



## U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

Washington, D.C. 20507

Office of  
Inspector General

### **FY 2025 Management Challenges**

#### **BACKGROUND**

In accordance with the Reports Consolidation Act of 2000, the U.S. Equal Employment Opportunity Commission (EEOC or Agency), Office of Inspector General (OIG) is required to report in the EEOC's Agency Financial Report what it has determined to be the most serious management and performance challenges facing the Agency. This statement provides our views on the Agency's challenges for fiscal year (FY) 2025.

#### **MANAGEMENT CHALLENGES**

In the OIG's FY 2024 management challenges statement, the OIG identified three significant challenges that faced the Agency: 1) Customer Service, 2) Data Modernization and Transformation, and 3) Digital Records Management. The first two challenges remain management challenges for the Agency. The third challenge, digital records management, in our opinion, has been sufficiently addressed and remediated by the Office of Legal Counsel and is no longer considered as a challenge for the Agency. In FY 2025, the Agency should continue to perform its due diligence to ensure that the digital records management program is allocated the necessary resources to maintain its current level of effectiveness and efficiency.

#### **Customer Service**

The Agency has made progress regarding improving the customer service experience for its stakeholders; however, much work remains.

The December 2021 Executive Order issued by President Biden highlights the importance of using technology to improve customer experience and service delivery.<sup>1</sup> The Executive Order underscored that every interaction between the Government and the public is an opportunity "to deliver the level of service that the public expects and deserves."

The OIG has issued several reports that centered around the Agency's private sector customer service practices and use of technology to improve the customer service experience that EEOC provides its stakeholders. In FY 2024 the Agency began to implement two key recommendations: 1) the creation of a customer service plan, and 2) making customer service standards available to the public. Completion of these tasks should greatly enhance the Agency's private sector customer service.

---

<sup>1</sup> President Joseph Biden, Executive Order 14058, Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, December 13, 2021.

Additionally, in response to our recommendations in the customer services portal evaluation, the Agency implemented several recommendations in FY 2024 to improve portal performance and provide a more seamless digital experience; however, four recommendations remain outstanding, including one that addresses accessibility issues on the existing portal. Finally, during our interview with EEOC's senior management, a concern was raised regarding the Agency's ability to maintain its progress in upgrading technology that could directly affect its ability to enhance EEOC's portal experience due to potential FY 2025 staffing and funding shortages.

While progress has been made regarding private sector customer service and improved technology that should enhance stakeholder experience, it is important for the Agency to continue supporting its senior managers with the necessary resources to continue its customer service efforts.

## **Data and Technology Transformation and Modernization**

The EEOC should continue its work regarding digital transformation to meet the Agency's future data information and technology needs. This is a critical step towards providing Agency senior managers with complete, concise, and accurate information that can assist in making mission-critical decisions. EEOC's current Strategic Plan stated that the Agency strives to improve the use of technology and innovation in mission-critical areas.

One of EEOC's primary data and technology transformation and modernization endeavors is the ongoing work to replace its aging mission-critical information system, the Integrated Mission System (IMS), with the Agency Records Center (ARC). In FY 2024, the Agency made significant strides in replacing IMS. However, there remains additional work to fully implement ARC, such as transitioning the federal sector to ARC.

In January 2023, the OIG issued an evaluation report on EEOC's digital process transformation and automation efforts in which we found that five of the six digital elements assessed (i.e., Strategy, Organization and Culture, Customer, Operations, and Data digital elements) were in early or developing stages and are in need of substantial improvements.<sup>2</sup> By implementing two of the recommendations in FY 2024, EEOC made progress in its data and technology transformation and modernization efforts. However, additional work remains to remediate the outstanding seven recommendations that will help improve EEOC's digital transformation. These include piloting digital projects; developing a Data Analytics Plan, an Organizational Communication Strategy, and a Target-State Architecture Plan; as well as, coordinating the decommissioning of outdated technologies and online content.

Finally, we noted last year the use of artificial intelligence (AI) as a potential technological enhancement that could aid the Agency in decision-making and improve customer service. The

---

<sup>2</sup> EEOC OIG, [Digital Process Transformation and Automation \(DPTA\) Evaluation](https://oig.eeoc.gov/node/630), Evaluation Report 2021-002-EOIG (January 2023), [oig.eeoc.gov/node/630](https://oig.eeoc.gov/node/630).

The OIG contractor found that the sixth digital element, Technology, was in the *maturing* stage.

Agency has since made progress by appointing a new Chief AI Officer, hiring a Presidential Innovation Fellow on AI, and exploring the use of an AI tool to replace an existing service. While the implementation of AI is not formally a management challenge, we encourage the Agency to continue to explore and evaluate how AI could help the Agency attain its mission and improve performance.

Respectfully submitted,

A handwritten signature in black ink, reading "JT Willoughby". The initials "JT" are written in a large, bold, cursive style, followed by the name "Willoughby" in a more fluid, cursive script.

Joyce T. Willoughby  
Inspector General