



SPECIAL ANALYSIS

The EEOC's Proposed Strategic Plan

Understanding the Proposal Before the Public Comment Deadline

A Comparative Analysis of the Current FY 2022–2026 and Proposed FY 2026–2030 Strategic Plans



Introduction

The U.S. Equal Employment Opportunity Commission (EEOC) has released its proposed FY 2026–2030 Strategic Plan for public comment. The Strategic Plan establishes the agency’s long-term mission, strategic goals, objectives, and performance measures, providing the framework that guides how the Commission allocates resources, measures success, and carries out its responsibilities over the next five years. Public comments are due July 19, 2026.

A Strategic Plan does not create new legal obligations or change existing civil rights laws. Rather, it communicates how the agency intends to fulfill its statutory responsibilities, identifies the priorities that will guide its work, and establishes the performance measures used to evaluate its success. As a result, Strategic Plans provide important insight into how an agency’s strategic direction and operational focus may evolve over time.

This Special Analysis compares the EEOC’s current FY 2022–2026 Strategic Plan with the proposed FY 2026–2030 Strategic Plan to identify material changes in priorities, organizational direction, performance measures, and strategic emphasis. It is not intended to catalog every textual revision. Instead, it focuses on substantive changes that may be relevant to employers, employees, legal practitioners, policymakers, and other stakeholders evaluating the proposal or considering whether to submit public comments.

The accompanying side-by-side comparison categorizes each material change, explains why it matters, identifies leadership considerations for organizations, and highlights areas where stakeholders may wish to provide feedback before the public comment period closes.

Important Reminder

A Strategic Plan communicates priorities. It does not change the law. Throughout this comparison, several changes reflect shifts in agency priorities, organizational emphasis, or strategic direction. Unless Congress amends the law or the courts change legal precedent, employers remain responsible for complying with existing federal civil rights laws regardless of changes to the EEOC’s Strategic Plan.



Understanding the EEOC Planning Documents

The EEOC’s strategic priorities naturally evolve over time as administrations change, Commissioners are appointed, emerging workplace issues develop, and Congress establishes new statutory requirements. As a result, Strategic Plans are not static documents. They reflect how the Commission intends to fulfill its statutory responsibilities during a particular period while remaining bound by the federal laws it enforces.

The proposed FY 2026–2030 Strategic Plan is being considered by a Commission composed of two Republican-appointed Commissioners, including Chair Andrea Lucas, and one Democratic-appointed Commissioner, Kalpana Kotagal. It follows the Commission’s adoption of a new National Enforcement Plan (NEP) in June 2026 and reflects the priorities of the current Commission majority.

Because Commissioners are appointed by the President and confirmed by the Senate, changes in Commission composition often result in changes to the agency’s strategic priorities, enforcement philosophy, and organizational direction.

Strategic Plan	The Commission’s primary long-term planning document. It establishes the EEOC’s mission, strategic goals, objectives, and performance measures for a multi-year period. It does not create new legal obligations or change existing civil rights laws. It describes how the agency intends to fulfill its statutory responsibilities and how success will be measured.
EEOC Authority	The EEOC’s authority is established by federal law. The Commission cannot amend federal employment laws, including Title VII, or change the rights protected by statute or Supreme Court precedent. Instead, it establishes enforcement priorities, allocates agency resources, issues guidance, conducts investigations, files litigation, and provides education and technical assistance.



Strategic Enforcement Plan (SEP)

Identified the Commission's national enforcement priorities and guided how the EEOC allocated its enforcement resources. The FY 2022–2026 Strategic Plan aligned with the SEP, which was adopted following a formal public notice and comment process.

National Enforcement Plan (NEP)

In June 2026, the EEOC replaced the SEP with a National Enforcement Plan (NEP). The proposed FY 2026–2030 Strategic Plan aligns with this new enforcement framework. Unlike the SEP, the NEP was adopted without a formal public comment process.

Performance Measures

Establish how the EEOC evaluates its effectiveness in achieving its strategic objectives. They influence how the agency allocates resources, measures progress, and reports organizational performance. Changes to performance measures often provide important insight into evolving agency priorities.

Why Public Comment Matters

Public comment provides employers, employees, advocacy organizations, professional associations, and other stakeholders with an opportunity to provide feedback before the Strategic Plan is finalized. While the Commission is not required to adopt every recommendation it receives, public comments become part of the official administrative record and may influence revisions to the final Strategic Plan.



About This Comparison

BRIDGE developed this comparison to help leaders identify material strategic changes between the current and proposed Strategic Plans and support informed participation in the public comment process. The following analysis focuses on substantive changes in priorities, organizational direction, performance measures, and strategic emphasis that may be relevant to organizations evaluating the proposal.

How to Read This Comparison

The following matrix compares the EEOC’s current FY 2022–2026 Strategic Plan with the proposed FY 2026–2030 Strategic Plan and identifies the material strategic changes between the two documents. Rather than cataloging every textual revision, the comparison focuses on changes that may influence the Commission’s priorities, organizational direction, performance measures, and approach to carrying out its statutory responsibilities.

Current FY 2022–2026 Strategic Plan	The relevant language or strategic approach reflected in the current Strategic Plan.
Proposed FY 2026–2030 Strategic Plan	The corresponding language or strategic approach reflected in the proposed Strategic Plan.
Type of Change	Identifies whether the change reflects an addition, omission, reframing, strategic alignment, or a change to a performance measure.
Why This Matters to Your Organization	Explains the potential significance of the change for employers and organizational leaders.
Leadership Consideration	Highlights practical governance and strategic considerations for executive leaders.
Public Comment Consideration	Suggests questions stakeholders may wish to consider when evaluating the proposal or preparing public comments.



BRIDGE Perspective

Many of the revisions in the proposed Strategic Plan appear subtle when viewed in isolation. This analysis compares the current and proposed Strategic Plans alongside related EEOC actions to help organizations understand the broader strategic direction reflected in these changes.

Seemingly neutral language should always be read in context. Small wording changes can signal meaningful shifts in priorities, emphasis, implementation, and how an agency intends to allocate its resources and measure success. Understanding those shifts helps organizations distinguish between changes in enforcement priorities and changes in the law.

As organizations evaluate these changes, it is important to distinguish between diversity, equity, inclusion, and belonging practices as they are commonly understood in the workplace and the political labels often associated with them. At their core, these practices are neither legal requirements nor prohibited activities. They may include expanding recruitment pipelines, improving accessibility, reducing barriers to opportunity, strengthening leadership development, fostering inclusive workplace cultures, and helping ensure employment decisions comply with existing federal civil rights laws.

Regardless of changes in agency priorities, employers remain responsible for complying with Title VII, the Equal Pay Act (EPA), the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), the Pregnant Workers Fairness Act (PWFA), and other applicable federal employment laws. Organizations that distinguish between changes in law and changes in enforcement priorities are better positioned to strengthen governance, reduce risk, and build resilient workplaces that can adapt to an evolving legal and regulatory environment.

Bottom Line

Organizations that remain grounded in the law, informed by evolving agency priorities, and focused on building fair and effective workplaces will be best positioned to navigate continued change. The language of enforcement may change. An organization's responsibility to create lawful, fair, and effective workplaces does not.



EEOC Strategic Plan Analysis: FY 2022–2026 vs. Proposed FY 2026–2030

Quick-Reference Summary Matrix

#	EEOC Section	Category	Type of Change
1	Strategic Goal I – Objective I.A	LGBTQ+ Protections Under Title VII	Omission
2	Strategic Goal II – Objective II.A	Priority Populations for Outreach & Education	Omission / Reframing
3	Strategic Goal II – Objectives II.A & II.B	Accessible Outreach & Education	Reframing
4	Strategic Goal I – Objectives I.A & I.B	Strategic Alignment & Enforcement Priorities	Strategic Alignment
5	Strategic Goal I – Objective I.A	Even-Handed Enforcement	Reframing
6	Strategic Goal I – Performance Measures	Defining Enforcement Success	Performance Measure / Reframing
7	Strategic Goal III – Organizational Excellence (Objective III.A.)	Organizational Culture & Values	Reframing
8	Strategic Goal II – Performance Measures 8–11	Outreach Effectiveness & Public Impact	Performance Measure / Reframing
9	External Factors Affecting Achievement of the Strategic Plan – Technological Factors	Artificial Intelligence & Emerging Technologies	Addition
10	Strategic Goal II & Strategic Goal III	Accessibility & Equal Access	Reframing
11	Strategic Goal II – Performance Measure 10	Guidance & Technical Assistance	Reframing
12	Strategic Goal III – Performance Measures 12–17	Agency Workforce & Organizational Capacity	Reframing

Detailed Item-by-Item Analysis

Each entry below expands on the corresponding row in the summary matrix, comparing current and proposed plan language and outlining practical considerations.



#1 LGBTQ+ Protections Under Title VII

EEOC Section: Strategic Goal I – Objective I.A

Current FY 2022–2026 Plan	The current Strategic Plan explicitly states that Title VII's prohibition on sex discrimination includes sexual orientation and gender identity, consistent with the Supreme Court's decision in <i>Bostock v. Clayton County</i> .
Proposed FY 2026–2030 Plan	The proposed Strategic Plan removes the explicit statement that Title VII's prohibition on sex discrimination includes sexual orientation and gender identity, while continuing to reference discrimination based on sex.
Type of Change	Omission
Why This Matters to Your Organization	The proposed Strategic Plan does not change employers' legal obligations under Title VII or the protections established by <i>Bostock v. Clayton County</i> . It does, however, remove the EEOC's explicit recognition of LGBTQ+ protections from its Strategic Plan. This changes how the agency publicly communicates those protections and may create uncertainty for employers, employees, and the public about the EEOC's enforcement priorities.
Leadership Consideration	Employers should continue evaluating workplace policies and practices based on the law, not changes in agency messaging. Clear communication about employee rights strengthens trust, reduces uncertainty, and reinforces an organization's commitment to providing a workplace where every employee understands the protections available to them.
Public Comment Consideration	The proposed Strategic Plan removes language that expressly recognizes sexual orientation and gender identity as protected under Title VII. Stakeholders may wish to encourage the EEOC to retain this language in the final Strategic Plan to ensure it accurately reflects existing Supreme Court precedent and provides clear guidance to employers, employees, and the public.



#2 Priority Populations for Outreach & Education

EEOC Section: Strategic Goal II – Objective II.A

Current FY 2022–2026 Plan	The current Strategic Plan identifies particularly vulnerable communities as priority audiences for education and outreach, including individuals who are new to the workforce, immigrants, and migrant workers. The plan recognizes that these populations may be unfamiliar with EEO laws or unwilling or unable to exercise their rights.
Proposed FY 2026–2030 Plan	The proposed Strategic Plan replaces this targeted approach with broader language focused on members of the public who are unaware of employment discrimination laws or how to file a charge. It no longer expressly identifies vulnerable worker populations as priority audiences.
Type of Change	Omission / Reframing
Why This Matters to Your Organization	This change shifts the EEOC from identifying specific populations that face greater barriers to understanding or exercising their workplace rights to a broader public outreach approach. While outreach remains a priority, the Strategic Plan no longer expressly recognizes that some workers require additional attention because of the barriers they face.
Leadership Consideration	Organizations should recognize that equal access to workplace rights often requires intentional outreach to employees who face greater barriers to information, resources, or reporting mechanisms. A one-size-fits-all communication strategy may not reach every employee equally.
Public Comment Consideration	The proposed Strategic Plan removes language identifying vulnerable workers as priority audiences for outreach and education. Stakeholders may wish to encourage the EEOC to retain this language to ensure the agency continues to prioritize workers who face the greatest barriers to understanding and exercising their workplace rights.



#3 Accessible Outreach & Education

EEOC Section: Strategic Goal II – Objectives II.A & II.B

Current FY 2022–2026 Plan	The current Strategic Plan and its implementation emphasize reducing barriers to accessing information through plain-language materials, translated resources, technology, partnerships, and other outreach strategies designed to help workers understand their rights and responsibilities under EEO laws.
Proposed FY 2026–2030 Plan	The proposed Strategic Plan continues to emphasize outreach, partnerships, technology, and plain-language materials but does not expressly describe how outreach will remain accessible for individuals who face language, literacy, digital, or other barriers to receiving information.
Type of Change	Reframing
Why This Matters to Your Organization	Effective outreach is not only about providing information. It is about ensuring the information is accessible to the people who need it most. Organizations operating across multiple languages, cultures, and work environments understand that communication strategies must account for barriers that may prevent employees from understanding or exercising their workplace rights.
Leadership Consideration	Accessibility is a leadership responsibility. Employers should evaluate whether workplace policies, training, reporting mechanisms, and employee communications are accessible to the full workforce, including employees with language, literacy, disability, or technology barriers.
Public Comment Consideration	The proposed Strategic Plan emphasizes technology and innovation but provides less detail on how outreach will remain accessible to workers facing language, literacy, digital, or other barriers. Stakeholders may wish to encourage the EEOC to clarify how these barriers will be addressed as part of its outreach and education strategy.



#4 Strategic Alignment & Enforcement Priorities

EEOC Section: Strategic Goal I – Objectives I.A & I.B

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan aligned with the EEOC’s Strategic Enforcement Plan (SEP), which prioritized systemic discrimination, barriers to equal employment opportunity, vulnerable and underserved workers, and emerging workplace issues. The SEP was developed through a public notice and comment process before being adopted.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan aligns with the EEOC’s National Enforcement Plan (NEP), adopted in June 2026, which reflects the Commission’s current enforcement priorities, including intentional discrimination, anti-diversity, equity, and inclusion enforcement, religious liberty, and protections related to biological sex. Unlike the SEP, the NEP was adopted without a public comment process.
Type of Change	Strategic Alignment
Why This Matters to Your Organization	The Strategic Plan establishes the agency’s long-term direction, while the National Enforcement Plan defines how that strategy will be implemented through enforcement. Together, these documents reflect a significant shift in the EEOC’s enforcement priorities and provide important insight into how the agency intends to interpret and enforce federal employment discrimination laws over the next five years.
Leadership Consideration	Organizations should distinguish between changing enforcement priorities and their continuing legal obligations under Title VII and other federal civil rights laws. Enforcement priorities may shift across administrations, but statutory obligations remain unchanged unless Congress or the courts change the law.
Public Comment Consideration	Because the National Enforcement Plan was adopted without a public comment process, the proposed Strategic Plan represents one of the few remaining opportunities for stakeholders to provide input on how the Commission’s long-term strategy should align with its current enforcement priorities. Stakeholders may wish to encourage the EEOC to provide greater transparency regarding how the Strategic Plan and National Enforcement Plan are intended to operate together and how those priorities will influence the agency’s allocation of resources.

#5 Even-Handed Enforcement

EEOC Section: Strategic Goal I – Objective I.A

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan states that the EEOC will use its enforcement authority fairly, efficiently, and based on the circumstances of each charge, while advancing equal employment opportunity and addressing unlawful discrimination.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan states that the EEOC will enforce federal anti-discrimination laws even-handedly, while emphasizing equal treatment under the law and consistent application of the Commission’s enforcement responsibilities.
Type of Change	Reframing
Why This Matters to Your Organization	Although the change is limited to a few words, the revised language reflects a broader shift in how the Commission describes its enforcement philosophy. Read alongside the National Enforcement Plan and other recent EEOC actions, the emphasis on “even-handed” enforcement aligns with the Commission’s stated focus on intentional discrimination, including claims alleging discrimination against white male employees (sometimes described as “reverse discrimination”), as well as enforcement involving diversity, equity, and inclusion initiatives.
Leadership Consideration	Organizations should evaluate workplace policies based on compliance with Title VII and other applicable laws, rather than assumptions about changing enforcement rhetoric. Clear, consistent employment practices remain the strongest foundation for reducing legal risk while maintaining employee trust.
Public Comment Consideration	The proposed Strategic Plan introduces “even-handed” enforcement as a guiding principle but does not define how that standard differs from the current plan’s approach. Stakeholders may wish to encourage the EEOC to clarify how it interprets “even-handed” enforcement and how that principle will be applied across all protected characteristics.

#6 Defining Enforcement Success

EEOC Section: Strategic Goal I – Performance Measures

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan measures success by the EEOC’s ability to have a broad impact on preventing and remedying employment discrimination, providing meaningful relief to victims, and identifying and addressing systemic discrimination. The emphasis is on advancing the agency’s civil rights mission through the impact of its enforcement activities.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan places greater emphasis on operational performance measures, including timeliness, service delivery, case processing, and organizational efficiency, while continuing to measure enforcement outcomes. The emphasis shifts toward how the agency performs its work, in addition to what it accomplishes.
Type of Change	Performance Measure / Reframing
Why This Matters to Your Organization	The way an agency defines success influences how it allocates resources and evaluates performance. The current Strategic Plan emphasizes broad impact, meaningful relief, and preventing unlawful discrimination. The proposed Strategic Plan gives greater prominence to operational performance and efficiency. While both are important, stakeholders may wish to consider whether the proposed measures continue to place the EEOC’s civil rights mission at the center of how agency success is defined.
Leadership Consideration	Operational efficiency is an important responsibility of every organization. At the same time, leaders recognize that performance measures should reinforce an organization’s core mission. Organizations should consider whether their own success metrics appropriately balance operational performance with the outcomes they were created to achieve.
Public Comment Consideration	Stakeholders may wish to comment on whether the proposed performance measures appropriately balance operational efficiency with the EEOC’s statutory mission to prevent, investigate, and remedy unlawful employment discrimination. They may also wish to encourage the EEOC to explain how these measures will ensure that efficiency enhances, rather than overshadows, the agency’s core civil rights responsibilities.



#7 Organizational Culture & Values

EEOC Section: Strategic Goal III – Organizational Excellence

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan defines Organizational Excellence as achieving “a culture of accountability, inclusivity, and accessibility.” It further commits the EEOC to enhance diversity, equity, inclusion, and accessibility (DEIA), support innovation and collaboration, promote continuous improvement, foster constructive labor-management relations, and serve as a model employer.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan reframes Organizational Excellence around workforce excellence, mission execution, technology, operational effectiveness, and accountable stewardship. It no longer expressly identifies inclusivity, accessibility, or DEIA as components of Organizational Excellence.
Type of Change	Reframing
Why This Matters to Your Organization	The way an organization defines excellence influences the culture it creates, the behaviors it rewards, and the priorities it advances. The current Strategic Plan expressly identifies inclusivity, accessibility, and DEIA as components of Organizational Excellence. The proposed plan shifts the emphasis toward operational performance and organizational management while removing those explicit references.
Leadership Consideration	High-performing organizations recognize that operational excellence and inclusion are mutually reinforcing. Performance, accountability, and stewardship are strengthened when organizations intentionally build workplaces where all employees can contribute, succeed, and advance. High-performing workplaces benefit when they are inclusive, accessible, and equitable in ways that comply with federal law and help all employees feel they belong.
Public Comment Consideration	The proposed Strategic Plan removes explicit references to inclusivity, accessibility, and DEIA from the EEOC’s vision of Organizational Excellence. Stakeholders may wish to comment on whether these principles should remain part of the agency’s organizational framework, particularly for the federal agency responsible for enforcing the nation’s workplace civil rights laws.

#8 Outreach Effectiveness & Public Impact

EEOC Section: Strategic Goal II – Performance Measures 8–11

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan measures outreach success by its ability to increase access to vulnerable communities, improve employers’ policies and practices, increase individuals’ knowledge of employment discrimination laws, and use participant feedback to strengthen future outreach efforts. Outreach is evaluated based on its ability to change understanding and behavior.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan measures success by expanding the EEOC’s reach, increasing public awareness of rights and agency enforcement efforts, updating educational resources, and developing stakeholder satisfaction measures through its Education and Training Division (EdCon). The emphasis shifts toward measuring engagement, awareness, and program performance.
Type of Change	Performance Measure / Reframing
Why This Matters to Your Organization	How organizations measure success influences the outcomes they achieve. The current Strategic Plan evaluates outreach based on whether it changes knowledge, improves workplace practices, and expands access to vulnerable communities. The proposed plan places greater emphasis on reach, awareness, stakeholder satisfaction, and program performance. Stakeholders may wish to consider whether these measures continue to prioritize meaningful educational impact alongside operational effectiveness.
Leadership Consideration	Effective education is measured not only by how many people are reached, but by whether knowledge leads to better decisions and stronger workplace practices. Organizations should ensure their own education and training strategies measure meaningful outcomes, not simply participation or satisfaction.
Public Comment Consideration	Stakeholders may wish to comment on whether the proposed outreach performance measures sufficiently evaluate the EEOC’s effectiveness in improving employer practices, increasing public understanding of employment rights, and reaching workers who face the greatest barriers to accessing workplace protections.

#9 Artificial Intelligence & Emerging Technologies

EEOC Section: *External Factors Affecting Achievement of the Strategic Plan – Technological Factors*

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan recognizes technology as an external factor affecting the EEOC’s work and focuses on modernizing agency systems and improving public access to services. It does not specifically address artificial intelligence.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan specifically identifies generative AI as an external factor expected to influence how applicants apply for jobs, how employers screen applicants, and how the EEOC performs many of its functions. However, while recognizing AI’s growing influence, the Strategic Plan does not identify a corresponding strategy for guidance, education, or enforcement related to AI-driven employment discrimination.
Type of Change	Addition
Why This Matters to Your Organization	Artificial intelligence is rapidly reshaping employment decisions, including recruiting, hiring, promotion, and performance management. While the proposed Strategic Plan recognizes AI as a significant external force affecting the workplace, it does not explain how the EEOC intends to address the civil rights implications of AI or support employers navigating these emerging issues.
Leadership Consideration	Organizations should continue strengthening AI governance regardless of evolving regulatory priorities. Existing civil rights laws continue to apply to employment decisions, whether made by people or technology. Organizations should regularly evaluate AI-enabled employment tools for bias, transparency, accountability, and legal compliance.
Public Comment Consideration	The proposed Strategic Plan acknowledges the growing impact of generative AI but does not articulate the EEOC’s strategic approach to AI-related employment discrimination. Stakeholders may wish to comment on whether the Plan should more clearly describe the agency’s role in providing guidance, education, and enforcement related to artificial intelligence and automated employment decision tools.



#10 Accessibility & Equal Access

EEOC Section: Strategic Goal II & Strategic Goal III

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan consistently identifies accessibility as a strategic priority. It defines Organizational Excellence as a culture of accountability, inclusivity, and accessibility; incorporates accessibility into outreach and public education; emphasizes accessible, plain-language resources; and prioritizes technology that expands public access to EEOC services.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan continues to reference accessibility in selected operational initiatives, including intake services, but no longer identifies accessibility as a defining component of Organizational Excellence or consistently embeds accessibility throughout the agency’s broader strategic framework.
Type of Change	Reframing
Why This Matters to Your Organization	Accessibility is fundamental to equal access. How an agency incorporates accessibility into its strategic priorities influences whether individuals can understand their rights, access services, participate in agency processes, and seek protection under the law.
Leadership Consideration	Organizations should view accessibility as a strategic capability rather than solely a compliance obligation. Embedding accessibility across communications, technology, policies, and services strengthens inclusion, improves user experience, and expands equitable access for employees, applicants, and customers.
Public Comment Consideration	The proposed Strategic Plan places less strategic emphasis on accessibility than the current plan. Stakeholders may wish to comment on whether accessibility should continue to be recognized as a core organizational principle and integrated consistently throughout the EEOC’s strategic framework, particularly given the agency’s responsibility to ensure equal access to workplace civil rights protections and services.



#11 Guidance & Technical Assistance

EEOC Section: Strategic Goal II – Performance Measure 10

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan commits to maintaining and updating sub-regulatory guidance, technical assistance, Compliance Manual materials, and plain-language resources. It recognizes that guidance plays a critical role in helping employers, employees, and federal agencies understand and comply with the laws the EEOC enforces.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan continues to prioritize updating training materials and resource tools but no longer expressly references updating sub-regulatory guidance or describes guidance as a strategic component of voluntary compliance.
Type of Change	Reframing
Why This Matters to Your Organization	Clear guidance helps organizations understand their legal obligations before disputes arise. Changes in how the EEOC prioritizes guidance and technical assistance may influence how employers interpret evolving workplace requirements and implement compliant practices.
Leadership Consideration	Organizations should continue relying on statutes, regulations, judicial precedent, and current EEOC guidance when developing workplace policies. Clear internal governance becomes increasingly important as federal guidance evolves.
Public Comment Consideration	Stakeholders may wish to comment on whether the Strategic Plan should continue to recognize guidance and technical assistance as core tools for preventing discrimination and promoting voluntary compliance with federal employment laws.



#12 Agency Workforce & Organizational Capacity

EEOC Section: Strategic Goal III – Performance Measures 12–17

Current FY 2022–2026 Plan	The FY 2022–2026 Strategic Plan emphasizes rebuilding and sustaining the EEOC’s workforce through recruitment, retention, professional development, and DEIA initiatives. The Plan was developed around an agency of approximately 2,100 employees and recognizes that restoring staffing levels is essential to fulfilling the EEOC’s mission.
Proposed FY 2026–2030 Plan	The proposed FY 2026–2030 Strategic Plan establishes performance measures focused on maintaining staffing at 95% of an approved baseline, workforce development, succession planning, technology-driven process improvements, and budget alignment. The Plan reflects an agency operating with approximately 1,700 employees while acknowledging that appropriations and other external factors may affect its ability to achieve its objectives.
Type of Change	Reframing
Why This Matters to Your Organization	The proposed Strategic Plan shifts from rebuilding workforce capacity to sustaining operations within existing resource constraints. As responsibilities evolve, organizational capacity, workforce expertise, and available resources will continue to influence how effectively the EEOC delivers services, conducts investigations, and fulfills its statutory mission.
Leadership Consideration	Organizations recognize that sustainable performance depends on aligning strategic priorities with available people, resources, and organizational capability. Workforce planning should ensure that operational expectations remain realistic and achievable.
Public Comment Consideration	Stakeholders may wish to comment on whether the proposed Strategic Plan appropriately aligns the agency’s strategic objectives with its anticipated workforce capacity and resource constraints, and whether additional discussion of implementation risks would strengthen the Plan.