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I. **Agency Contacts**
   
a. Mona Papillon,
   Deputy Chief Operating Officer
   U.S. Equal Employment Opportunity Commission, Office of the Chair
   131 M Street NE, Washington, DC 20505.
   Phone: 202-663-4649, mona.papillon@eeoc.gov

b. Brett Brenner
   Acting Director, Office of Communications and Legislative Affairs
   U.S. Equal Employment Opportunity Commission, Office of the Chair
   131 M Street NE, Washington, DC 20505.
   Phone: 202-663-7207, brett.brenner@eeoc.gov
II. In-person Briefing Schedule (TBD)
   a. Topic / date / time / location of in-person briefings
   b. Interview guide
III. Organizational Overview
   a. Overview of organization’s mission and priorities

More than 50 years ago, Title VII of the Civil Rights Act of 1964 (Title VII) created EEOC to enforce protections against employment discrimination on the basis of race, color, national origin, religion, and sex. Since that time, the agency’s responsibilities and workload have expanded considerably. Congress subsequently vested EEOC with responsibility to enforce the Equal Pay Act of 1963 (EPA), the Age Discrimination in Employment Act of 1967 (ADEA), Section 501 of the Rehabilitation Act of 1973, Titles I and V of the Americans with Disabilities Act of 1990 (ADA), and Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA). EEOC has independent litigation authority against private employers under the statutes it enforces, as well as authority to litigate ADEA and Equal Pay Act claims against state and local government employers.

The Commission’s priorities are discussed at length in EEOC’s Strategic Plan for Fiscal Years 2012 through 2016 (as modified on February 2, 2015), and touched on below.

   b. Organizational chart – highlight key decision makers, influencers, etc.

EEOC leadership consists of six presidential appointees – five Commissioners (including the Chair) who serve staggered five-year terms and the General Counsel. No more than three Commissioners (including the Chair) may be from the same political party. The Chair is responsible for the administration and implementation of policy and the enforcement program, financial management and day-to-day operations of the Commission. The Commissioners participate in the development and approval of Commission policies, issue charges of discrimination where appropriate, and authorize the filing of lawsuits. The General Counsel supports the Commission and provides direction, coordination, and supervision to EEOC’s litigation program.

<table>
<thead>
<tr>
<th>Name</th>
<th>Sworn In</th>
<th>Term to Expire</th>
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<tr>
<td>Jenny R. Yang, Chair</td>
<td>4/2013</td>
<td>7/2017</td>
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<tr>
<td>Constance S. Barker, Commissioner</td>
<td>6/2008</td>
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<td>Chai R. Feldblum, Commissioner</td>
<td>4/2010</td>
<td>7/2018**</td>
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<td>Victoria A. Lipnic, Commissioner</td>
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<td>Charlotte S. Burrows, Commissioner</td>
<td>12/2014</td>
<td>7/2019</td>
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<td>Vacant, General Counsel</td>
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</tbody>
</table>

*Re-nominated and currently in hold-over status until reconfirmed or Senate session ends.
**Confirmed for a second term on 12/2013.
***Confirmed for a second term on 11/2015.
The **Office of Field Programs (OFP)**, the **Office of General Counsel (OGC)**, and **53 field offices**, ensure that EEOC effectively enforces the statutory, regulatory, policy, and program responsibilities of the Commission to investigate, litigate, and resolve charges of discrimination. Staff also counsel individuals about their rights under the laws enforced by EEOC and conduct outreach and technical assistance programs. The **Office of General Counsel** conducts litigation in federal district courts and in the federal courts of appeals against private sector employers and against state and local government employers for alleged violations of the ADEA and EPA.

Additionally, through the **Office of Field Program’s State and Local Program**, EEOC maintains work sharing agreements and a contract services program with 92 state and local **Fair Employment Practices Agencies (FEPAs)** to coordinate the investigation of charges dual-filed under state and local laws and federal law. EEOC also partners with more than 60 **Tribal Employment Rights Organizations (TEROs)** to promote equal employment opportunity on or near Native American reservations.

The **Office of Legal Counsel (OLC)** develops regulations and policy guidances, provides technical assistance to employers and employees, and coordinates with other agencies and stakeholders regarding the statutes and regulations enforced by the Commission. The Office of Legal Counsel also includes an external litigation and advice division, which defends the agency in actions brought by charging parties, respondents, tort claimants, FOIA requesters and other members of the public. OLC also advises the agency on administrative issues such as contracts, disclosures, ethics, fiscal law, and recordkeeping matters, and handles Freedom of Information Act requests and appeals.

EEOC has significant responsibilities for the federal government’s compliance with federal antidiscrimination statutes, regulations, and policies. Through its **Office of Federal Operations (OFO)**, EEOC provides leadership and guidance to federal agencies on all aspects of the federal government’s equal employment opportunity program. This office ensures federal agency and department compliance with EEOC regulations, provides technical assistance to federal agencies concerning EEO complaint adjudication, monitors and evaluates federal agencies’ affirmative employment programs, develops and distributes federal sector educational materials and conducts training for stakeholders. Through its **Office of Field Programs**, EEOC administrative judges conduct hearings on EEO complaints filed by federal employees. OFO provides guidance and assistance to EEOC administrative judges, and also adjudicates appeals from administrative decisions made by federal agencies on EEO complaints.

EEOC receives a congressional appropriation to fund the necessary expenses of enforcing civil rights legislation, as well as prevention, outreach, and coordination of activities within the private and public sectors. In addition, EEOC maintains a **Revolving Fund** Training Institute for technical assistance programs. These programs provide fee-based education and training relating to the laws administered by the Commission.
c. Biographies and head shots of career and political staff in key leadership positions

Chair, Commissioners and General Counsel

Jenny R. Yang, Chair

Jenny R. Yang was named Chair of the U.S. Equal Employment Opportunity Commission by President Barack Obama on September 1, 2014. Prior to that, Ms. Yang served as Vice Chair of the EEOC beginning on April 28, 2014, and as a Commissioner beginning on May 13, 2013. She was unanimously confirmed by the Senate to serve a term ending July 1, 2017.

Throughout her career in the government, private, and nonprofit sectors, Ms. Yang has worked to ensure fairness and equal opportunity in the workplace. Under her leadership, the Commission promoted transparency by providing the public with an opportunity to submit feedback on proposed guidance documents. Through this initiative, the Commission updated its guidance on retaliation, the most frequent workplace complaint, as well as its guidance on national origin discrimination, addressing issues ranging from human trafficking to workplace harassment. Ms. Yang also led EEOC’s efforts to advance pay equality by enhancing the agency’s data collection to include summary employer pay data by sex, race, and ethnicity.

To enhance the agency’s service to the public and its operational efficiency, under Ms. Yang’s leadership, the agency launched digital systems to facilitate the online exchange of charge information. Ms. Yang also oversaw the adoption of an updated Strategic Enforcement Plan, which will guide the agency’s work through 2021. She has worked to strengthen the agency’s capacity to tackle systemic barriers to opportunity, including conducting a comprehensive review that culminated in a report on the agency’s systemic program.

Ms. Yang represents the EEOC as the Co-Chair of the Diversity and Inclusion in Government Council, the White House Initiative on Asian Americans and Pacific Islanders, and the White House Equal Pay Enforcement Task Force.

Prior to joining the EEOC, Ms. Yang was a partner at a law firm where she represented employees across the country in complex civil rights actions. Ms. Yang has also served as a Senior Trial Attorney with the U.S. Department of Justice, Civil Rights Division, Employment Litigation section, and at the National Employment Law Project working to enforce the workplace rights of garment workers. Ms. Yang received her B.A. in Government from Cornell University. She received her J.D. from New York University.
Constance S. Barker, Commissioner

Constance Smith Barker has been a member of the Commission since 2008. She was nominated by President George W. Bush on March 31, 2008, and unanimously confirmed by the Senate on June 27, 2008 to serve the remainder of a five-year term expiring on July 1, 2011. On May 19, 2011, Ms. Barker was nominated by President Barack Obama to serve a second term to expire on July 1, 2016. The nomination to the second term was unanimously confirmed by the United States Senate on September 26, 2011. Ms. Barker’s nomination for a third term (ending July 1, 2021) is currently pending in the Senate.

Prior to her appointment to the Commission, Barker was a shareholder for 13 years at the law firm of Capell & Howard, P.C. in Montgomery, Alabama. As a member of the firm’s Labor and Employment Section, she provided advice and counsel to businesses and defended businesses sued for employment discrimination. She also provided training on state and federal employment discrimination laws. Her public sector experience includes serving for four years as a prosecutor in the 11th Judicial Circuit and later in the 13th Judicial Circuit of Alabama. As an Assistant District Attorney she tried numerous jury and bench trials. Barker also served for 11 years as General Counsel to the Mobile County Public School System, a large city and county school system. She also served as a part-time municipal judge for two municipalities in Mobile, Ala. and was actively involved in Mobile’s juvenile justice system.

A native of Florence, Ala., Barker was awarded a juris doctor from the University of Alabama School of Law in 1977. She received a bachelor’s degree from Notre Dame University in 1973, where she was in the first class of women to graduate from that previously all-male institution. While at Notre Dame, she also studied for a year in Angers, France at l’Université Catholique de l’Ouest.

Chai R. Feldblum, Commissioner

Chai R. Feldblum was nominated to serve as a Commissioner of the EEOC by President Barack Obama in September 2009. Following a recess appointment in March 2010, Ms. Feldblum was confirmed by the Senate in December 2010 for a term ending on July 1, 2013. In May 2013, Ms. Feldblum was nominated by President Barack Obama for a second term and was confirmed by the Senate in December 2013 for a term ending on July 1, 2018.
Prior to her appointment to the EEOC, Feldblum was a Professor of Law at the Georgetown University Law Center where she had taught since 1991. At Georgetown, she founded the Law Center’s Federal Legislation and Administrative Clinic, a program designed to train students to become legislative lawyers. As Co-Director of Workplace Flexibility 2010, Feldblum worked to advance flexible workplaces in a manner that works for employees and employers. She also previously served as Legislative Counsel to the AIDS Project of the American Civil Liberties Union. In this role, she developed legislation, analyzed policy on various AIDS-related issues, and played a leading role in drafting the ground-breaking Americans with Disabilities Act of 1990. Later, as a law professor, she was equally instrumental helping in the passage of the ADA Amendments Act of 2008.

Feldblum has also worked on advancing lesbian, gay, bisexual and transgender rights and has been a leading expert on the Employment Nondiscrimination Act. She clerked for Judge Frank Coffin of the First Circuit Court of Appeals and for Supreme Court Justice Harry A. Blackmun after receiving her J.D. from Harvard Law School. She received her B.A. degree from Barnard College.

Victoria A. Lipnic, Commissioner

Victoria A. Lipnic was nominated to serve as a Commissioner of the EEOC by President Barack Obama on November 3, 2009. She was nominated for a term ending on July 1, 2010, was confirmed by the Senate for a second term ending on July 1, 2015, and has been confirmed to a third term ending July 1, 2020.

Immediately before coming to EEOC, Lipnic was of counsel to the law firm of Seyfarth Shaw LLP in its Washington, DC, office. She brings a breadth of experience working with federal labor and employment laws, most recently as the U.S. Assistant Secretary of Labor for Employment Standards, a position she held from 2002 until 2009. In that position, Lipnic oversaw the Wage and Hour Division, the Office of Federal Contract Compliance Programs, the Office of Workers’ Compensation Programs, and the Office of Labor Management Standards. Under her tenure, the Wage and Hour Division revised regulations regarding overtime under the Fair Labor Standards Act, reissued regulations under the Family and Medical Leave Act, and the Office of Federal Contract Compliance Programs issued new guidance and regulations for evaluating compensation discrimination.

A native of Carrolltown, PA, where her late father was a teacher and long-serving mayor, Commissioner Lipnic earned a B.A. degree in Political Science and History from Allegheny College and a J.D. degree from George Mason University School of Law.
General Counsel (vacant as of December 9, 2016)
Key Staff

**Chief Operating Officer**
**Dr. Cynthia G. Pierre**

As Chief Operating Officer, Dr. Pierre manages all aspects of the Commission’s day-to-day operations, providing leadership to improve the Commission’s performance and providing advice and assistance to the Chair in the full range of EEOC operations including administration, policy and program development and execution.

Prior to returning to EEOC after a near seven year absence, Dr. Pierre was Regional Director of the U.S. Department of Education’s Office for Civil Rights (OCR) in Atlanta, GA. In that capacity, Dr. Pierre was a member of the senior leadership team of OCR and oversaw enforcement activities in Region IV (Alabama, Florida, Georgia and Tennessee). Prior to joining the Office for Civil Rights, Dr. Pierre was Director of Field Management Programs for the EEOC where she monitored operations and evaluated the performance of EEOC’s 51 field offices to ensure effective and efficient implementation of agency programs, policies and procedures. During her initial 26-year career at EEOC, Dr. Pierre served in various positions in EEOC offices including program analyst/systemic investigator in Houston, TX; supervisory investigator in Washington, DC; enforcement manager in San Francisco, CA; deputy district director in Chicago, IL; and district director in Birmingham, AL covering the states of Alabama and Mississippi.

Dr. Pierre holds a Ph.D. in Public Administration from the George Washington University, an M.A. from Antioch University, a B.A. from the University of Pennsylvania and has completed the Senior Managers in Government Program at Harvard University.

**Deputy Chief Operating Officer**
**Mona Papillon**

Mona Papillon is the Deputy Chief Operating Officer at the Equal Employment Opportunity Commission. In that capacity, she assists the Chief Operating Officer in the overall management and oversight of the day-to-day operations of the Commission with a special focus on budget and internal grievance and litigation matters. She also specializes in a broad range of employment matters and serves as an advisor to the Chair as well as a senior liaison to the Commission’s internal and external stakeholders.

Prior to her appointment, Ms. Papillon was a Senior Attorney-Advisor in the Office of the Chair and the Office of Legal Counsel for Advice and External Litigation. In addition to her operational portfolio, Ms. Papillon currently oversees EEOC’s employee engagement and diversity and
inclusion initiatives. Ms. Papillon earned her Bachelor of Science degree in International Relations from Georgetown University’s School of Foreign Service and earned her Juris Doctor degree from Columbia University Law School.

**Senior Counsel to the Chair**  
**Cathy Ventrell-Monsees**

As Senior Counsel, Ms. Ventrell-Monsees provides strategic, legal and policy advice to the Chair. She has primary responsibility for overseeing implementation of the agency's Strategic Enforcement Plan and manages the workflow within the Office of the Chair.

Prior to her appointment, Ms. Ventrell-Monsees was a Senior Attorney Advisor in the Office of the Chair and to Commissioner Stuart Ishimaru. She earned a Juris Doctor from the Washington College of Law at American University and a Bachelor of Arts in Organizational Communications from Rutgers, the State University of New Jersey.

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**Inspector General**  
**Milton A. Mayo, Jr.**

Inspector General Milton A. Mayo Jr. is a native of Baltimore, Maryland. He earned a Bachelor of Science degree in Social Science from Coppin State College (now Coppin State University). Inspector General Mayo began his public service career as a field examiner with the National Labor Relations Board. In 1991 he received an appointment as a special agent in the U.S. Equal Employment Opportunity Commission’s Office of Inspector General. Since then, he has served in several positions, including Senior Criminal Investigator, Assistant Inspector General for Investigations, Deputy Inspector General, and Acting Inspector General. Mr. Mayo was appointed to the permanent position of Inspector General of the EEOC OIG in June 2011.

Inspector General Mayo is a graduate of the Federal Law Enforcement Training Center’s Criminal Investigator Basic Training Program, has attended Georgetown University’s Certificate in Senior Executive Leadership Program, and participated in the Federal Executive Institute’s Leaders for a Democratic Society Program.

Inspector General Mayo is a member of the Association of Certified Fraud Examiners and the Association of Inspectors General (AIG). He is a charter member of the District of Columbia Chapter of the AIG and currently serves on its Board of Directors. Mr. Mayo earned the designation of Certified Inspector General in 2001.
Office of Communications and Legislative Affairs
Brett Brenner (acting)

Mr. Brenner is responsible for providing direction for EEOC’s work with the media and Congress, as well as the day to day management of the public affairs staff and website. He has also worked as an attorney in the Office of Legal Counsel and worked in the Office of Field Programs as a program analyst helping manage the establishment of EEOC’s toll free response. Before joining EEOC, Mr. Brenner was a staff member of the U.S. Senate Committee on Labor and Human Resources.

Office of Field Programs
Nicholas Inzeo

The Chair appointed Nicholas M. Inzeo was appointed to his current position as Director of the Office of Field Programs on July 1, 2003. Nick is responsible for the outreach, investigation, mediation and enforcement activities, as well as the federal sector hearings activities, of the Commission’s 53 field offices. He has also served as Acting Deputy General Counsel for the Commission and Associate and Deputy Legal Counsel in the agency’s Office of Legal Counsel. Prior to assuming these management positions with EEOC, Mr. Inzeo spent 16 years as a trial and supervisory attorney with the Commission’s Offices of General Counsel and Legal Counsel. He is a member of the Maryland and District of Columbia Bars.

Office of Federal Operations
Carlton Hadden


He is a graduate of an HBCU-North Carolina Central University. He also earned his Juris Doctorate degree from Catholic University’s Columbus School of Law. Prior to his service with EEOC, Mr. Hadden was employed with the George Washington University. Mr. Hadden began his federal career with the commission in 1987 as an attorney responsible for writing EEOC appeals decisions. Early in his career at EEOC, he worked as a Supervisory Attorney and later as an Attorney Advisor to the Director of the Office of Federal Operations. In 1999, he was selected to be the Director of the Office of Federal Operations.
Office of Information Technology
Bryan Burnett

Bryan Burnett joined the EEOC as Chief Information Officer (CIO) and Director of the Office of Information Technology at the beginning of 2016. Prior to joining the EEOC, Bryan was CIO at the National Labor Relations Board (NLRB). In 2014, he was honored with a Federal 100 Award for his leadership and innovation in implementing the NLRB's Next Generation Case Management System (NxGen), which merged 11 legacy case handling systems and allowed for online charge filing and creation of all-electronic case files. Under his management, the NLRB's Information Technology program also received an Excellence.Gov award in 2009 and its website was named one of the five best for FOIA in the Federal Government.

Before joining the NLRB in 2006, Bryan worked for five years as a business technology consultant for BearingPoint, specializing in enterprise content management solutions, and 13 years in the publishing industry, where he focused on electronic media. Bryan has 25 years of IT management experience and an MBA from the University of North Carolina, Chapel Hill.

Office of the Chief Human Capital Officer
Traci DiMartini

Ms. DiMartini is a human capital and workforce development professional with over 16 years of experience in the non-profit and government sectors. She began her career with the New Jersey AFL-CIO as a legislative assistant where she drafted and presented testimony to the New Jersey Assembly on behalf of the over one million working families in the Garden State. She moved to Washington, DC in 2001 and continued her career with the labor movement as part of the Metropolitan Washington Central Labor Council’s Career Path program helping workers displaced by the closing of DC General find new careers. Ms. DiMartini started her Federal service in 2004 as a data analyst and program manager for the Department of Labor. Later, she joined the Office of Personnel Management as the first career Deputy Director for the Chief Human Capital Officers Council and successfully organized and led several cross-Agency work groups focusing on Performance Management, HR Skills Gaps and HR University. She accepted an offer with the Department of Agriculture in 2014 to become the Deputy HR Director for Rural Development and recently moved to the Department’s Chief Human Capital Office as the Acting Director for Human Resources Enterprise Systems Management.

Ms. DiMartini graduated from Rutgers University’s Bloustein School of Public Policy with a Master’s in Public Policy focusing on Labor Policy and Workforce Development. She's also a graduate of the USDA/American University Senior Executive Service Candidate Development Program and OPM’s Federal Executive Institute.
Chief Financial Officer
Germaine P. Roseboro

Germaine P. Roseboro became the Equal Employment Opportunity Commission’s (EEOC), Chief Financial Officer (CFO) in September 2012. Mrs. Roseboro was the Acting CFO from January 2012 until being appointed permanently to the position. She heads the Office of the Chief Financial Officer in formulating and executing the agency’s budget, developing agency policy, guidelines and procedures for financial management, reporting and systems. In addition, she administers the agency's acquisitions program, and facilities program which includes real and physical property, mail management, physical security, and continuity of operations. Mrs. Roseboro is a Certified Public Accountant as well as a Certified Government Financial Manager.

Prior to becoming CFO, Mrs. Roseboro was EEOC's Financial Manager for the Planning and Systems Services Division as well as the Financial Management Division. She was responsible for formulating and presenting the agency budget and planning the use of agency funds; designing, establishing, and maintaining an integrated financial management system; and leading the development and implementation of all financial policy. Also, Mrs. Roseboro was a Branch Chief for the General Ledger and Financial Systems Management.
Mrs. Roseboro worked several years for the Department of the Treasury. First, at the U.S. Secret Service where she managed and directed various financial systems; and then the US Customs Service where she managed and developed agency-wide financial policy for a salaries and expense appropriation of approximately $2 billion and $20 billion in revenues. Mrs. Roseboro is a Certified Public Accountant as well as a Certified Government Financial Manager.

Office of Research Information and Planning
Deidre M. Flippen, Director

Deidre Michele Flippen became the Director of the Office of Research, Information and Planning following an EEOC reorganization in May 1997. This new office consolidated functions from other offices primarily to address the requirements of the Government Performance and Results Act of 1993. She was appointed Director of the Operations Research and Planning Programs in the Office of Program Operation (OPO) (now the Office of Field Programs) by Acting Chairman Tony E. Gallegos in July 1994. Ms. Flippen received a Bachelor of Arts degree in Psychology and Vocational Rehabilitation Counseling of Persons with Disabilities from Wilberforce University in Wilberforce, Ohio in 1974.
Office of Legal Counsel
Peggy R. Mastroianni, Legal Counsel

The Legal Counsel is responsible for developing Commission guidance and providing legal advice to the Commission on a wide range of substantive and administrative issues. Ms. Mastroianni graduated from Cornell University, Harvard University Graduate School of Education, and the Fordham University Law School. She received the Mary C. Lawton Award for Outstanding Government Service from the ABA Section of Administrative Law and Regulatory Practice in 2008; and was named Federal Labor and Employment Attorney of the Year by the ABA’s Section of Labor and Employment Law in 2009.

Office of Equal Opportunity
Erica D. White-Dunston, Director

Ms. White-Dunston serves as the Director and Supervisory Attorney-Advisor in the U.S. Equal Employment Opportunity’s Commission’s (EEOC) Office of Equal Opportunity (OEO). Ms. White-Dunston also serves as a facilitator for various EEOC-sponsored training events for both internal and external audiences.
IV. Top Issues for New Leadership

a. 30/60/90 day (and beyond) issues – Include a calendar of critical path events and deadlines with supporting 1-2 page issue papers for critical topics

i. Management issues (e.g. operational, budget, and financial)
   1. Budget

   **30 Day Issue:** The current FY 2017 CR budget for the agency is $362.7 million, which is a reduction from the $364.5 million appropriated for the last three consecutive years. The President has requested increased budget appropriations over the past several years to mitigate (though not fully cover) higher fixed costs due to inflation and congressionally mandated salary increases; however, congressional appropriations have been consistently lower than the President’s request. The agency has had to make the difficult decision to sacrifice hiring staff in order to stay within the budget limitations. This has resulted in a decline in more than 300 staff members - a 12.5 percent decrease -- since the EEOC’s 2011 staffing levels. Without a significant budget increase beyond the fiscal year 2017 CR amount, the agency will be unable to hire vital replacement staff to ensure timely charge investigation and will need to reduce its enforcement actions, outreach, and other programs.

   **60/90 Day Issue:** Ensuring the fiscal year 2018 agency request is supported at OMB and promoting enactment at the level of the President’s request.


iii. Potential legal, media, or congressional issues, and GAO/OIG reports

   1. Texas and Nebraska lawsuits involving protection for transgender individuals from workplace discrimination.
   2. Pay data collection through the revised EEO-1 report process.
   3. Wellness regulations and the AARP lawsuit.
   4. Supreme Court case (EEOC v. McLane Co.) on the standard of judicial review for enforcement of an EEOC subpoena

iv. Cyber security issues

   Securing EEOC’s digital workplace remains a critical component of the agency’s plans, with significant investments in technological upgrades and agency-wide education and policies to protect sensitive data. In fiscal year 2016, EEOC provided additional security controls for its public-facing digital services and communication, and implemented improved controls on its desktop applications. This strengthened the agency’s...
EEOC plans to follow the directory service migration and these security enhancements by implementing mandated two-factor authentication for access to systems. These efforts were both preventative and proactive to ensure security.

v. Key congressional or outside contacts for each issue: For key Congressional staff, please section V. Key Congressional Staff and Issues, below.

b. Pending decisions and rough priority and sequence for consideration and resolution
   i. The current lease for the headquarters building expires October 2018. GSA is in the process of preparing a solicitation for property owners to bid. See background documents titled Headquarters Lease and OMB Memorandum 3-14-2013 Freezing the Footprint from the White House.

c. Process for decision approval
   i. Talent and performance management

   The agency has undertaken steps to build a culture of accountability, beginning with training for senior leadership in a new approach to accountability. Senior leadership shared this approach with their staff and developed specific areas of focus to achieve key results during the fiscal year.

   The agency plans to launch a new performance management policy and new performance management plans for all nonsupervisory staff. The EEOC has also revised performance plans for supervisory staff to follow OPM guidelines on development of SMART performance standards (specific, measurable, achievable, realistic and time framed). Once negotiations with the Union are complete, the supervisory and nonsupervisory performance standards will be fully aligned. We are also in the process of implementing recommendations of a performance management workgroup to further train supervisors in performance improvement techniques, (i.e., communicating expectations, giving frequent and timely performance feedback), and when necessary, how to properly take actions to hold staff accountable for performance deficiencies.

   ii. Budget process

   The Office of the Chief Financial Officer (OCFO) issues a data call to EEOC program offices for the budget year (in this case FY 2017), requesting each office’s financial plan input, including any emerging unfunded needs not captured in the original budget request, and requirements for the budget
year +1 (FY 2018). The calendar shown in section IV.b. below describes the timeframe EEOC follows in developing its budget.

Offices must describe the current state of their program, rationales for any requested increases in funding or staffing, including training and conference requirements, IT and staffing needs. Offices provide performance metric inputs and outputs by program line. The budget office reviews and collates the submissions into a package for the Chair to review and discuss with the COO, the Deputy COO, the CFO and the Budget Officer. The Office of the Chair considers the submissions and makes final budgetary determinations.

The Budget Officer notifies the office directors of the budget decisions. The budget package is revised to conform to the Chair’s decisions and sent to the Chair for final review prior to forwarding to OMB.

iii. Risk assessments

The enterprise risk implementation policies and corporate risk register is currently under review for approval for a phased deployment Agency-wide during FY 2017.

d. Quick wins – what can be accomplished in the first 100 days – *tailor to each campaign*

- Nomination/appointment of a General Counsel, Legal Counsel and Director of Communications and Legislative Affairs
- ACT Digital implementation – public portal rollout
- Finalize Harassment Guidance
- Develop New Anti-Harassment Training Building on EEOC Select Task Force on the Study of Harassment in the Workplace
- Additional Data Analysis of Diversity in the Tech Industry
I. **Budget Overview**

a. Major budget changes from 2009-2017

Although Congress has raised sequestration spending caps the past several years, it has held EEOC funding level or imposed rescissions. For fiscal year 2016, Congress held the EEOC at the fiscal year 2015 level of $364.5 million. The fiscal year 2017 Continuing Resolution (CR) reduces that amount by $1.8 million, to $362,692,080.

In fact, EEOCs appropriations have been either cut or level funded in six of the past seven years, and the current CR operating level is over $4.5 million less than what was enacted by Congress in fiscal year 2010. Consequently, EEOC’s FTE is nearly 300 lower than at the high of 2,505 in FY 2011.

i. See EEOC budget and staffing history from 1980 to present:
   https://www.eeoc.gov/eeoc/plan/budgetandstaffing.cfm

ii. Congressional Budget Justification for FY 2017:
    https://www.eeoc.gov/eeoc/plan/2017budget.cfm

b. Funding sources

   i. Single year appropriated funds.

   ii. Revolving Fund for fee-based training and technical assistance to the private and public sectors

c. Expenditures by program - *highlight areas of flexibility, cost cutting opportunities, etc*
### EEOC Expenditures by Programs FY 2009-2017

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<td><strong>Federal Sector Enforcement</strong></td>
<td>46,434</td>
<td>48,526</td>
<td>49,133</td>
<td>40,000</td>
<td>39,365</td>
<td>41,555</td>
<td>41,650</td>
<td>41,875</td>
<td>44,217</td>
</tr>
<tr>
<td><strong>Total Agency Funding</strong></td>
<td><strong>$ 343,391</strong></td>
<td><strong>$ 367,303</strong></td>
<td><strong>$ 366,568</strong></td>
<td><strong>$ 360,000</strong></td>
<td><strong>$ 344,219</strong></td>
<td><strong>$ 364,000</strong></td>
<td><strong>$ 364,500</strong></td>
<td><strong>$ 364,500</strong></td>
<td><strong>$ 376,646</strong></td>
</tr>
</tbody>
</table>

### EEOC Expenditures by Compensation & Benefits and Programs FY 2009-2017

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Program</strong></td>
<td>92,732</td>
<td>95,276</td>
<td>82,894</td>
<td>88,854</td>
<td>84,588</td>
<td>101,494</td>
<td>92,333</td>
<td>88,231</td>
<td>90,982</td>
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<tr>
<td><strong>Compensation and Benefits</strong></td>
<td>204,225</td>
<td>223,501</td>
<td>234,541</td>
<td>231,146</td>
<td>220,266</td>
<td>220,951</td>
<td>230,517</td>
<td>234,394</td>
<td>241,447</td>
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<tr>
<td><strong>Private Sector Enforcement</strong></td>
<td><strong>$ 296,957</strong></td>
<td><strong>$ 318,777</strong></td>
<td><strong>$ 317,435</strong></td>
<td><strong>$ 320,000</strong></td>
<td><strong>$ 304,854</strong></td>
<td><strong>$ 322,445</strong></td>
<td><strong>$ 322,850</strong></td>
<td><strong>$ 322,625</strong></td>
<td><strong>$ 332,429</strong></td>
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<tr>
<td><strong>Program</strong></td>
<td>14,500</td>
<td>14,503</td>
<td>12,830</td>
<td>11,107</td>
<td>10,923</td>
<td>13,080</td>
<td>11,912</td>
<td>11,452</td>
<td>12,102</td>
</tr>
<tr>
<td><strong>Compensation and Benefits</strong></td>
<td>31,934</td>
<td>34,023</td>
<td>36,303</td>
<td>28,893</td>
<td>28,442</td>
<td>28,475</td>
<td>29,738</td>
<td>30,423</td>
<td>32,115</td>
</tr>
<tr>
<td><strong>Federal Sector Enforcement</strong></td>
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</table>

**Areas of flexibility:** More than 90 percent of the EEOC’s budget is allocated to fixed costs, including salaries and rent, which increase annually. Due to several years of flat budgets, staffing has decreased by more than 14 percent. Flat budgets also have resulted in significant cuts to training and travel, which negatively impacts the agency’s capacity to enforce the law and investigate charges of discrimination. Budget priorities, however, continue to be aligned with Strategic Plan and Strategic Enforcement Plan priorities.

**Cost cutting opportunities:** Under Chair Yang, staff have been charged with identifying cost-cutting opportunities. For example, the agency has worked to significantly reduce travel costs for training through the use of videoconferencing equipment and webinar technology. In addition, the agency has undertaken a major upgrade of its technological infrastructure, which although requiring up front investments, will save the agency money over the long term. The agency purchased new laptops rather than leasing, which will result in substantial savings over time. By migrating to Office 365 and Skype for Business, the agency will reap additional savings in cyber security and e-discovery needs, as well as expected gains in staff productivity. The shift to digital charge and complaint systems will ultimately save paper, postage and staff time when fully implemented in the next few years.
V. Congressional Relations and Issues

a. EEOC Congressional Oversight Committees (oversight, authorization and appropriations)

EEOC works closely with committee staff, keeping them updated on the agency’s work as well as assisting with constituent inquiries. We communicate most frequently with the Senate HELP Committee, the House Education and the Workforce, as well as appropriations.

Authorization/Oversight

- Senate Committee on Health, Education, Labor and Pensions (HELP): [Members Jurisdiction]
  Majority Staff: Kyle Fortson Hicks, Kristen Nelson, Molly Conway
  Minority Staff: Beth Stein, Leticia Mederos
- Senate Committee on Homeland Security and Governmental Affairs: [Members Jurisdiction]
- House Committee on Education and the Workforce: [Members/Jurisdiction]
- Subcommittee on Workforce Protections: [Members/Jurisdiction]
  Majority Staff: John Martin
  Minority Staff: Veronique Pluviose
- House Committee on Oversight and Government Reform: [Members Jurisdiction]

Appropriations Committees

- Senate Committee on Appropriations Subcommittee on Commerce, Justice, Science and Related Agencies (CJS): [Members Jurisdiction]
  Majority Staff: Hayley Alexander
  Minority Staff: Jennifer Eskra, Jordan Stone
- House Committee on Appropriations Subcommittee on Commerce, Justice, Science and Related Agencies (CJS): [Members Jurisdiction]
  Majority Staff: Taylor Kelly
  Minority Staff: Matt Smith, Yusuf Parray (Rep. Honda staff)

EEOC Congressional Hearings Overview

Since 2009, the primary purpose of most congressional hearings concerning the agency was oversight. In that time, EEOC has been the subject of, or directly implicated in, eight hearings. Of these eight hearings, the agency was invited to testify in five hearings. The House convened three oversight hearings on the EEOC between 2014 and 2016 where the agency was not invited to testify. Two of those hearings were on legislation directly impacting the EEOC’s mission-related work. The EEOC currently has no
outstanding inquiries pending with its congressional oversight, authorizing, or appropriations committees.

b. Other members with special interest or subject matter expertise

- Congressional Black Caucus Chairman G.K. Butterfield  CBC Members
- Congressional Hispanic Caucus Chair Linda Sanchez  CHC Members
- Congressional Asian/Pacific American Caucus Chair Judy Chu  CAPAC Members
- Congresswoman Eleanor Holmes Norton (EEOC Chair 1977-1981)

c. Confirmation hearing prep

i. Leadership and members

- CJS Appropriations Chairman Richard Shelby
- CJS Appropriations Ranking Member Barbara Mikulski*
- HELP Committee Chairman Lamar Alexander
- HELP Committee Ranking Member Patty Murray
- House Education and the Workforce Chairman John Kline*
- House Education and the Workforce Ranking Member Bobby Scott
- Congressional Black Caucus** Chairman G.K. Butterfield
- Congressional Hispanic Caucus** Chair Linda Sanchez
- Congressional Asian/Pacific American Caucus Chair Judy Chu
- Congresswoman Eleanor Holmes Norton

ii. Top issues addressed at hearings

- Pending inventory or “backlog” of pending charges
- “Aggressive” litigation docket – viewed both as a positive and a negative
- EEOC’s “overreach” or “expansive” view of legislative mandate
- Wellness programs and the application of the ADA and GINA
- Directed Investigations or Commissioner’s Charges – investigations in the absence of an individual charge filing(s)
- Funding for state and local fair employment practices partners
- Praise for successful litigation, such as Henry’s Turkeys.

iii. Process, logistics, and historical roadblocks

Once the nomination has been received by the Senate, the EEOC Chief Operating Officer/OCLA Director prepares a briefing book for the
nominee and issues a call for information to program office leadership (office/division directors). Program/support office leadership assembles publicly available information on their respective programmatic or operational role within the agency as well as the division organizational structure and staffing complement. The OCLA Director collates the materials and transmits it per the direction of the White House Personnel Office, which typically establishes direct contact between the agency and the principal.

d. Implication of a continuing resolution
Aside from the impacts of the continuing resolution (CR) outlined in the Budget Overview section above, a CR prevents the agency from being able to properly budget for an entire year and creates additional complications when managing contracts.

e. Implications of changes in new Congress

A number of significant changes in the 115th Congress will have implications for EEOC.

SENATE: Sen. Barbara Mikulski, will be retiring at the end of the 114th Congress. Currently and for the last several Congresses, the Senator has been either the Chair or the Ranking Democrat on the Commerce-Justice-Sciences Appropriations Subcommittee. Sen. Mikulski’s departure represents a significant shift in the Subcommittee’s dynamic and may impact the Subcommittee’s funding priorities going forward.

Furthermore, her departure creates an opening in the full Senate Appropriations Committee leadership as well. Sen. Patrick Leahy will assume the ranking position on the Appropriations Committee. The Senate HELP Committee’s leadership will remain unchanged with Lamar Alexander staying on as chairman. EEOC has a good professional relationship with the majority and minority staff.

HOUSE: House Education and the Workforce Chairman John Kline is retiring at the end of the 114th Congress, setting off some uncertainty for the Committee in the 115th Congress. Rep. Virginia Foxx will be taking control of the Committee. Although the Committee held three oversight hearings about EEOC without inviting EEOC participation, the agency enjoys a professionally courteous relationship at the staff level. It is hoped that will continue in the 115th.
Administrative Information

a. Contact information for agency transition team and immediate office staff
   i. Mona Papillon,
      Deputy Chief Operating Officer
      U.S. Equal Employment Opportunity Commission, Office of the Chair
      131 M Street NE, Washington, DC 20505.
      Phone: 202-663-4649, mona.papillon@eeoc.gov
   ii. Brett Brenner
       Acting Director, Office of Communications and Legislative Affairs
       U.S. Equal Employment Opportunity Commission, Office of the Chair
       131 M Street NE, Washington, DC 20505.
       Phone: 202-663-7207, brett.brenner@eeoc.gov

EEOC Security Team Contact Information:
1. Agency Supervisory Security Specialist: Emmett “Jamie” Whitten
   O: 202-663-4201
   C: (b)(6)
   E: emmett.whitten@eeoc.gov
2. Agency Security Specialist: James Tillman
   O: 202-663-4572
   C: (b)(6)
   E: james.tillman@eeoc.gov
3. Agency Security Specialist: Jill Lewis
   O: 202-663-4268
   C: (b)(6)
   E: jill.lewis@eeoc.gov
   O: 202-663-4031
   C: (b)(6)
   E: andre.gallmon@eeoc.gov
5. Agency Security Assistant: Antoinette Holman (ID Card Services)
   O: 202-663-4212
   E: antoinette.holman@eeoc.gov
6. Federal Protective Security Officers (PSOs)
   North Lobby Security Desk: 202-663-7066
   South Lobby Security Desk: 202-663-7065

b. Security Procedures, transportation and parking information
   Security:
   1. Building access without security screening and visitors badge is limited to
      only those federal tenants, contracts, interns, federal PSOs and building
      management team that work within this facility.
2. Visitors and guests must process through full security screening (x-ray and magnetometer) and present valid government issued photo identification to the security desk to receive a visitor’s badge.

3. All visitors and guests MUST be escorted by a tenant at all times.

4. LANDING TEAM members will be provided a Temporary Agency ID (EEOC controlled space) and DataWatch card (building lobby security doors, elevators and stairwells) for the period of time they are onsite and by-pass full security screening. Landing Team members will surrender the Temporary Agency ID and DataWatch card upon the final day onsite.

5. This building has a strict Prohibited Dangerous Weapons Policy in accordance with “Items Prohibited from Federal Facilities: An Interagency Security Committee Standard (February 2013/1st Edition)”

6. Lost, Stolen or Damaged government identification will be immediately reported to the ID Card Services Office: Ms. Antoinette Holman at 202-663-4212.

7. This is a federally leased, multi-tenant facility and the floors are partitioned by designated agency security access/clearance. You will only be able to access floor(s) within your clearance using your DataWatch card in the elevator or stairwell. If you should step off onto a floor where you don’t have access you should immediately return to the elevator or stairwell and return to your designated floor. Failure to do so may be considered a security breach and result in a response by the PSO Rover and/or Federal Protective Security Officers.

Transportation

1. EEOC headquarters is located adjacent to the NoMa/Galluadet Metro stop on the Red Line.

2. Building management provides a daily shuttle from Union Station to EEOC HQ. There is no cost to the employee to ride the shuttle. The shuttle bus picks up and drops off tenant employees directly in front of the main entrance to our Headquarters location. A schedule will be provided upon request.

Parking

There are several public parking lots near EEOC HQ.

- PMI 131 M St NE (Entrance on L St between First and Second St).
  202 302-4311
- MARC 30 M St NE (Patterson St between N. Capitol and First St).
  202 464-2900
- PMI 1100 1st St, NE Garage (L St between N. Capitol and First St).
  202 785-9191
c. Computer access, IT usage information, telephone instructions
   Technology requirements for the transition team will be dealt with on a case by case basis on request.

d. Map/floor plan or facilities (evacuation plan).
   The Occupant Emergency Plan (OEP) Order provides policy and assigns responsibility to protect all EEOC Headquarters occupants in the event of evacuation or building confinement using the Bomb Threat Evacuation Plan (BTEP), Fire Evacuation Plan (FEP), Shelter-in-Place (SIP) as a result of a fire, civil disorder, massive power failure or other emergency condition. Details of the evacuation plan are as follows:
   • The DO, Building Manager or Official Emergency Personnel will give the order to evacuate the building.
   • Activation may be given over the building’s Public Address (PA) system or by using the building audio/visual strobe light alarm system (Life Safety Alarm System).
   • All employees must immediately proceed quickly and safely to the nearest stairwell, and exit the building to their designated exterior staging area. DO NOT USE ELEVATORS.
   • OCs and AMs should ensure that Individuals with Disabilities (IWD) who require assistance to evacuate during an emergency situation have re-located to the designated staging areas for evacuation by emergency personnel.
   • OCs and AMs must report the IWD numbers and locations to the EEOC CP (LEOC).
   • Primary: North elevator lobby on each floor; and
   • Secondary: South elevator lobby on each floor or freight elevator on 6th floor.
   • OCs and AMs should prop the stairwell door open if not already propped open.
   • CRT, OCs, and AMs should go to their assigned staging areas and follow instructions of evacuation officials.
   • OCs and AMs should help the Chain of Command obtain accountability in the staging area of their office personnel and visitors.
   • After Action Review (lessons learned) – Submit comments to Agency Security Specialists