues and tools for raising awareness and strengthening recognition of ERG impact and increasing workforce engagement with ERGs.

### Strengthen CFTE contract personnel inclusion efforts in partnership with Supplemental Labor Management.

- Explore adding standard language to additional position information documents related to psychological safety and DEIA principles.
- Consider allowing billable time for DEIA activities such as trainings and ERG participation.
- Provide contract personnel access to training on the boundaries of supplemental labor roles.

### Conduct follow-up Cultural Assessment to gauge progress and identify areas of concern.

- Work with agency partners to deploy assessment tools and analyze data.

View the [Foster a culture of Inclusion implementation plan](#) to find DEIA program outcomes, metrics, planned timelines and essential partnerships that will enable BPA's success.

## ENSURE ACCESSIBILITY FOR ALL

Address attitudinal barriers to inclusion and belonging and enable full participation for all abilities.

**BPA will achieve its strongest results when it includes all perspectives and abilities. Proactively strengthening policies that prioritize the ability for all individuals to engage will benefit the full workforce and support the cultural shift toward all staff feeling that they belong. This strategic priority also supports BPA's commitment to ensuring compliance with applicable regulations regarding equal employment opportunity and accessibility for individuals with disabilities.**

BPA must consistently design, construct, develop and maintain facilities, technology, programs and services so all people, including people with disabilities, can fully and independently use them. BPA's commitment to accessibility should include proactive engagement with users and efforts to modernize infrastructures to support the efficient adoption of accessible technology.

### Agencywide success metrics

- Increased percent of hires using disability-related hiring authorities.
- Increased FEVS DEIA Score, especially Accessibility subindex.
- Decreased disparities in DEIA accessibility scores between social identity groups.
- Cultural assessment shows reduced disparity between perceptions of individuals with disabilities and individuals who do not report disabilities.

### Major actions

#### Increase opportunities for people with disabilities.

- Partner with Human Resources Service Center to raise internal awareness and use of available hiring authorities for individuals with disabilities.
- Enhance outreach efforts to the disability community in partnership with Human Resources Service Center.

#### Reduce barriers for people with disabilities.

- Partner with Culture Office to identify barriers and concerns for current staff with disabilities, regarding access, belonging and inclusion. Develop strategies to address identified barriers.
- Partner with Civil Rights and EEO, Human Resources Service Center, Communications and Information Technology to strengthen and standardize compliance with Section 508 of the Rehab Act of 1973 by raising awareness.

Find related metrics and actions under the [Increase workforce demographic diversity](#) strategic priority. View the [Ensure accessibility for all implementation plan](#) to find DEIA program outcomes, metrics, planned timelines and essential partnerships that will enable BPA's success.

# Appendix A: Driving factors

These are some of the primary factors influencing the development of the 2024–2028 DEIA Strategy.

## Cultural assessment

The Diversity and Inclusion program completed BPA's Diversity and Inclusion Cultural Assessment in 2021. The assessment included an online survey and focus groups open to BPA's entire workforce. The following are key findings from the assessment:

- Different social identity groups report different experiences of BPA's culture.
- Survey participants report that they enjoy working with diverse colleagues but lack confidence in disagreeing.
- Few believe that access to promotions and advancement is equal.
- There are clear opportunities to strengthen BPA's culture.
- Rude, disrespectful and uncivil behavior impacts performance and productivity.
- Workers lack confidence in management capacity to lead diverse teams.

## MD-715 Barrier Analysis

Management Directive 715, or MD-715, is the policy guidance that the Equal Employment Opportunity Commission provides to federal agencies for their use in establishing and maintaining effective programs of equal employment opportunity. The annual MD-715 report identifies barriers to equal employment opportunity:

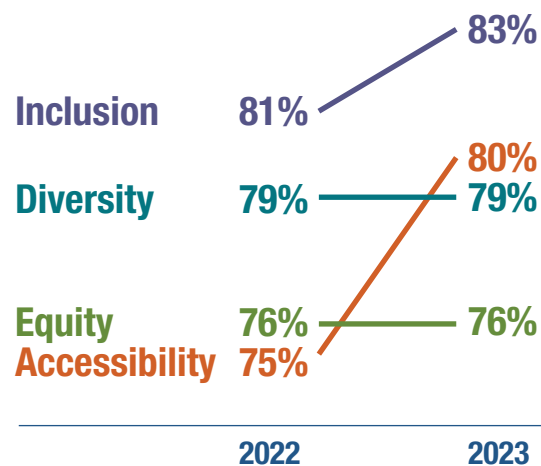
- **Barrier 1:** Data shows that minorities are not hired at a rate consistent with the rate at which they apply for jobs.
- **Barrier 2:** Inclusion rates for minorities in BPA's mission-critical occupations are not congruent with their overall representation in the workforce at large or the national civilian labor force.
- **Barrier 3:** While persons with disabilities comprise 10% of the workforce, 31% of the EEO cases cite a disability as the basis.
- **Barrier 4:** A large segment of the workforce demonstrate a lack of competencies in the principles of diversity and inclusion as well as equal employment opportunity.

These barriers were identified in 2018. Since then, the Office of Civil Rights and Equal Employment Opportunity, the Human Resource Service Center, the DEIA program and many partners across the agency have taken a multitude of actions to alleviate these barriers. The Office of Civil Rights and Equal Employment Opportunity plans to complete a new barrier analysis in 2024. The results of this analysis may influence or provide insight into how the DEIA program can effectively implement our strategic plan.

## Federal Employee Viewpoint Survey

Beginning in 2022, the Office of Personnel Management added a Diversity, Equity, Inclusion, Accessibility Index to the Federal Employee Viewpoint Survey with subindices for each of the four components. BPA's overall FEVS DEIA Index score rose 2%, from 78% to 80%, from the initial response in 2022 to the 2023 results. The following chart shows the change between 2022 and 2023 for each of the DEIA subindices.

### FEVS INCLUSION AND ACCESSIBILITY SUBINDICES INCREASED FROM 2022 TO 2023



## Maturity model

In 2022, the DEIA program worked with the D&I Advisory Council to update the diversity and inclusion maturity model to reflect current conditions and concerns and reassess BPA's maturity levels. The maturity model is adapted from the Global Diversity, Equity & Inclusion Benchmarks, which have been modified to address BPA's status as a federal power marketing agency.

No effort	Basic	Developing	Progressing	Leading
Appreciation of diversity and a culture of inclusion are not agency goals.	Compliance mindset; symbolic actions only.	Beginning of a programmatic thrust; moving in a healthy direction.	Seeing diversity and inclusion systematically; a robust approach.	Current diversity and inclusion best practices.

ELEMENT	LEVEL – DESCRIPTION
<b>Vision and strategy</b>	<b>Progressing</b> – Develop a strong rationale for DEIA vision and strategy and align it to organizational goals.
<b>Leadership and accountability</b>	<b>Basic</b> – Hold leaders accountable for implementing the organization's DEIA vision, setting goals, achieving results and being role models.
<b>Infrastructure and collaboration</b>	<b>Progressing</b> – Provide visible, dedicated support and structure with authority and budget to effectively implement DEIA in collaboration with robust councils and committees.
<b>Communication</b>	<b>Leading</b> – Make communication clear, simple to understand, and a crucial force in achieving the organization's DEIA goals.
<b>Inclusive culture</b>	<b>Basic</b> – Develop an organization where respect, equity and positive recognition of differences are cultivated, diverse voices are heard and everyone feels valued.
<b>Recruitment</b>	<b>Developing</b> – Ensure that attraction, sourcing and recruitment are done through the lens of DEIA.
<b>Development and advancement</b>	<b>Developing</b> – Ensure that DEIA is integrated into talent development, performance management, advancement and retention.
<b>Education and training</b>	<b>Progressing</b> – Educate all to achieve a level of DEIA competence and confidence needed to create a diverse, equitable and inclusive business.
<b>Assessment and measurement</b>	<b>Developing</b> – Ensure that assessments, measurement and research guide DEIA decisions.
<b>Supplier diversity</b>	<b>Basic</b> – Practice responsible and ethical sourcing; develop and nurture underrepresented suppliers.

## Department of Energy's diversity, equity, inclusion and accessibility strategy

DOE's DEIA Strategy includes 31 overall strategic goals. Some of these goals cannot be accomplished at BPA's level or are irrelevant to the agency. The DEIA program team identified the following DOE goals that are appropriate to address within BPA's DEIA plan and operational sphere:

### Selected DOE DEIA Goals

GOAL 10	Incorporate DEIA in performance evaluations for SES and GS-level supervisors.
GOAL 11	Assess and include DEIA content in leadership skills programs.
GOAL 12	Improve outreach and recruitment practices to identify and address gaps in demographic underrepresentation.
GOAL 13	Improve hiring practices to address gaps in demographic underrepresentation.
GOAL 14	Improve promotion practices to address gaps in demographic underrepresentation.
GOAL 15	Grow pipeline and train promotion-eligible candidates, including building leadership experience among employees from underrepresented communities.
GOAL 17	Advance equity & inclusion for LGBTQI+ employees (including trans, nonbinary, gender-nonconforming), and connect to Gender Equity Strategy (EO 14020).
GOAL 18	Require hiring managers to complete DEIA training on inclusive hiring practices, e.g., mitigate bias in interviews.
GOAL 23	Promote inclusion best practices for people of all faiths, starting with awareness of religious holidays and observances for scheduling work meetings; develop approaches to improve the religious accommodation process.
GOAL 24	Develop DEIA learning curriculum for improving inclusion at DOE.
GOAL 27	Review DOE results for Federal Employee Viewpoint Survey (FEVS) questions and DEIA-related indices, including demographic comparisons. Establish program office proactive strategies, best practices, and positive behaviors to improve workplace culture via action planning.

### Executive orders

The federal government is at its best when drawing upon all parts of society. Its greatest accomplishments are achieved when bringing diverse perspectives to bear to overcome our greatest challenges, and all persons receive equal treatment under the law.

- [\*\*Executive Order 13583\*\*](#) Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.
- [\*\*Executive Order 13985\*\*](#) On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.
- [\*\*Executive Order 13988\*\*](#) Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation.
- [\*\*Executive Order 14020\*\*](#) Establishment of the White House Gender Policy Council.
- [\*\*Executive Order 14031\*\*](#) Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders.
- [\*\*Executive Order 14035\*\*](#) Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
- [\*\*Executive Order 14091\*\*](#) Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.

By embracing DEIA, the federal government can best serve everyone in the workforce, as well as the American people. Institutions perform better and better serve their clients and customers when they are diverse, equitable, inclusive and accessible. Robust DEIA initiatives build trust between employers and their workforces, improve decision-making and communication, and foster creativity.<sup>1</sup>

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<sup>1</sup>Rana, Ritu, Effective Communication in a Diverse Workplace. International Journal of Enhanced Research in Management and Computer Applications Vol.2, Issue 2 (February 2013).

# Appendix B: Resources

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## DEIA tools and resources

- [Respect + Dignity](#)
- [Inclusion Lens](#)
- [Cultural assessment](#)
- [Diversity training](#)
- [Employee resource groups](#)
- [DEIA monthly update](#)

## Culture Office tools and resources

Visit the Culture Connection page to find information on wellness, engagement, retention, mentoring and more.

## Partner program resources

- [Civil Rights/EEQ](#)
- [Employee Assistance Program](#)
- [Employee Concerns Program](#)
- [FEVS Action Planning](#)
- [Leadership Behaviors](#)
- [Reasonable Accommodation](#)
- [Safety](#)
- [Special Emphasis Program Managers](#)

PHOTO BY JUSTIN H.



PHOTO BY ROB M.

[www.bpa.gov](http://www.bpa.gov)

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P.O. Box 3621 Portland, Oregon 97208-3621

DOE/BP-i1344 • May 2024



# Diversity, Equity, Inclusion, and Accessibility Strategic Plan 2024–2028 Summary

Bonneville Power Administration's 2024–2028 Diversity, Equity, Inclusion, and Accessibility Strategic Plan guides the implementation of the DEIA program's strategic priorities and outlines how they are aligned with BPA's strategic plan goal, invest in people, and BPA's culture strategy priorities. Leveraging the full and diverse talents, expertise and perspectives of the workforce will allow BPA to achieve its 2024–2028 Agency Strategic Plan and realize its vision for the Northwest's clean energy future.

This holistic roadmap guides the agency in defining the positive actions all workforce members can practice every day to empower one another, foster organizational cultures of inclusion and belonging, remove barriers to equitable opportunity, and support team members in leveraging their unique talents to contribute to their full potential.

The continuous advancement of DEIA at BPA will require intentional collaboration and co-creation across the agency. Everyone in the BPA workforce has the opportunity to invest in one another through practicing everyday moments of humility, empathy, self-reflection, respect and centering shared humanity and dignity in the agency's work. These collective and persistent actions will be essential to realizing an organizational culture of inclusion and belonging.

## Mission

To drive mission excellence at BPA by drawing from the full diversity of the nation, building an equitable and inclusive organizational culture, and striving to become a model employer accessible to all.

## Vision

A sustainable, inclusive workplace culture where every individual feels a sense of belonging, where differences are leveraged to generate innovative solutions that benefit the communities we serve, and where diversity, equity, inclusion and accessibility are woven throughout our operations.



The DEIA 2024–2028 strategic plan sets forth the following priorities:

## INCREASE WORKFORCE DEMOGRAPHIC DIVERSITY

Recruit and retain a highly talented workforce that reflects the nation.

### MAJOR ACTIONS:

- Provide outreach tools to strengthen internal relationship building and coordination.
- Create a strong external network of relationships to enhance outreach effectiveness.
- Develop internal partnerships to promote DEIA hiring practices, identify and address barriers and raise awareness.
- Work with Supplemental Labor Management to collect demographic data on CFTE workforce and applicants.

## FOSTER A CULTURE OF INCLUSION

Leverage personal stories to connect with one another through shared purpose, self-awareness and opportunities for safe dialogue.

### MAJOR ACTIONS:

- Provide tools and skills to build an organizational culture of belonging and inclusion.
- Provide structure and support for employee resource groups.
- Strengthen CFTE contract personnel inclusion efforts in partnership with Supplemental Labor Management.
- Conduct follow-up Cultural Assessment to gauge progress and identify areas of concern.

## ADVANCE EQUITY IN ALL OUR ACTIVITIES

Empower the entire workforce to ensure fair outcomes, remove barriers and enable equitable access to opportunities.

### MAJOR ACTIONS:

- Embed inclusive DEIA leadership behaviors.
- Build executive DEIA competencies and insight.
- Review and enhance external leadership development programs.
- Partner with Supply Chain to enhance current supplier diversity program.

## ENSURE ACCESSIBILITY FOR ALL

Address attitudinal barriers to inclusion and belonging and enable full participation for all abilities.

### MAJOR ACTIONS:

- Increase opportunities for people with disabilities.
- Reduce barriers for people with disabilities.