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Description of document: Department of Labor (DOL) Bureau of International Labor Affairs (ILAB) Agency Management Plans FY2022 and FY2023

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Office of the Solicitor  
Division of Management and Administrative Legal Services  
200 Constitution Ave NW  
Room N-2420  
Washington, DC 20210  
Fax: 202-693-5389 (address to "FOIA Staff")  
Email: [foiarequests@dol.gov](mailto:foiarequests@dol.gov)

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This message responds to your Freedom of Information Act (FOIA) request of June 26, 2023 in which you requested:

“A copy of the two most recent Agency Management Plans for each DOL agency (which might be, for example, the FY23 Agency Management Plans and the FY22 Agency Management Plans). These records are held at the Performance Management Center of OASAM. Of course, you can, if you wish, split this request up into many requests, each directed to an individual DOL bureau, but that would seem to be a particularly wasteful and inefficient process since all the AMPs are already available at the Performance Management Center.”

Your request was received in our office on June 26, 2023, and assigned FOIA tracking number 2023-F-10851.

### **Results of Search**

We conducted a search for records responsive to your request. We have located two responsive documents totaling 101 pages of responsive records. These documents are attached to this email.

ILAB is releasing these documents to you in full, but some information of responsive records under 5 USC § 552(b)(5) and (b)(6). Exemption 5 protects internal federal government documents which are both pre-decisional and deliberative. Exemption 6 protects identifying information of federal employees where disclosure of such information is not outweighed by the general public's interest in seeing personally identifying information.

### **Options for Further Discussion and Appeal**

Please contact ILAB's FOIA Coordinator, Ms. Anita Kinney at [kinney.anita.s@dol.gov](mailto:kinney.anita.s@dol.gov)

or 202.718.3785 or the FOIA Public Liaison, Mr. Thomas Hicks at [hicks.thomas@dol.gov](mailto:hicks.thomas@dol.gov)

or 202.693.5427 if you have any questions or would like to discuss any aspect of your request.

You may administratively appeal by writing to the Solicitor of Labor within 90 days from the date of this letter if you are not satisfied with the response to this request.

The appeal must state in writing the grounds for the appeal, and it may include any supporting statements or arguments, but such statements are not required. In order to facilitate processing of the appeal, please include your mailing address and daytime telephone number as well as a copy of the initial request and a copy of this letter. The envelope and letter of the appeal should be clearly marked "Freedom of Information Act Appeal." Any amendment to the appeal must be made in writing and received prior to a decision.

The appeal should be addressed to:

Solicitor of Labor  
Division Management Administrative Legal Services  
U.S. Department of Labor  
200 Constitution Avenue, Room N2420  
Washington D.C., 20210.

Appeals may also be submitted by email to [foiaappeal@dol.gov](mailto:foiaappeal@dol.gov). Appeals submitted to any other email address will not be accepted.

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

Office of Government Information Services  
National Archives and Records Administration  
8601 Adelphi Road  
College Park MD 20740-6001.

You can also reach that office via email at [ogis@nara.gov](mailto:ogis@nara.gov), by phone at 202.741.5770.

Kind Regards,

Anita Kinney,

FOIA Coordinator, Department of Labor Bureau of International Labor Affairs (ILAB)

United States Department of Labor  
Bureau of International Labor Affairs (ILAB)

Agency Management Plan for Fiscal Year 2022

## Table of Contents

Introduction .....	2
Agency Theme 1: Implementing the President’s Trade Agenda.....	4
Agency Theme 2: Implementation of Regional Initiatives in Central America .....	14
Agency Theme 3: Elevating Labor Diplomacy .....	18
Agency Theme 4: Worker Protection.....	24
Agency Theme 5: DOL as a Model Workplace .....	28
Budget .....	32
Operational Portfolio: HR, IT, and Procurement.....	33
Appendix A – Federal Advisory Committees.....	36
Appendix B – Performance Measures and Milestones (Complete List) .....	37

## Introduction

The Bureau of International Labor Affairs (ILAB) safeguards dignity at work, both at home and abroad – by strengthening global labor standards; enforcing labor commitments among trading partners; promoting racial and gender equity; and combating international child labor, forced labor, and human trafficking. When other countries do not comply with internationally recognized workers’ rights in violation of their trade-related labor commitments or fail to enforce their labor laws, or export goods produced under exploitative labor conditions, they gain an unfair advantage that harms American workers and businesses. ILAB positions the United States as a leader on international labor rights by demonstrating the U.S. commitment to work with governments, workers, unions, civil society organizations, and other actors to achieve its mission. ILAB employs research, technical assistance, trade policy and labor diplomacy to enforce trade commitments; strengthens compliance with labor rights; and combats international child labor, forced labor, and human trafficking.

Taken together, these activities support U.S. Government efforts to advance equity on all fronts, particularly in countries where vulnerable and marginalized populations are most susceptible to exploitative labor conditions. By addressing exploitative labor conditions and advancing equity in key countries, ILAB supports efforts to combat poverty and structural racism in underserved and marginalized communities.

By leveling the playing field, ILAB’s work supports U.S. workers who have been disproportionately impacted by imports and outsourcing, especially in the Midwest, mid-Atlantic and Southeast in sectors including apparel, electronics, furniture, autos, and aerospace. In some cases, notably autos and auto parts, decades of job and wage gains for African-American workers in states like Michigan were eroded by trade policies that rewarded and accelerated outsourcing while failing to effectively protect against violations of workers’ rights abroad. Protecting workers’ rights globally is not a quick fix for the challenges facing American workers, but it is an essential first step to ensuring that American workers and businesses are not faced with unfair and degrading competition.

These efforts contribute to the Department of Labor (DOL) FY 2022-2026 Strategic Plan through Strategic Goal 2 – *Ensure Safe Jobs, Essential Protections, and Fair Workplaces*, and Strategic Objective 2.4 – *Strengthen labor rights, improve working conditions, promote racial and gender equity, and empower workers around the world.*

Theme Number	Theme Name	Strategy	Strategy Short Name
1	<b>Implementing the President’s Trade Agenda</b> (Make the Rules Count)	Implementing the Labor Provisions of the USMCA in Mexico	USMCA
1	<b>Implementing the President’s Trade Agenda</b> (Make the Rules Count)	Monitoring and Enforcing Labor Obligations in other FTAs / Preference Programs	Trade Monitoring and Enforcement
1	<b>Implementing the President’s Trade Agenda</b> (Worker Centered Trade Policy)	Strengthening U.S. Leadership on Combating Child Labor and Forced Labor	Child Labor and Forced Labor
1	<b>Implementing the President’s Trade Agenda</b> (Addressing China’s Coercive and Unfair Trade Practices)	Ending Child Labor and Forced Labor in Global Supply Chains	Supply Chains

Theme Number	Theme Name	Strategy	Strategy Short Name
<b>1</b>	<b>Implementing the President's Trade Agenda</b> (Worker Centered Trade Policy)	Worker Voice	Worker Voice
<b>2</b>	<b>Implementing Regional Initiatives in Central America</b>	Implementing the Administration's Root Causes Strategy	Root Causes Strategy
<b>2</b>	<b>Implementing Regional Initiatives in Central America</b>	Implementing the Collaborative Migration Strategy	Collaborative Migration Strategy
<b>3</b>	<b>Elevating Labor Diplomacy</b>	Implementing the Labor Attaché Program in ILAB	Labor Attaché Program
<b>3</b>	<b>Elevating Labor Diplomacy</b>	Enhancing Multilateral and Bilateral Engagement	Multilateral and Bilateral Engagement
<b>4</b>	<b>Worker Protection</b>	Occupational Safety and Health	Occupational Safety and Health
<b>4</b>	<b>Worker Protection</b>	Social Protection	Social Protection
<b>5</b>	<b>DOL as a Model Workplace</b>	Engaging Employees in Building a Modernized Workforce	Employee Engagement
<b>5</b>	<b>DOL as a Model Workplace</b> (Also aligns with The President's Trade Agenda, Advancing Racial Equity and Supporting Underserved Communities)	Developing a Diversity, Equity, Inclusion, and Accessibility-Focused Organization	Diversity, Equity, Inclusion, and Accessibility

## Agency Theme 1: Implementing the President’s Trade Agenda

### Strategy 1.1: Implementing the Labor Provisions of the USMCA and Providing Technical Assistance in Mexico

The United States-Mexico-Canada Agreement (USMCA) contains the strongest labor provisions of any U.S. Free Trade Agreement (FTA). Unlike the North American Free Trade Agreement (NAFTA), the USMCA labor chapter<sup>1</sup> is incorporated into the core text of the agreement and is fully enforceable, subject to dispute resolution. The dispute settlement chapter establishes a first-of-its-kind rapid response mechanism that provides for monitoring and expedited enforcement of labor rights in Mexico at particular facilities in priority sectors.

Some of the highlights of the agreement include:

- Requires the parties to adopt and maintain core labor rights as recognized by the International Labor Organization (ILO), including: freedom of association and collective bargaining; the elimination of forced labor; the effective abolition of child labor and prohibition of the worst forms of child labor; elimination of discrimination in respect of employment and occupation; and to adopt and maintain acceptable conditions of work with respect to minimum wage, hours of work and occupational safety and health.
- Requires the parties to prohibit the importation of goods produced by forced labor, including forced child labor.
- Requires the parties to ensure migrant workers are protected under labor laws.
- Requires the parties to address violence against workers for exercising their labor rights.
- Makes obligations more easily enforceable by clarifying the meaning of “manner affecting trade” and “sustained or recurring.”

#### Activities:

- **Monitoring - USMCA Hotline** - The USMCA web-based hotline is an electronic tip-line to receive confidential information regarding labor issues among USMCA countries. Submissions received through the hotline assist the USMCA Interagency Labor Committee in staying informed about workers’ perspectives and ensuring workers’ interests are fairly represented in monitoring and enforcement actions. **(USMCA-01a)**
- **Monitoring** - ILAB oversees Mexico’s compliance with its trade commitments related to international labor standards. This monitoring and subsequent analysis form the foundation of ILAB’s engagement and enforcement efforts. **(USMCA-01a, USMCA-02a, USMCA-03a)**
- **Trade Enforcement - Labor Attachés in Mexico**: Labor attachés on the ground in Mexico allow ILAB to meet the Congressional directive to monitor and enforce USMCA labor obligations. The duties of the labor attachés include: (1) assisting the Interagency Labor Committee (ILC) to monitor and enforce Mexico’s labor obligations; and (2) submitting to the ILC on a quarterly basis reports on Mexico’s efforts to comply with its labor obligations, particularly with the implementation of the landmark Mexican labor law reform enacted on May 1, 2019. The attachés serve as the principal experts on labor and employment issues and developments in Mexico for officials of DOL and other United States Government (USG) agencies, as appropriate. Further, the labor attachés complement the engagement of U.S. State Department officials and play a lead role in advancing ILAB’s activities in Mexico through direct and regular interaction and coordination with other USG agencies, the Mexican government, other foreign governments, international organizations, and non-governmental stakeholders (e.g., labor, business, and non-profit sectors). ILAB deployed three labor attachés to Mexico City in FY 2021 and plans to deploy two additional labor attachés in FY 2022. **(USMCA Milestone 2022-1)**
- **Policy Engagement - Interagency Labor Committee for Monitoring and Enforcement (ILC)**<sup>2</sup>: The USMCA implementing legislation called for the ILC, co-chaired by DOL and the Office of the United States Trade Representative (USTR), to coordinate U.S. government efforts to monitor USMCA labor obligations and Mexican labor reform, and to enforce cases of non-compliance. Other members of the committee are Department of

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<sup>1</sup> [Labor Chapter](#) (USMCA, Chapter 23, Starts on Page 23-1)

<sup>2</sup> [Interagency Labor Committee for Monitoring and Enforcement \(Interagency Committee\)](#) (HR 5430, Title VII, Subtitle A), co-chaired by DOL and US Trade Representative (USTR)



State, Department of the Treasury, Department of Agriculture, Department of Commerce, Department of Homeland Security, and United States Agency for International Development. The ILC was established through Executive Order on April 28, 2020, and it held its inaugural meeting on April 30, 2020. The ILC meets every 90 days and will receive and review submissions under the USMCA labor chapter and the Rapid Response Labor Mechanism. The ILC will make assessments and recommendations to the U.S. Trade Representative for enforcement action and will report to Congress every 180 days on the state of Mexican labor issues and the functioning of the committee. **(USMCA Milestone 2022-2)**

- **Policy Engagement – Forced Labor Enforcement Task Force (FLETF):** The USMCA implementing legislation also established the FLETF, chaired by the Secretary of Homeland Security. DOL/ILAB is a member. The FLETF is mandated to monitor U.S. enforcement of the prohibition on importing goods produced with forced labor under section 307 of the Tariff Act of 1930. Under section 744 of the USMCA Implementation Act, the FLETF is also tasked with reporting concerns to the ILC relating to the enforcement of the prohibition under section 307 of the Tariff Act with respect to Mexico, including any allegations that may be filed with respect to forced labor in Mexico. Finally, the FLETF is required to develop an enforcement plan regarding goods included in ILAB’s most recent “Findings on the Worst Forms of Child Labor” and “List of Goods Produced by Child Labor or Forced Labor” reports. **(USMCA Milestone 2022-3)**
- **Technical Assistance** – ILAB received \$180 million through USMCA supplemental appropriations to fund programs in support of the labor provisions of the agreement. In FY 2022, ILAB will focus on building the capacity of the Mexican government to comply with USMCA labor obligations, raising awareness of the new labor justice reforms, empowering workers to claim their rights under Mexican law, highlighting resources that can be accessed by workers, employers and unions, supporting the implementation of a second national child labor survey, and addressing forced labor and child labor in critical sectors. **(ILAB-01a, USMCA Milestone 2022-4)**
- **Policy Engagement** – ILAB labor attachés in Mexico meet regularly with relevant non-government labor stakeholders (e.g. labor, business, and non-profit organizations) as a part of their ongoing outreach and support. In FY 2022, labor attachés **(b) (5)**

[REDACTED]

[REDACTED]

[REDACTED] **(USMCA Milestone 2022-5)**

## Strategy 1.2: Monitoring and Enforcing Labor Obligations in Other Free Trade Agreements and Preference Programs

ILAB works through FTAs, trade preference programs<sup>3</sup>, and multilateral investment banks to press trade partners to have strong labor laws in compliance with international standards and robust enforcement. ILAB works closely with USTR and the U.S. Department of State (State) to coordinate a strategic approach to monitoring and enforcing labor obligations in trade agreements and trade preference programs with partner countries. ILAB uses a multifaceted approach to help ensure that trade partners comply with their labor-related commitments.

### Activities:

- **Negotiating:** ILAB negotiates strong labor provisions in new trade and investment agreements, such as FTAs, bilateral investment treaties (BITs), trade and investment framework agreements (TIFAs), and policies covering development finance (e.g., World Bank lending guidelines). These provisions require trading partners to uphold certain international labor standards, thereby contributing to a fairer playing field for workers in the U.S. and around the world. **(ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c)**
- **Monitoring:** ILAB oversees countries’ compliance with their trade and investment commitments related to international labor standards. This monitoring and subsequent analysis form the foundation of ILAB’s

<sup>3</sup> These include the Generalized System of Preferences (GSP), the African Growth and Opportunity Act (AGOA), and the Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008 (HOPE II)

engagement and enforcement efforts and are the basis for all other activities of ILAB's trade-related work.

**(ILAB-03, USMCA-01a, USMCA-02a, USMCA-03a, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c)**

- **Enforcing:** ILAB enforces the labor provisions of FTAs, investment instruments, and trade preference programs. This includes engaging with countries to collaborate on ways to improve compliance, providing technical assistance to help willing governments improve compliance, assessing complaints and petitions from the public, and developing and monitoring remediation plans. Enforcement may also involve formal dispute settlement under FTAs that can result in trade sanctions or reviews under preference programs, and may eventually lead to loss of preference program eligibility. ILAB also assists with administering labor provisions covering multilateral development finance institutions, such as the World Bank and U.S. International Development Finance Corporation (DFC), and represents the interests of U.S. workers through USG inter-agency processes and in international trade and international economic forums. **(ILAB-04, USMCA-01a, USMCA-02a, USMCA-03a, ILAB-04a, ILAB-04b, ILAB-04c)**
- **Strengthening Compliance:** ILAB works to increase compliance by assisting stakeholders in key trading partner countries (e.g., labor inspectorates, workers' organizations, employers' organizations, international brands, supply chains, and civil society organizations) to improve labor law compliance and enforcement. ILAB helps revise or develop new labor laws and regulations that comply with international standards; devises action plans to monitor implementation of labor laws, regulations, and/or policies; and funds technical assistance projects to improve enforcement of international labor standards and national labor laws by governments and increase proactive adoption and implementation of international labor standards and national labor laws in the workplace. Strengthening compliance can occur through collaboration and outreach with employers and multinational companies, industry associations, workers and their organizations, consumers and consumer advocacy groups, and government partners, as well as through enforcement of FTAs, investment instruments, and trade preference programs, as noted above. **(ILAB-01, ILAB-02, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c)**

### Strategy 1.3: Strengthening U.S. Leadership on Combating Child Labor and Forced Labor

As the only U.S. government agency solely dedicated to improving working conditions and countering labor abuses around the world, ILAB is uniquely positioned to address child labor and forced labor on a global level. ILAB leads global efforts to combat these labor abuses by: conducting research, publishing reports spotlighting abuses, funding targeted technical assistance initiatives, and engaging with foreign governments and other stakeholders to raise global awareness and provide concrete strategies for addressing the problem.

#### Activities:

- **Publish the 2021 Findings on the Worst Forms of Child Labor Report (TDA Report).** The TDA Report, which ILAB will publish on or before September 30, 2022, raises global awareness of child labor exploitation and promotes efforts to combat it. The report is mandated by the Trade and Development Act (TDA) of 2000, which requires countries benefitting from the Generalized System of Preferences Program to take steps to eliminate the worst forms of child labor. The Act mandates that the President of the United States submit to the United States Congress the Secretary of Labor's annual findings with respect to each "beneficiary country's implementation of its international commitments to eliminate the worst forms of child labor." ILAB carries out this responsibility on behalf of the Secretary by publishing the TDA Report. The report details the scope and nature of child labor exploitation and government efforts to address it in 119 independent countries and 15 non-independent countries and territories, and provides foreign governments over 2,200 concrete, recommended actions to eradicate child labor. **(ILAB-03, ILAB-04, ILAB-04d, ILAB-11, and CL/FL Milestone 2022-1)**
- **Publish the tenth edition of the List of Goods Produced by Child or Forced Labor (TVPRA List).** The tenth edition of the TVPRA List, which ILAB will publish on or before September 30, 2022, raises public awareness about forced labor and child labor around the world and promotes efforts to combat them. This List is mandated by the Trafficking Victims Protection Reauthorization Act (TVPRA) of 2005 and subsequent reauthorizations. The List serves as a vital resource to U.S. Government agencies, foreign governments, civil society, and businesses; highlighting where risk exists and encouraging targeted action among those working to address problems of forced labor and child labor. The 2018 TVPRA reauthorization requires the List to include,

to the extent practicable, goods that are produced with inputs that are produced with forced labor or child labor. As of June 2021, the List includes 156 goods from 77 countries. **(ILAB-03, ILAB-04, ILAB-04d, ILAB-11, and CL/FL Milestone 2022-2)**

- **Publish the *List of Products Produced by Forced or Indentured Child Labor (EO List)*.** Pursuant to Executive Order 13126, ILAB maintains a list of products and their source countries which it has a reasonable basis to believe are produced by forced or indentured child labor. This List is intended to ensure that U.S. federal agencies do not procure goods made by forced or indentured child labor. Under procurement regulations, federal contractors who supply products on the List must certify that they have made a good faith effort to determine whether forced or indentured child labor was used to produce the items supplied. This List is updated as needed, with the most current publication on March 25, 2019, that details 34 products from 25 countries. **(ILAB-03, ILAB-04, ILAB-04d, and ILAB-11)**
- **Develop and Implement a Strategic Communications Plan.** ILAB will develop a strategic communications plan to increase the impact of ILAB’s mandated reports to galvanize action among key stakeholders to eradicate child and forced labor. **(b) (5)**

[REDACTED]

**(CL/FL Milestone 2022-3, and ILAB-11)**

- **Host a Foreign Government Briefing.** ILAB will host a foreign government briefing in October 2021 immediately following the release of the 2020 TDA Report. This convening will provide an opportunity for ILAB’s technical child and forced labor experts to engage in real time dialogues with foreign government counterparts to share the findings, recommendations, and best practices captured in the TDA Report. The briefing will also provide ILAB an opportunity to expand its network of foreign government partners, establish new relationships with key government officials, and facilitate follow-up country-specific bilateral engagements to support and monitor government efforts against child and forced labor. **(CL/FL Milestone 2022-4)**
- **Support Targeted Technical Assistance Programming.** Using research and evidence from ILAB’s TDA Report, TVPRA and EO Lists, and learning from ILAB-funded external research and project-level evaluations, ILAB will fund targeted technical assistance projects in FY2022 that focus on countries and sectors with documented child labor and forced labor abuses. **(b) (5)**

[REDACTED]

**(ILAB-01, ILAB-02, and ILAB-07, ILAB-04d, TA Equity Outreach Milestone – 2022 01)**

### Strategy 1.4: Ending Child Labor and Forced Labor in Global Supply Chains

Child labor and forced labor have no place in global supply chains. These abuses gravely harm workers and their families, worsen development outcomes, and pose significant risks to companies and government procurement processes. ILAB works to address these abuses through reporting, projects, trade enforcement, and bilateral, multilateral, interagency, and private sector engagement. ILAB’s work plays a leading role in ensuring U.S. government procurement is free of forced labor. ILAB’s leadership is demonstrated through participation in interagency working groups, such as the Senior Policy Operating Group’s Supply Chain and Procurement Subcommittee, as well as

contributing expertise to whole-of-government efforts like EO 14017 *Securing America's Critical Supply Chains*. ILAB's technical assistance programming related to supply chains strengthens the capacity of governments, private sector companies, worker organizations, and NGOs to respond to labor abuses globally, including providing resources they can use to stop these abuses. ILAB received a new mandate under the most recent reauthorization of the Trafficking Victims Protection Reauthorization Act (TVPR) which contains a new reporting requirement to trace goods made with forced labor and child labor through global supply chains in order to list the final products in which they are used. This new mandate gives ILAB an important responsibility to develop the needed research capacity and methodologies quickly and to play a leadership role in the field of supply chain transparency, accountability, and corporate social responsibility.

### Activities:

- **Supporting Extramural Research:** Expand the knowledge base and expertise for supply chain tracing methodologies through the support of extramural research projects that will publish resources to increase the downstream tracing of goods made by child labor or forced labor. **(Supply Chain Milestone 2022-1)**
- **Training:** Engage and collaborate with key U.S. government agencies to identify, develop, and pilot training on forced labor issues to enhance the U.S. government's ability to prevent the importation or procurement of goods made with forced labor. Engagement with key U.S. government agency personnel on Federal Acquisition Regulation (FAR) procurement requirements related to Executive Order (EO) 13126. The FAR, under EO 13126, requires federal contractors to certify that they have made a good faith effort to determine whether forced or indentured child labor was used to produce the items supplied that are included on DOL's *List of Products Produced by Forced or Indentured Child Labor*. In addition to continuing close collaboration with the U.S. Trade Representative, Customs and Border Patrol, and State Department on forced labor issues, ILAB will also prioritize engagement and collaboration with (b) (5) [REDACTED].  
[REDACTED]. **(Supply Chain Milestone 2022-2)**
- **Publish new supply chain pilot research report:** ILAB's existing TVPR List (b) (5) [REDACTED].  
[REDACTED] **(Supply Chain Milestone 2022-3)**
- **Enhance functionality and application of the Better Trade Tool.** The tool, originally released in 2021, is designed to combine ILAB's research with the US harmonized tariff schedule to identify goods imported into the US at high risk of being produced with child labor, forced labor or forced child labor. (b) (5) [REDACTED].  
[REDACTED]. The objective is to strengthen the tool to provide increased visibility into existing USG efforts on high risk goods/countries, and to promote strategic coordination on efforts made by the US inter-agency Forced Labor Enforcement Task Force. **(Supply Chain Milestone 2022-4)**

### Strategy 1.5: Worker Voice

ILAB's program and policy engagement strengthen worker voice and worker power, which in turn, create sustained changes that lead to improved working conditions and dignity at work. ILAB draws on the leverage created by a worker-centered trade policy to reinforce vibrant worker voice and agency, including through the strengthening of democratic and independent trade unions. The full realization of freedom of association and the effective recognition of the right to collective bargaining are essential foundations for ensuring that workers have the ability to represent their own interests and can organize, without fear of retaliation.

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<sup>4</sup> The Entity List is a trade restriction list published by the U.S. Department of Commerce's Bureau of Industry and Security (BIS), consisting of certain foreign persons, entities, or governments.

## Activities:

- **Elevating Worker Voice in Project Design:** In FY 2021, ILAB began prioritizing technical assistance projects that include a more explicit focus on worker organizations, freedom of association and collective bargaining in both program offices. FOAs developed in FY2021 explicitly include objectives to improve outcomes related to worker organizations, worker voice, workers' access to dialogue, remedy or conciliation mechanisms. In FY 2022, ILAB will continue to prioritize such outcomes for workers and worker organizations in new technical assistance projects and will strive to integrate input from workers (e.g. from labor roundtables, evaluations and other fora) to ensure worker voice is informing project design and strategies. **(ILAB-01)**
- **Institutionalizing Dialogue Mechanisms (Labor Affairs Councils, Labor Roundtables):** ILAB has made use of Labor Affairs Councils, high-level, government-to-government dialogues focused on the enforcement of labor rights, including, but not limited to promoting an enabling environment for freedom of association and collective bargaining. While bilateral in nature, Labor Affairs Councils are preceded by calls for inputs into the process, and certain FTAs include specific language supporting the establishment of national Labor Affairs Councils, including representatives of labor and business, to advise on implementation of the labor chapter. In addition, new Labor Cooperative Dialogues and technical exchanges have been initiated to bolster trade partners' capacity for regulation and enforcement of these rights. In June and July 2021, ILAB hosted a series of labor roundtables to consult with labor unions, and civil society organizations to discuss how to improve worker rights and the creation of decent jobs and gather ideas to generate technical assistance with respect to worker rights and labor law enforcement and compliance in Central America. In total, ILAB hosted nine virtual roundtables with unions and civil society organizations from El Salvador, Guatemala, Honduras, and the United States. Following the roundtables, ILAB drafted and disseminated a report that outlined 9 recommendations to the governments of El Salvador, Guatemala and Honduras and 7 recommendations to the USG interagency that will feed into the implementation of the Administration's recently released Strategy to Address the Root Causes of Migration in Central America. In FY 2022, ILAB will use these recommendations to improve and inform policy and program decisions and strategies, and will advocate with the inter-agency and the partner governments to do the same. ILAB plans to expand the roundtables to include other countries or topics for consultation between USG and labor stakeholders on the nexus between labor and foreign policy. **(Worker Voice Milestone 2022-1)**
- **Trade Enforcement** – ILAB makes use of a wide array of trade enforcement mechanisms, to ensure that freedom of association and the effective recognition of the right to collective bargaining are ensured in both law and practice. For example, The Rapid Response Labor Mechanism (RRM)<sup>5</sup> between the United States and Mexico provides for monitoring and expedited enforcement of labor rights at particular facilities that fail to comply with domestic freedom of association and collective bargaining laws. By the time the USMCA became effective on July 1, 2020, ILAB assisted in establishing procedural guidelines and lists of panelists. ILAB, as part of the Interagency Labor Committee for Monitoring and Enforcement (ILC), assists in managing and researching submissions received under the RRM, which will support compliance with the right to organize and bargain collectively. ILAB successfully pushed for<sup>6</sup>, and has utilized the *Triennial GSP Assessment* process, that proactively assesses all GSP beneficiary development countries' compliance with worker rights' eligibility criteria on a regularized three-year cycle. Through this process and existing open reviews, ILAB engages – together with interagency partners – to support the development of an enabling environment for the full exercise of the right to organize and bargain. Since the inception of the triennial assessment, ILAB has seen the benefit of deepened trade engagement with these countries for country level socialization including improvements and in some cases full remediation. ILAB continues to use the full range of tools provided in the labor chapters of our FTAs. ILAB is following through on administering the submissions received alleging a failure of a trade partner to enforce labor laws, such as through implementing the Monitoring Action Plan in with the Government of Honduras, as well as monitoring trade partners' enforcement efforts to identify whether a self-initiated enforcement action is required. In FY2022, ILAB is aligning its resources to make a concerted effort toward proactively building evidence of trade partners failing to effectively uphold labor rights. **(USMCA-02a).**

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<sup>5</sup>Annex 31-A of USMCA

<sup>6</sup> The prior process relied on third party petitions to raise concerns.

- Comply Chain:** Comply Chain is an app that provides guidance for companies and industry groups that either do not have a social compliance system in place, or need to strengthen their existing systems for more robust human rights due diligence. Comply Chain helps encourage worker voice and best practices by companies as worker input is vital to addressing these labor abuses. Comply Chain responds to the Trafficking Victims Protection Reauthorization Act (TVPRA) of 2005 mandate that ILAB work to create a standard set of business practices that will reduce production of goods using forced and child labor. As part of a new release of the *Comply Chain* app, ILAB will provide additional up-to-date, real world examples of best practices for workers, companies, and others to use in addressing child labor and forced labor in global supply chains, especially in the area of increasing worker voice. **(Worker Voice Milestone 2022-2)**

## Strategic Portfolio: Performance, Risk, and Learning

### Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target - ESTIMATES	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
(b) (5)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
(b) (5)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	--	--	--	--
(b) (5)	[REDACTED] by category of labor right)	Baseline	--	--	--	--



Milestone ID	Milestone Description	Milestone Due Date
(b) (5)	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

### Enterprise Risk Management

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
(b) (5)	(b) (5)
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
(b) (5)	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	(b) (5)

## Agency Theme 2: Implementation of Regional Initiatives in Central America

### Strategy 2.1: Implementing the Administration’s Root Causes Strategy and Providing Technical Assistance

The February 2, 2021 Executive Order on *Creating a Comprehensive Regional Framework to Address the Causes of Migration, to Manage Migration Throughout North and Central America, and to Provide Safe and Orderly Processing of Asylum Seekers at the United States Border* requires the Assistant to the President for National Security Affairs, in coordination with the Secretary of State, Attorney General, and Secretary of Homeland Security to prepare a “Root Causes Strategy.” The Executive Order requires that the Root Causes Strategy include proposals to “coordinate place-based efforts in El Salvador, Guatemala, and Honduras to address the root causes of migration, including by: ... promoting respect for human rights, labor rights, and a free press...” and to “consult and collaborate with the Office of the United States Trade Representative, the Secretary of Commerce, and the Secretary of Labor to evaluate compliance with the Dominican Republic-Central America Free Trade Agreement to ensure that unfair labor practices do not disadvantage competition.” The resulting Strategy to Address Root Causes of Migration in Central America includes a Pillar focused on human rights, labor rights, and the independent media. Labor elements are incorporated into the other pillars including through the creation of decent work. The Strategy provides DOL with a strong mandate to expand and amplify its work in the region.

#### Activities:

- **Interagency coordination and engagement** - This work entails coordinating with federal agencies such as the Office of the Vice-President of the United States (OVP); National Security Council (NSC); Office of the U.S. Trade Representative (USTR); U.S. Agency for International Development (USAID); and the Departments of State, Treasury, Commerce, Justice, and Homeland Security. This coordination includes providing expertise to other U.S. government agencies on international labor standards, including freedom of association, collective bargaining, child labor, forced labor, acceptable conditions of work, discrimination, as well as human trafficking for integration into strategies to address the root causes of migration in Central America. For example, OVP has come to ILAB for inputs on private sector engagement, background on child labor and other fundamental labor rights in El Salvador, Guatemala, and Honduras. Additionally, ILAB is hosting nine labor roundtables under the Economic Opportunity Framework at NSC’s request. **(CA Regional Milestone 2022-1, CA Regional Milestone 2022-3)**
- **Monitoring countries’ compliance** with their trade and investment commitments related to international labor standards. This monitoring and subsequent analysis forms the foundation of ILAB’s engagement and enforcement efforts, and is the basis for all other activities of ILAB’s trade-related work. **(ILAB-03, ILAB-04e)**
- **Enforcing the labor provisions** of the Dominican Republic-Central America Free Trade Agreement (CAFTA-DR). Activities include bi-lateral engagement with countries to collaborate on ways to improve compliance, providing technical assistance to help willing governments improve compliance, assessing complaints and petitions from the public alleging that a trade partner country is not adhering to its labor obligations, and developing and monitoring remediation plans. Enforcement may also involve formal dispute settlement under the FTA that can result in trade sanctions. ILAB also assists with administering labor provisions covering multilateral development finance institutions, such as the World Bank and U.S. International Development Finance Corporation (DFC), and represents the interests of U.S. workers through USG inter-agency processes and in international trade and international economic forums. **(ILAB-03, ILAB-04e)**
- **Technical Assistance:** The economies of El Salvador, Guatemala, and Honduras face multiple labor market barriers, including economic stagnation, labor market inefficiency and segmentation, and gang violence. ILAB staff are working closely with key stakeholders to identify key areas for technical assistance projects and other cooperative activities in alignment with the Root Causes Strategy. **(b) (5)**

(b) (5)

(ILAB-01, ILAB-02, ILAB-07, CA

Regional Milestone 2022-4)

## Strategy 2.2: Collaborative Migration Strategy

The February 2, 2021 Executive Order on *Creating a Comprehensive Regional Framework to Address the Causes of Migration, to Manage Migration Throughout North and Central America, and to Provide Safe and Orderly Processing of Asylum Seekers at the United States Border* requires the Assistant to the President for National Security Affairs, in coordination with the with the U.S. interagency, to prepare a “Collaborative Migration Management Strategy (CMMS).”

The Executive Order requires that the CMMS include proposals to “develop regional labor programs and employment pathways that facilitate access to temporary work opportunities... increase reception and reintegration of returned individuals to allow them to achieve safety and support in their countries of origin... and coordinate migration messaging campaigns to share accurate and timely information about migration laws and policies while at the same time countering mis- and disinformation.” The CMMS seeks to identify and prioritize actions to “strengthen cooperative efforts to manage safe, orderly, and humane migration [in particular labor migration] in North and Central America” and provides a mandate for DOL to strengthen its work on H2 visas, protection of migrant workers in the U.S., and to strategically align DOL’s domestic and international activities.

### Activities:

- **Interagency coordination and engagement** - This work entails coordinating with federal agencies such as the Office of the Vice-President of the United States (OVP); National Security Council (NSC); U.S. Agency for International Development (USAID); and the Departments of State, Treasury, Commerce, Justice, and Homeland Security. This coordination includes providing expertise to other U.S. government agencies on international labor standards, including those related to freedom of association, collective bargaining, child labor, forced labor, acceptable conditions of work, discrimination, and human trafficking. This coordination and expertise will inform the development of strategies to support regional programs related to labor migration and help ensure worker protection and ethical recruitment for temporary labor programs and programs and policies related to reintegration of returned persons. **(CA Regional Milestone 2022-1, CA Regional Milestone 2022-2 CA Regional Milestone 2022-3, ILAB-04e)**
- **Intra-Agency coordination:** This work entails leveraging ILAB’s deep expertise and connections to support the success of DOL sister agencies including the Employment and Training Administration (ETA), the Office of the Solicitor (SOL), the Office of the Assistant Secretary for Policy (OASP), the Wage and Hour Division (WHD), and the Occupational Safety and Health Administration (OSHA), as those agencies implement their responsibilities under the CMMS including with regard to H2 visa recruitment with Northern Central American governments of El Salvador, Guatemala, and Honduras. Finally, this work includes supporting the renewal of the Consular Partnership Program (CPP) with El Salvador, Guatemala, and Honduras (Northern Central America) to provide information to foreign workers in the U.S. related to workplace rights and protections. **(b) (5)**

(CA Regional Milestone 2022-1, CA

Regional Milestone 2022-3)

- **Inter-governmental coordination:** **(b) (5)**

(CA Regional Milestone 2022-1, CA Regional Milestone 2022-3)

- **Technical Assistance:** ILAB staff are working closely with key stakeholders to identify key areas for technical assistance projects and other cooperative activities with the relevant countries. (b) (5)

[Redacted]

(ILAB-01, ILAB-07)

## Strategic Portfolio: Performance, Risk, and Learning

### Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
ILAB-01	Number of active technical assistance projects.	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
USMCA-03a (new)	Number of labor chapter petitions that result in a follow-up action.	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
ILAB-07	Number of technical assistance oversight activities conducted	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
ILAB-04e (new)	Number of Northern Central American governments taking actions to promote labor rights.	(b) (5)	[Redacted]	[Redacted]	[Redacted]	[Redacted]

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
CA Regional Milestone 2022-1	(b) (5)	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

### Enterprise Risk Management

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	(b) (5)	[Redacted]	[Redacted]

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
ILAB-1	(b) (5)	■	■
■	■	■	■

### Learning: Completed, Underway, or Planned

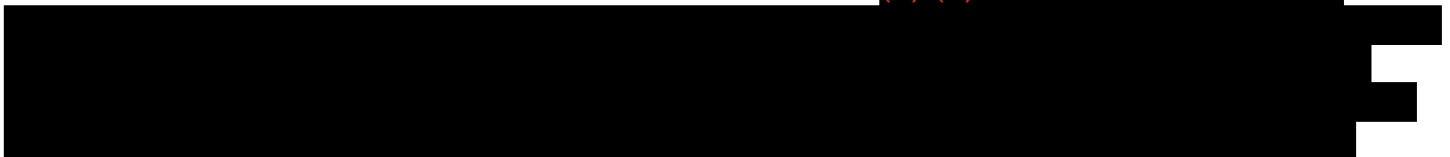
Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Labor Roundtables	(b) (5)
Labor Market Analysis	This research is planned in conjunction with a Central America performance evaluation and will help to inform project development and policy engagement in Central America
Performance Evaluations	The evaluations of ILAB projects in Central America will identify implementation successes and challenges and will provide recommendations for the remainder of the project

## Agency Theme 3: Elevating Labor Diplomacy

For ILAB to carry out its international work most effectively, it is vital that for staff are in position to understand conditions on the ground and to engage with important contacts in strategic countries. ILAB has worked for decades with the State Department to monitor and advance worker rights and employment issues around the world, but resources dedicated to the coverage of labor issues by the State Department have continued to decline significantly over that period. The ambition of the Biden-Harris Administration with respect to its international labor rights and worker-centered trade agendas needs to be matched by investments in coverage of labor issues overseas, including through the strategic deployment of DOL attachés and temporary assignments in priority countries. ILAB will work with the State Department and the White House, which has requested greater DOL presence overseas, to lift up labor diplomacy and increase the focus on domestic and international labor issues in the foreign policy of the administration. This expertise is important not only in strengthening worker rights in other countries, it can help bring lessons to the domestic agencies of DOL as they seek to address domestic labor and employment challenges. In years past, the United States was fairly unique in the richness of its domestic data, evidence and analytical capabilities; therefore, other countries sought to tap into U.S. expertise. As other countries have become more technically sophisticated, the learning opportunities are reciprocal, and ILAB's labor diplomacy efforts can be elevated to build an evidence base of important learning for U.S. domestic labor policymaking.

### Strategy 3.1: Implementing the Labor Attaché Program in ILAB

DOL established its labor attaché program in 2014 to place ILAB international labor experts to selected strategic countries with significant worker rights challenges. DOL labor attachés engage intensively with host countries governments, trade unions, and employers to promote improvements in labor rights and compliance with trade-related labor obligations and commitments. Over the past seven years, DOL has established positions in Bangladesh, Colombia, Honduras, Vietnam, and Mexico. In 2021, a labor attaché position was established in Geneva, Switzerland, to better coordinate ILAB's work with the International Labour Organization (ILO). (b) (5)



Finally, the program will reflect the Bureau's goal of promoting diversity, equity, inclusion and accessibility (DEIA) by focusing on recruitment and promotion of labor attachés and through DOL's participation on the Board of Foreign Service. ILAB will aim to increase DEIA among DOL labor attachés and among the labor reporting officers of the U.S. Foreign Service.

### Activities:

ILAB Labor Attachés, in general (**ILAB-03, ILAB-07, ILAB-4, ILAB-4a, ILAB-4b, ILAB-4c, Attaché Milestone 2022-1, TDY Milestone 2022-1**):

- Advance worker rights and improved working conditions, address the workplace exploitation of children and other vulnerable populations, and through diplomatic reporting, help the USG understand and respond to changing labor market conditions in host countries.
- Implement DOL labor and employment mandates, policies, programs, and initiatives. They monitor and ensure host countries' compliance with the labor provisions of the trade agreements.
- Serve as experts on labor and employment issues and developments in host countries for DOL and other USG agencies.
- Provide technical assistance to host governments to facilitate legal reforms consistent with the provisions of trade agreements and with international labor standards.
- Support U.S. representation at the International Labor Organization

- Provide training and expertise to those representing the USG overseas on labor and employment issues.

### Strategy 3.2: Enhancing Multilateral and Bilateral Engagement

- ILAB leads the representation of the U.S. government at the International Labor Organization, and leads for the United States on labor and employment issues in the G-20, G-7, the Organization for Economic Cooperation and Development (OECD), the Organization of American States (OAS), and other relevant bodies. Through these multilateral engagements, ILAB advances U.S. priorities such as protection of worker rights, including freedom of association and collective bargaining; policies and programs on expanding employment and job training; occupational safety and health issues; racial and gender equity issues; increasing social protection; and other important and emerging global labor and employment issues. In the context of these engagements, we will advocate for strong outcome language to advance the labor rights of persons belonging to marginalized groups, including those disadvantaged due to racial and ethnic characteristics. ILAB works with the world’s major economies and international organizations to promote decent work and to foster an inclusive, sustainable and resilient recovery of labor markets from the COVID-19 crisis. ILAB will also conduct **bilateral exchanges with countries that have made successful efforts to implement social protection policies that prioritize racial and ethnic equity**. Finally, ILAB will carry out exchanges with other countries on addressing barriers to labor market participation faced by marginalized groups, including disadvantaged racial and ethnic groups. ILAB couples these efforts with international economic research and effective bilateral diplomacy to help shape policies in key countries and to inform the development of domestic policies and programs to invest in the nation’s care economy, build a modern, inclusive workforce, and support a lifetime of worker empowerment in the United States.

#### Activities:

- **ILO:** ILAB represents the U.S. government in the ILO Governing Body (GB) (the executive body of the ILO) and the International Labor Conference (ILC) (the highest-level policymaking body of the organization). In FY 2022, in its capacity as the lead representative of the U.S. government in the ILO, ILAB will coordinate interagency participation in the GB; prepare statements and documents for use by the U.S. delegation at the GB meeting; prepare analysis and develop policy recommendations on key GB agenda items, including cases of countries’ violations of workers’ rights; and participate in the GB election of the next ILO Director-General. ILAB will also lead the U.S. delegation to the ILC. In that capacity, ILAB will: in the Committee on Inequalities and the World of Work, advance USG priorities to promote equity in the labor sphere for racial and ethnic minorities, women, LGBTQ+ individuals, and those with disabilities (b) (5) [REDACTED] represent the USG in the Committee on the Application of Standards, and in discussions of the ILO strategic objective of employment, and decent work and the social and solidarity economy; and prepare and provide substantive support for the Secretary of Labor and/or other high-level DOL officials participating in the ILC. ILAB will also coordinate and support the work of the President’s Committee on the ILO, (b) (5) [REDACTED]. (ILAB-P02)
- **G20 and G7:** ILAB will represent the USG in the G7 Employment Task Force and in the G20 Employment Working Group, prepare and provide substantive support for the Secretary of Labor and/or other high-level officials participating in the ministerial level meetings of the G20 and G7. The G20 and G7 aim to coordinate the economic policies of the world’s major economies and provide an important forum for advance administrations priorities related to inclusive growth and building back better. ILAB will develop statements, policy positions, and other relevant documents to support participation in working groups and ministerials. ILAB will also coordinate and develop DOL contributions to U.S. government participation more broadly by advocating US policy positions on labor and employment issues, including at the Sherpa and Leaders levels. (ILAB-P02)

- **OECD Employment, Labor and Social Affairs Committee (ELSAC):** ILAB represents the United States Government on the ELSAC and its subsidiary body, the Working Party on Employment. In 2022, it will also participate on the ELSAC bureau, the “executive committee” of the ELSAC that meets to carry out business between sittings of the ELSAC as a whole and provides representation of the ELSAC at cross-OECD events and activities. (b) (5)

[Redacted]

A key focus of ILAB’s PWB in FY 22 and future years will be to encourage planning and execution of projects with data disaggregation and analysis by race and ethnicity, and to work toward consensus about expanding data collection in OECD countries to facilitate this and to begin building capacity to collect and analyze data by LGBTQI+ status. See “Learning: Completed, Underway, or Planned” later in this section. (ILAB-P02, Race/Ethnicity OECD Milestones 2022-1 and 2022-2)

- **OECD Local Employment and Economic Development (LEED) Committee:** ILAB represents the United States Government on the LEED. The LEED adapts methodologies and frameworks worked out for and peer review by other OECD technical committees, including the ELSAC, to analyze quantitative and qualitative data at subnational levels, for example, the state and local levels in the United States. (b) (5)

[Redacted] (ILAB-P02)

- **In-house economic research:** Products of ILAB’s economic research program keep ILAB and DOL leadership and staff informed on GDP, labor force, and trade statistics for key countries and areas; international experiences in promoting equity, particularly by gender, and expanding in FY 22 to cover issues of race and other sources of vulnerability that effect economic and labor market outcomes; sources of excess market power of employers over workers and the role of public policy and institutions of worker voice in addressing them; continuing impacts of COVID-19 and recovery efforts on workers; and, provide and interpret research results on how trade affects the employment, wages, and working conditions that workers enjoy. In multilateral and bilateral contexts this information equips ILAB leadership and staff to understand issues of concern to their international colleagues, to engage knowledgably on these issues, and to guide the setting of agendas for future cooperative research and policy deliberations. (ILAB-12)
- **Analyzing the effects on workers of structural change by race and ethnicity:** In OECD, ILO, G20 and G7 deliberations there has long been recognition that the “megatrends” of globalization, technological change, ageing, and climate change are sources of structural change that affect the type of jobs available, often in similar ways, at least when considering education qualifications. Therefore, these megatrends affect where workers work, the skills that they need, and the wages they enjoy. To inform ILAB’s work on trade, our in-house research program in FY 22 will be expand our research program on the impact of trade by gender, race and ethnicity. ILAB staff will review the existing literature on this topic, identify key questions and options for future research. (Race/Ethnicity Research Milestone 2022-1)
- **Dissemination:** The information gathered in participating in, and preparing for, its multilateral engagements often contains insights that can be important for U.S. domestic labor and employment policymaking. ILAB will disseminate its in-house research products to all DOL staff who wish to receive them, will hold debriefing sessions on key issues of domestic interest that were deliberated rigorously in the multilateral and bilateral space, and, as appropriate, will reach out the U.S. domestic facing agencies to involve them first-hand in multilateral and bilateral engagement. (ILAB-P02, ILAB-12, ILAB-13)



## Strategic Portfolio: Performance, Risk, and Learning

### Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
ILAB-03	Number of trade partner countries in which labor rights, including child labor and forced labor, are systematically monitored and analyzed.	(b) (5)				
ILAB-04	Percent of high engagement trading partner countries or multilateral institutions that implement actions to improve protection of labor rights, including through law or enforcement.	(b) (5)				
ILAB-04a (new)	Number of high engagement countries taking actions to improve labor rights related to freedom of association & collective bargaining. (ILAB-04 disaggregated by category of labor right)	Baseline	--	--	--	--
ILAB-04b (new)	Number of high engagement countries taking actions to improve labor rights related to non-discrimination. (ILAB-04 disaggregated by category of labor right)	Baseline	--	--	--	--
ILAB-04c (new)	Number of high engagement countries taking actions to improve labor rights related to worker protection and acceptable conditions of work. (ILAB-04 disaggregated by category of labor right)	Baseline	--	--	--	--
ILAB-07	Number of technical assistance oversight activities conducted.	(b) (5)				
ILAB-P02	Number of international policy documents that reflect U.S. labor and employment interests.	(b) (5)				
ILAB-12	Number of economic research products produced that inform about the effects of: trade on U.S. workers; international economic developments that shape employment and wage outcomes.	(b) (5)				
ILAB-13	Number of evidence-building activities conducted by ILAB staff.	Baseline	--	--	--	--

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
(b) (5)	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
(b) (5)	[REDACTED]	[REDACTED]

## Enterprise Risk Management

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	If there is a lack of political will or capacity among key partners and stakeholders to engage with ILAB, then the Department may be less successful in meeting its mission.	49	High
ILAB-1	If ILAB cannot effectively monitor and enforce labor provisions of U.S. Trade Agreements and Preference Programs, then the Department may not meet its objective to promote a fair global playing field for American workers and businesses.	25	High

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
ILAB-5	If ILAB does not establish a coordinated strategic approach to monitoring and enforcing FTA labor provisions with USTR and State, then the Department may not meet its objective to promote a fair global playing field for American workers and businesses.	5	High

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
In-house economic research	Equips leadership and staff to understand issues of concern to their international colleagues and to engage knowledgeably on these issues, or broadens the evidence base to inform domestic policymaking by analyzing approaches taken by other countries on relevant similar policies or programs. Products of ILAB’s economic research program inform DOL and ILAB leaderships and staff on GDP, labor force, and trade statistics for key countries and areas; international experiences in promoting equity, particularly by gender, and expanding in FY 22 to cover issues of race and other sources of vulnerability that effect economic and labor market outcomes; sources of excess market power of employers over workers and the role of public policy and institutions of worker voice in addressing them; continuing impacts of COVID-19 and recovery efforts on workers; and, provide and interpret research results on how trade affects the employment, wages, and working conditions that workers enjoy.
OECD data, research and policy analysis	Much of the data, research, and policy analysis in which ILAB engages with the OECD is in the same topic areas as above. During FY 21, ILAB made special contributions to three projects that should help demonstrate to our colleague OECD countries the value of data and analysis disaggregated by race and ethnicity. The work on these projects will proceed in FY 22, and in one case will conclude. The project on “Working-Age Benefits” is described under Agency Theme 4 (Worker Protection). A second project will extend analysis in the 2022 OECD Employment Outlook to look at the demographic characteristics of pandemic-essential workers, including by race and ethnicity for countries where data are available, and how well these workers were protected from illness on the job and how well they were cared for if they fell ill. An OECD project on the use of artificial intelligence (AI) in the work place will, among other impacts on workers and businesses, study whether and to what extent AI learning embeds systemic biases, for example, by race and ethnicity.

## Agency Theme 4: Worker Protection

In the global recovery from the COVID-19 pandemic and its devastating impacts on labor markets and economies, it is essential to promote and protect worker rights everywhere. ILAB places a priority on promoting respect for and realization of fundamental worker rights, and on improving working conditions and enhancing social protection around the globe.

### Strategy 4.1: Occupational Safety and Health

The devastating impact of the COVID-19 pandemic on workers and their communities has highlighted the urgent need to protect the lives and livelihoods of workers across the world. Even before the pandemic, nearly 3 million workers were dying each year due to largely preventable work-related illnesses and injuries. To respond to these challenges, ILAB will significantly ramp up its efforts to ensure safe and healthy workplaces and build back better for vulnerable workers globally. ILAB leads the Department of Labor's international efforts designed to promote better working conditions at home and abroad. Through bilateral and multilateral cooperation and technical assistance, ILAB seeks to emphasize workers' voices on safety and health matters, enhance occupational safety and health (OSH) standards, strengthen government enforcement and increase employer compliance, while seeking improvements that technological innovation can offer. In addition, ILAB works with countries that have trade agreements or participate in the U.S. General System of Preferences program to ensure that goods exported to the United States are produced in compliance with international labor standards and acceptable conditions of work.

#### Activities (ILAB-01, ILAB-04, ILAB-04c):

- ILAB will invest significant technical assistance resources in a new, multifaceted initiative to protect workers lives and livelihoods, combining these programs with strong policy engagement to respond to the pandemic and contributing to a safe return to work, including in important global supply chains. These efforts will support Administration priorities related to building back better and supporting resilient supply chains in critical sectors.
- ILAB will work in the ILO to advance recognition of occupational safety and health as a fundamental principle and right at work for the first time, drawing more focus and infusing new resources to OSH.
- ILAB works directly with countries through senior policy dialogues, expert exchanges, and support for technical assistance projects to address specific OSH challenges throughout the world.
- ILAB leads and supports multilateral initiatives of the G7, G20, the ILO Flagship OSH-GAP Programme, and the International Association of Labor Inspection (b) (5)

the early days of the COVID-19 pandemic, ILAB led an online exchange of timely policies and programs aimed at combating the impact of the pandemic in G20 countries, contributing to member countries understanding of mitigating measures as the pandemic intensified.

- ILAB will continue to participate in the steering committee and provide resources to the Vision Zero Fund (VZF) that seeks to eliminate severe or fatal workplace injuries and diseases in global supply chains. The VZF is an initiative of the G7 and is a part of the ILO Flagship Programme on OSH. The VZF takes comprehensive actions to address the root cause of unsafe and unhealthy working conditions in supply chains and engages leading multinational corporations and millions of vulnerable workers in the world's least developed countries.

## Strategy 4.2: Social Protection

Social protection<sup>7</sup> measures that enable all working-age people to enter and stay in the workplace and provide support for those unable to participate because of medical issues, age, or lack of employment opportunities, can provide needed support and protection for individuals and families during work and life transitions. In line with the Administration's priorities, ILAB will promote enhanced social protection systems; and strengthen the institutions that provide these services. In the wake of the COVID-19 pandemic, which spotlighted significant gaps in social protection coverage at home and across the globe, ILAB will advocate for the introduction of social protection measures that can help protect people's health, jobs, and incomes. Through bilateral and multilateral dialogue, ILAB will advocate for: implementation of effective social protection systems; placing special emphasis in the short run on responding to the needs of those who were harmed the most by the pandemic, including women, members of disadvantaged groups including minority populations, and individuals who have become disconnected from the workforce because of the pandemic; addressing misclassification of employment relationships that result in the denial of adequate social protection and social security coverage for the affected workers, as well as the unique challenges in access to social protection faced by those in diverse forms of work; and development of strategies for long-term stabilization of emergency measures adopted to face the COVID-19 crisis so that they contribute to sustainable universal social protection schemes able to respond to future crises.

### Activities

- **Technical Assistance:** ILAB will increase the resources dedicated to supporting social protection interventions as part of its projects to improve labor rights and livelihoods among underserved communities in priority countries. ILAB will combine this infusion of resources with direct exchanges of information on effective worker protections and engagement to ensure access to social protection systems and strengthened enforcement with respect to mandatory contributions and taxes. **(ILAB-01)**
- **ILO:** ILAB will participate in follow-up discussions by the ILO Governing Body to the ILO 2021 International Labor Conference (ILC) discussion of social protection. ILAB will advocate that the ILO itself play a strong role in facilitating the exchange of ideas, plans, and information about how to run effective social protections systems; providing technical assistance to countries requesting expertise; supporting efforts to make workers more aware of the benefits and services to which they are entitled; supporting adaptations in social protection systems necessitated by transformations in the world of work to ensure that they remain fit for purpose; and playing a leading role in the multilateral system on social protection issues. We will also support efforts by the ILO to strengthen its statistical expertise and research capacity in order to enhance its ability to provide evidence-based policy advice. ILAB will also strongly advocate for attention to key social protection issues in GB planning for the major policy forum on COVID response and recovery called for by the 2021 ILC. **(WP-ILO-Milestone-1)**
- **Engagement in OECD Work on Social Protection:** As described earlier, the ELSAC Program of Work and Budget contains an output area on social protection. In FY 2021, ILAB provided support to the OECD to carry out work including the United States as part of a country series on work-related benefits. This work will continue through FY 2022, and ILAB will monitor and review intermediate products, and facilitate engagement of domestic stakeholders, as appropriate. The United States study will focus on pandemic-related extensions of unemployment insurance to types of workers previously uncovered, examine the typical demographic profile of these workers by race and ethnicity, and analyze the benefits and costs of maintaining those extensions based on the experience of OECD countries that have long covered those worker types. ILAB will also carry out peer review and dissemination activities of other OECD social protection products, and seek to shape the work on social protection to highlight and address Biden-Harris Administration priorities on equity that is planned under the 2023-24 ELSAC Program of Work and Budget. **(WP-OECD-Milestone-1)**

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<sup>7</sup> Social protection, according to the ILO, "includes benefits for children and families, maternity, unemployment, employment injury, sickness, old age, disability, survivors, as well as health protection."

## Strategic Portfolio: Performance, Risk, and Learning

### Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target ESTIMATES	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
ILAB-01	(b) (5)					
		Baseline	--	--	--	--

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
WPOECD Milestone 2022-1	ILAB will engage in quarterly check-ins with OECD Secretariat on the U.S. Work-Related Benefits Country Study.	September 30, 2022
WPILO Milestone 2022-1	ILAB will advocate for inclusion of social protection as a key theme in the ILO major policy forum on COVID response and recovery during the GB planning process.	December 31, 2021

### Enterprise Risk Management

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	If there is a lack of political will or capacity among key partners and stakeholders to engage with ILAB, then the Department may be less successful in meeting its mission.	49	High

## Learning: Completed, Underway, or Planned

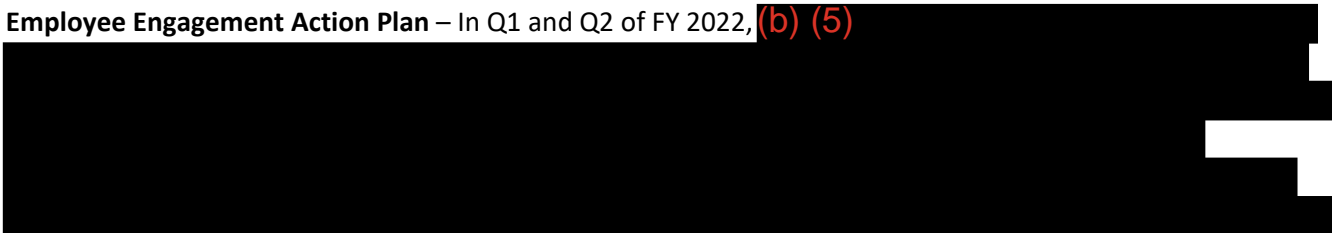
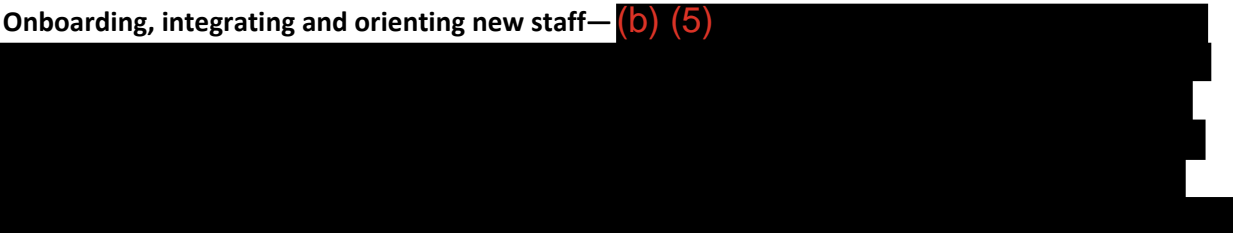
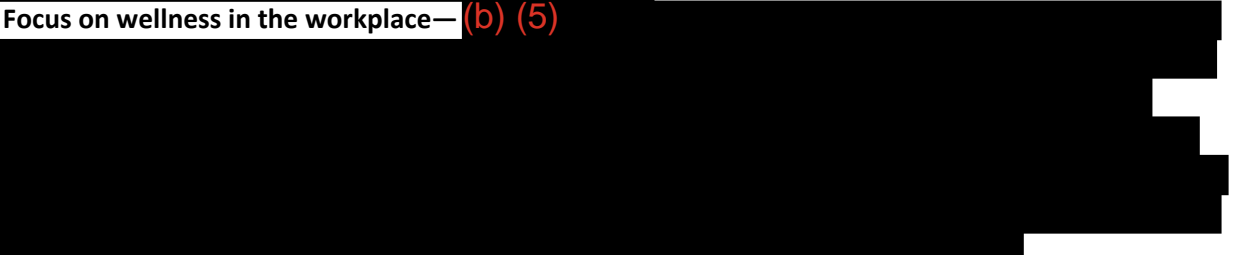
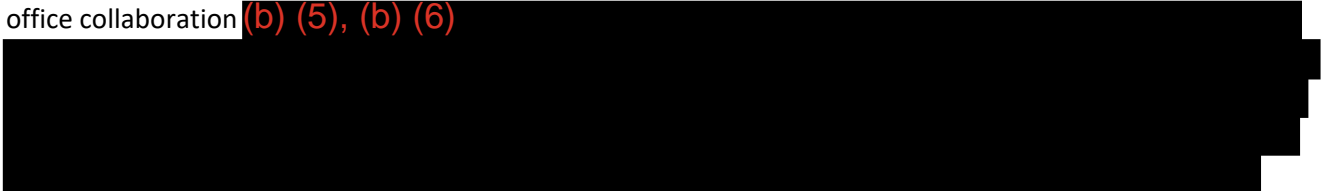
Learning Item	Description of how evidence or evidence-building has or will inform the strategy
OECD Social Protection	ILAB will draw on products from the current ELSA Program of Work and Budget (PWB) to prepare U.S. representatives for international engagement on social protection, and to share relevant lessons for U.S. domestic policymaking. Topics to be informed by the ELSAC PWB on social protection include issues related to inequalities of income and wealth, and by gender and migrant status; social protection to address aging; social protection extensions to new group and covering new forms of work (see, e.g., description above U.S. country study); and social protection for families (e.g., paid leave) and children (e.g. child or child-care subsidies) and their longer-term effects as children move through their later lives.

## Agency Theme 5: DOL as a Model Workplace

### Strategy 5.1: Engaging Employees in Building a Modernized Workforce

In the ILAB FY 2020 FEVS Action Plan, ILAB set and achieved significant goals with support of staff and leadership to improve employee engagement, including: establishing ILAB's first Employee Engagement Committee, procuring and executing an ILAB-wide training to improve communication and trust at all employee levels, and supporting the role of a full-time Employee Engagement Coordinator ROAD detail to coordinate these efforts. The activities outlined below are the result of committee consultations and are based on an analysis of qualitative and quantitative data from prior years' FEVS reports, internal communications group recommendations, and staff feedback. Some of the proposed activities, such as Building a Foundation of Trust and Driving Needed Changes in Communication, are carried over from previous action plans to ensure follow-through.

#### Activities:

- **Employee Engagement Action Plan** – In Q1 and Q2 of FY 2022, (b) (5)  
  
(Employee Engagement Milestone 2022-1 and Employee Engagement Milestone 2022-2)
  - **Onboarding, integrating and orienting new staff**— (b) (5)  

  - **Focus on wellness in the workplace**— (b) (5)  

  - **Improve internal communication**— The Employee Engagement Committee will conduct a review of communication goals in the FY 2020 FEVS Action Plan and the Final Report of the Communications Advisory Group and as part of the Employee Engagement Action Plan, propose next steps for completion, including accountability. The committee will provide a brief summary of the current challenges to ILAB leadership with a proposal for actions.
- **Build a foundation of trust**—The Deputy Undersecretary is committed to building a foundation of trust in ILAB. Increased trust amongst staff, leaders, and stakeholders will not only help ILAB achieve its mission more efficiently, it will improve communication and promote information sharing, ultimately leading to true cross-office collaboration (b) (5), (b) (6)  


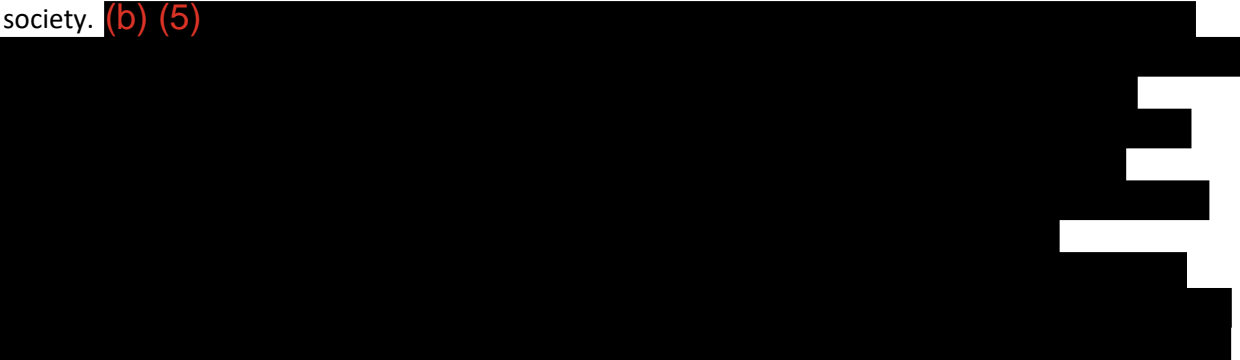


Individuals, supervisors and teams may identify a core set of competencies, knowledge bases, or learning areas to address skill gaps. **(Trust Training Milestone 2022-1)**

## Strategy 5.2: Developing a Diversity, Equity, Inclusion, and Accessibility-Focused Organization

ILAB emphasizes fostering a culture that promotes and supports a diverse, equitable, inclusive, and accessible workforce as outlined by the [U.S. Department of Labor's Equal Employment Opportunity Policy](#) and aligned with the Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," and Executive Order on "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce." Having a diverse, equitable, inclusive, and accessible workforce ensures that ILAB benefits from the backgrounds, creativity, perspectives, and unique experiences that a broad array of individuals bring to the job by attracting, developing, and retaining the most committed, skilled, and talented working professionals. Diversity, equity, inclusion, and accessibility (DEI&A) are vital for ILAB to achieve its mission to promote a fair global playing field for workers in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and human trafficking.

### Activities (Employee Engagement Milestone 2022-2):

- **Strengthen Outreach and Recruitment Networks** – By the end of Q4 of FY 2022, ILAB will strive to ensure that the applicant pool for ILAB positions includes a diverse, qualified group of potential applicants to secure a high-performing workforce that reflects the broad diversity of American society. (b) (5)  

- **Training on DEI&A Principles** – ILAB will provide employees training on leading and creating an inclusive work place, and use training information to shape and inform ILAB's diversity, equity, inclusion, and accessibility efforts. ILAB will commit to conducting DEI&A focused trainings each year. Potential training themes include, but are not limited to: 1) building trust; 2) unconscious bias; 3) DEI&A in hiring, retention, and promotion; 4) DEI&A in the workplace, policy engagement, and programming; and 5) bystander/allyship. ILAB will continue to utilize FranklinCovey (FC) offerings to promote and improve communication and become a high-trust organization.
- **Support Career Development Opportunities** – ILAB will begin to work to foster a culture of diversity, equity, inclusivity, and accessibility by identifying professional development opportunities for both administrative and technical staff to build or improve mentorship, internships, intra- and inter-agency details, and onboarding processes to encourage higher performance and professional development of all current and future employees, particularly more junior staff. Additionally, ILAB will encourage staff to identify additional opportunities for growth, including the development of Individual Development Plans (IDPs).
- **Pathways Internships:** ILAB is planning to leverage the Pathways Internship Program to help build a pipeline of potential candidates for future employment opportunities in ILAB by increasing use of programs that specifically aim to place historically underrepresented students into federal internships. ILAB plans to use the strengthened outreach materials to recruit candidates for the internship from Historically Black Colleges and Universities, Hispanic-Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and other diverse colleges and universities.

- Integrate DEI&A Principles into ILAB’s Programmatic Work – ILAB will ensure diversity, equity, inclusion, and accessibility principles are integrated into all policy, procurement, and technical assistance efforts and decisions, drawing on the following Administration frameworks: *Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, the *Presidential Memorandum on Advancing the Human Rights of LGBTQI+ Persons Around the World*, and the *Executive Order on Establishment of the White House Gender Policy Council*. ILAB’s proposed measures and milestones described here will use the following definition of “equity lens”: Application of a framework to examine how different social identity groups will likely be affected by relevant grants and contracts for technical assistance and research, with a focus on gender and racial equity. (ILAB Equity 01; ILAB Equity Milestone 2022-01)

## Strategic Portfolio: Performance, Risk, and Learning

### Performance Measures

Measure ID	Measure Name	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	Baseline	--	--	--	--

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
Employee Engagement Milestone 2022-1	(b) (5)	

Milestone ID	Milestone Description	Milestone Due Date
Trust Training Milestone 2022-1	(b) (5)	

### Enterprise Risk Management

Risk ID	Risk Description	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	If there is a lack of political will or capacity among key partners and stakeholders to engage with ILAB, then the Department may be less successful in meeting its mission.	49	High

## Budget

### Annual Appropriations

Budget Activity:	Budget Authority (whole dollars)	FTE	Period of Availability
ILAB – Salaries and Expenses	35,804,000	143	September 30, 2022
ILAB – Technical Assistance	87,947,000	-	December 31, 2022
<b>ILAB – Total</b>	<b>123,745,000</b>	<b>143</b>	<b>--</b>

ILAB’s FY 2022 Congressional Budget Justification included the following language:

Provided, That \$87,947,000 for the Bureau of International Labor Affairs shall be available for obligation through December 31, 2022: Provided further, That funds available to the Bureau of International Labor Affairs may be used to administer or operate international labor activities, bilateral and multilateral technical assistance, and microfinance programs, by or through contracts, grants, subgrants and other arrangements: Provided further, That not more than \$57,772,000 shall be for programs to combat exploitative child labor internationally and not less than \$30,175,000 shall be used to implement model programs that address worker rights issues through technical assistance in countries with which the United States has free trade agreements or trade preference programs

### USMCA Implementation Act Supplemental Appropriations

Budget Activity:	Budget Authority (whole dollars)	FTE	Period of Availability
USMCA – Salaries and Expenses	30,000,000	30*-	September 30, 2027
USMCA – Technical Assistance	180,000,000	--	December 31, 2023
<b>USMCA – Total</b>	<b>210,000,000</b>	<b>--</b>	<b>--</b>

ILAB estimates that they will support approximately 30 FTE in FY 2022.

The USMCA Implementation Act included the following language:

For an additional amount for “Salaries and Expenses”, \$210,000,000, for the Bureau of International Labor Affairs to administer or operate international labor activities, bilateral and multilateral technical assistance, and microfinance programs, by or through contracts, grants, subgrants and other arrangements; of which \$180,000,000, to remain available until December 31, 2023, shall be used to support reforms of the labor justice system in Mexico, including grants to support worker-focused capacity building, efforts to reduce workplace discrimination in Mexico, efforts to reduce child labor and forced labor in Mexico, efforts to reduce human trafficking, efforts to reduce child exploitation, and other efforts related to implementation of the USMCA; and of which \$30,000,000, to remain available until September 30, 2027, shall be available to provide for additional capacity of the Bureau of International Labor Affairs during fiscal years 2020 through 2027 to monitor compliance with labor obligations (as such term is defined in section 701 of this Act), including the necessary expenses of additional full-time employees of the Bureau to participate in the Interagency Labor Committee for Monitoring and Enforcement established pursuant to section 711 of this Act: Provided, That the Secretary of Labor may detail or assign up to 5 additional full-time employees of the Bureau to the United States Embassy or consulates in Mexico to (1) assist in monitoring and enforcement actions with respect to the labor obligations of Mexico, and (2) prepare a report, to be submitted on a quarterly basis to the Interagency Labor Committee for Monitoring and Enforcement through September 30, 2027, on the efforts of Mexico to comply with labor obligations (as such term is defined in section 701 of this Act): Provided further, That such employees, while detailed or assigned, shall continue to receive compensation, allowances, and benefits from funds made

available to the Bureau for purposes related to the activities of the detail or assignment, in accordance with authorities related to their employment status and agency policies: Provided further, That such amount is designated by the Congress as being for an emergency requirement pursuant to section 251(b)(2)(A)(i) of the Balanced Budget and Emergency Deficit Control Act of 1985.

## Operational Portfolio: HR, IT, and Procurement

### Human Resources

Item or Issue	Description	Strategy (short name)	Agency POC
General ILAB Recruitment	Hire new staff per ILAB hiring plan. ILAB intends to increase staffing levels to 143 FTEs under this initiative in FY 2022, based on the President's Budget Request. Recruitment efforts will include activities identified under Strategy 5.2: Developing a Diversity, Equity, Inclusion, and Accessibility-Focused Organization.	ILAB Recruitment	(b) (6)
USMCA Recruitment	Hire new staff to fill USMCA designated positions. ILAB intends to increase staffing levels to approximately 30 FTEs under this initiative in FY 2022, based on internal staffing plans. Recruitment efforts will include activities identified under Strategy 5.2: Developing a Diversity, Equity, Inclusion, and Accessibility-Focused Organization.	USMCA Recruitment	(b) (6)

### Information Technology

Systems, Initiatives, or Investments	Description	Agency POC
HHS Grantsolutions	Implement a modernized grants management and grants processing system for all DOL grant programs.	(b) (6)
Project Management Data System	ILAB proposes the development and maintenance of a Project Management Data System to collect data and evidence from its programming and investments to make evidence-based policy and programming decisions and respond to reporting requirements.	(b) (6)
Mandated Reports SharePoint Platform	Microsoft also recently announced SharePoint Designer 2013's workflow retirement. For ILAB to drive the modernization of legacy agency mission-critical applications, it needs to recode its workflows from SharePoint Designer to Microsoft Flow's Power Automate.	(b) (6)
Sweat & Toil App Enhancements	Adding data visualizations to the Sweat & Toil app will significantly enhance a user's ability to quickly see how a country has progressed in its efforts to eliminate the worst forms of child labor. Data visualizations could include regional maps producing short country overviews such as current assessment level and goods produced with child labor or forced labor in that country, including regional and global assessment levels.	(b) (6)

Systems, Initiatives, or Investments	Description	Agency POC
<b>Comply Chain App Modernization and Enhancements</b>	Comply Chain requires a new home as it is hosted on legacy web production services within DOL. This current host site does not allow for dynamic visualizations, as it is primarily a static site with some functionality for navigation. In addition, adding data visualizations to Comply Chain will allow companies and governments to examine and experiment with different supply chain compliance scenarios. It will also create an interactive user experience to enable companies, industry groups, civil society, and workers to explore social compliance topics and strategies.	(b) (6)
<b>Better Trade Initiative</b>	The Better Trade Tool will enable enhanced trade data analysis, supply chain mapping, and identification of risk and priorities in strategic planning, all within the context of international child labor and forced labor. The tool gives the users the information they need to be better informed of their decision-making and engagement activities.	(b) (6)
<b>Knowledge Management Platform</b>	The U.S. Government's Action Pledge for the International Year for the Elimination of Child Labor included a commitment to create an "online platform to share with the public the tools, resources, research and lessons learned developed through decades of ILAB-supported technical assistance programming aimed at eliminating child labor and forced labor around the world."	(b) (6)
<b>Increase User Accessibility: 508 Compliance</b>	ILAB is committed to ensuring that all of its reports, applications, data visualizations, and tools are accessible to all users who want to use them. 508-compliance support will help ILAB ensure that all of its outputs are accessible to everyone. Modernizing technology does not only mean creating beautiful applications; it also means making it accessible to all who want it.	(b) (6)

## Procurement

Procurement Item	Description	Strategy (short name)	Agency POC
<b>Performance Evaluation Contracts</b>	ILAB procures 3 <sup>rd</sup> party vendors to conduct performance evaluations of its technical assistance projects.	ILAB performance evaluations	(b) (6)
<b>Cross-Program and Meta Evaluations</b>	ILAB procures 3 <sup>rd</sup> party vendors for cross-program research in the form of meta evaluations, synthesis evaluations of various cross-cutting themes or sectors addressed through its technical assistance programming.	ILAB Cross-Program Evaluations	(b) (6)

Procurement Item	Description	Strategy (short name)	Agency POC
<b>Qualitative Analysis/Taxonomy Support for Knowledge Management Platform</b>	This procurement will support the taxonomy-related tasks needed to set-up ILAB's new Knowledge Management Platform.	Taxonomy Support Contract	(b) (6)
<b>3<sup>rd</sup> Party Attestation Engagements/Audits</b>	ILAB procures audit services to help carry out its audit program through 3 <sup>rd</sup> part attestation engagements and audits of selected technical assistance projects	Audit Support	(b) (6)
<b>Research and Support Services Contract</b>	This procurement will support research and support related tasks needed to produce ILAB's TDA Report, TVPRA List, and EO List.	Strengthening U.S. Leadership on Combating Child Labor and Forced Labor  Ending Child Labor and Forced Labor in Global Supply Chains	(b) (6)
<b>SharePoint Data Management System</b>	This procurement will support various operations and maintenance related tasks for the custom report writing and clearance platform, which is used to produce the TDA Report, TVPRA List, and EO List.	Strengthening U.S. Leadership on Combating Child Labor and Forced Labor  Ending Child Labor and Forced Labor in Global Supply Chains	(b) (6)
<b>Mobile Applications</b>	This procurement will support tasks related to the development and release of ILAB's Comply Chain and Sweat & Toil mobile applications.	Worker Voice	(b) (6)
<b>Media Monitoring</b>	This procurement will support the development and implementation of a strategic communications plan to increase the impact of ILAB's TDA Report, TVPRA List, and EO List.	Strengthening U.S. Leadership on Combating Child Labor and Forced Labor	(b) (6)

## Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
<p><b>Labor Advisory Committee on Trade Negotiations and Trade Policy (LAC)</b></p>	<p>The LAC, which is part of the U.S. international trade policy advisory committee structure, reflects the voice and advice of organized labor on U.S. trade policy and trade negotiation objectives. It also provides the Executive Branch with information and advice with respect to current U.S. trade negotiations and trade policy. The LAC reports to the Secretary of Labor and the United States Trade Representative, who jointly appoint its membership.</p>
<p><b>President’s Committee on the International Labor Organization (PC/ILO)</b></p>	<p>Under the chairmanship of the Secretary of Labor, the PC/ILO formulates and coordinates U.S. policy towards the ILO; monitors and assesses the work of the ILO; makes recommendations to the President, the Secretary of Labor, or other officers of the federal government, including with regard to U.S. ratification of ILO Conventions; and performs other functions relevant to relations with the ILO as requested by the President or the Committee Chair. The PC/ILO serves as the principal means by which the United States complies with its treaty obligations under ILO Convention No. 144 on Tripartite Consultations to Promote the Implementation of International Labor Standards, which the United States ratified on June 15, 1988. The PC/ILO comprises seven ex officio members representing government, employers and workers: the Secretary of Labor, the Secretaries of State and Commerce, the Assistant to the President for National Security Affairs, the Assistant to the President for Economic Policy, and the President of the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) and the President/CEO of the U.S. Council for International Business (USCIB). The Bureau of International Labor Affairs, in its capacity as the lead agency representing the U.S. government at the ILO, provides policy and staff support for the work of the PC/ILO, and chairs the tripartite ILO Consultative Group a sub-group of the PC/ILO.</p>



## Appendix B – Performance Measures and Milestones (Complete List)

### Measures

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
ILAB-01	Number of active technical assistance projects.	N/A							
ILAB-02	Number of countries with which ILAB engages in technical cooperation through technical assistance, technical exchanges or other forms of collaboration.	N/A							
ILAB-03	Number of trade partner countries in which labor rights, including child labor and forced labor, are systematically monitored and analyzed.	(b) (5)							
ILAB-04	Percent of high engagement trading partner countries or multilateral institutions that implement actions to improve protection of labor rights, including through law or enforcement.	74.00%	N/A	87.00%	N/A	N/A	N/A	N/A	(b) (5)
ILAB-04a (new)	Number of high engagement countries taking action to improve labor rights related to freedom of association and collective bargaining.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
ILAB-04b (new)	Number of high engagement countries taking actions to improve labor rights related to non-discrimination.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
ILAB-04c (new)	Number of high engagement countries taking actions to improve labor rights related to worker protection and acceptable conditions of work.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
ILAB-4d (new)	Number of high engagement countries taking actions to improve labor rights related to child labor and forced labor.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
ILAB-04e (new)	Number of Northern Central American governments taking actions to promote labor rights.	(b) (5)							
ILAB-07	Number of oversight activities conducted.								
ILAB-11 (new)	Number of traditional and social media mentions of ILAB's reports that indicate stakeholder use of them to combat child and forced labor.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
ILAB-12	Number of economic research products produced that inform about the effects of: trade on U.S. workers; international economic developments that shape employment and wage outcomes.	(b) (5)							
ILAB-13 (new)	Number of evidence-building activities conducted by ILAB staff.								

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
ILAB-P02	Number of international policy documents that reflect U.S. labor and employment interests.	(b) (5)							
USMCA-1a (new)	Number of online hotline submissions that result in an investigation.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
USMCA-2a (new)	Number of rapid response mechanism (RRM) petitions that result in a follow-up action.	(b) (5)							
USMCA-3a (new)	Number of labor chapter petitions that result in a follow-up action.	(b) (5)							
ILAB Equity-01 (new)	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline

## Milestones

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
USMCA-Milestone 2022-1	Hire two additional labor attachés for Mexico.	2022-06-30
USMCA-Milestone 2022-2	ILAB completes Congressionally mandated reporting every 180 days.	2022-03-31
USMCA-Milestone 2022-3	ILAB contributes substantive technical input to the Forced Labor Enforcement Task Force.	2022-09-30
USMCA-Milestone 2022-4	40% of USMCA technical assistance funds out of the total USMCA allocated funding is obligated.	2022-09-30
USMCA-Milestone 2022-5	Labor attachés in Mexico conduct targeted outreach about the USMCA labor reforms with relevant non-government labor organizations and businesses serving women, afro-descendant, indigenous and/or other marginalized worker populations in Mexico.	2022-09-30
CL/FL Milestone 2022-1	Publish 2021 Findings on Worst Forms of Child Labor.	2022-09-30
CL/FL Milestone 2022-2	Publish tenth edition of List of Goods Produced by Child Labor or Forced Labor.	2022-09-30
CL/FL Milestone 2022-3	Strategic Communications Plan developed.	2022-03-31
CL/FL Milestone 2022-4	Host a foreign government briefing.	2021-10-31
TA Equity Outreach Milestone 2022-1	Host an information session for potential applicants, and potential partner organizations, discussing ILAB's programs, NOI process, etc., with a focus on outreach to women-owned, minority-owned organizations.	2022-03-31
Supply Chain Milestone 2022-1	Conduct methodology validation workshops as part of the supply chain tracing projects.	2022-09-30

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
Supply Chain Milestone 2022-2	Consult with other USG agencies to identify training needs and develop training materials and resources on forced labor.	2022-09-30
Supply Chain Milestone 2022-3	Publish new supply chain research report.	2022-09-30
Supply Chain Milestone 2022-4	Enhance features and functionality of The Better Trade Tool.	2022-09-30
Worker Voice Milestone 2022-1	Conduct at least one roundtable to discuss worker rights.	2022-06-30
Worker Voice Milestone 2022-2	Release updated version of Comply Chain with Worker Voice case studies.	2022-09-30
CA Regional Milestone 2022-1	Develop an ILAB-wide strategic plan for engagement with and assistance to Northern Central American countries.	2022-03-31
CA Regional Milestone 2022-2	Develop roadmap to identify opportunities for cooperative activities with the governments of Northern Central American countries related to labor migration.	2022-06-30
CA Regional Milestone 2022-3	Coordinate with interagency partners and external stakeholder organizations quarterly to implement the Labor Provisions of the Root Causes Strategy in Central America.	2022-09-30
CA Regional Milestone 2022-4	Award a cooperative agreement in Central America to address gender and racial discrimination.	2021-12-31
Attaché Milestone 2022-1	Establish one additional labor attaché position in Central America.	2022-09-30
TDY Milestone 2022-1	Place two staff in Temporary Duty (TDY) assignments at key embassies or missions.	2022-09-30
Race/Ethnicity Research Milestone 2022-1	Review existing literature on how trade affects U.S. employment outcomes by race and ethnicity and prepare an options paper for ILAB leadership about how to participate in, or otherwise further support, that line of research.	2022-06-30
Race/Ethnicity OECD Milestone 2022-1	ILAB supported work that includes analysis of pandemic-essential workers by race and ethnicity publishes in the 2022 OECD Employment Outlook.	2022-09-30
Race/Ethnicity OECD Milestone 2022-2a	Quarterly progress reports received and reviewed for the OECD work on Artificial Intelligence, with reviews focused particularly on assessing progress on gender, race and ethnicity issues.	2021-12-31
Race/Ethnicity OECD Milestone 2022-2b	Quarterly progress reports received and reviewed for the OECD work on Artificial Intelligence, with reviews focused particularly on assessing progress on gender, race and ethnicity issues.	2022-03-31
Race/Ethnicity OECD Milestone 2022-2c	Quarterly progress reports received and reviewed for the OECD work on Artificial Intelligence, with reviews focused particularly on assessing progress on gender, race and ethnicity issues.	2022-06-30
Race/Ethnicity OECD Milestone 2022-2d	Quarterly progress reports received and reviewed for the OECD work on Artificial Intelligence, with reviews focused particularly on assessing progress on gender, race and ethnicity issues.	2022-09-30
WP OECD Milestone 2022-1	ILAB will engage in quarterly check-ins with OECD Secretariat on the U.S. Work-Related Benefits Country Study.	2022-09-30
WP ILO Milestone 2022-1	ILAB will advocate for inclusion of social protection as a key theme in the ILO major policy forum on COVID response and recovery during the GB planning process.	2021-12-31
Employee Engagement Milestone 2022-1	Develop an Employee Engagement Action plan, outlining a vision, goals, and action items to improve employee engagement. The action plan will also include activities related to ILAB's DEI&A initiatives, and will include a mechanism to receive actionable feedback from staff and revise the plan on a yearly basis.	2022-03-31
Employee Engagement Milestone 2022-2	Launch activities identified in the Employee Engagement Action Plan by Q4.	2022-09-30
Trust Training Milestone 2022-1	All leaders will have access to leader-based coaching sessions (leader cohorts) by Q2. all staff will have access to FC learning resources by Q2, all non-supervisory staff on-boarded by Q3 will be offered Speed of Training by Q3.	2022-06-30
ILAB Equity Milestone 2022-01	Request for Information (RFI) issued to broaden ILAB's contract work with qualified small, women and minority-owned business, Hub-zone businesses, etc.	2021-12-31

United States Department of Labor

# Bureau of International Labor Affairs (ILAB)

Fiscal Year 2023 Agency Management Plan

## Table of Contents

Introduction .....	2
Agency Theme 1: Implementing the President’s Trade Agenda.....	3
Agency Theme 2: Elevating Labor Diplomacy .....	22
Agency Theme 3: Worker Protection.....	30
Agency Theme 4: DOL as a Model Workplace .....	34
Agency Theme 5: Data as a Strategic Asset .....	37
Budget .....	41
Appendix A – Federal Advisory Committees.....	43
Appendix B – Performance Measures and Milestones (Complete List) .....	44
Appendix C – Equity Appendix .....	50

## Introduction

The Bureau of International Labor Affairs (ILAB) contributes to the Department of Labor (DOL) FY 2022-2026 Strategic Plan through Strategic Goal 2 – *Ensure Safe Jobs, Essential Protections, and Fair Workplaces*, and Strategic Objective 2.4 – *Strengthen labor rights, improve working conditions, promote racial and gender equity, and empower workers around the world.*

ILAB employs research, technical assistance, trade policy, and labor diplomacy to strengthen global labor standards and their implementation; enforce labor commitments among trading partners; combat discrimination and promote racial and gender equity; and combat international child labor, forced labor, and human trafficking. When other countries do not uphold internationally recognized workers' rights, fail to enforce their labor laws, limit workers' ability to freely organize and advocate for their rights, or export goods produced under exploitative labor conditions, they gain an unfair advantage that harms American workers and businesses. ILAB positions the United States as a leader on international labor rights by demonstrating the U.S. commitment to work with governments, workers, unions, civil society organizations, and the private sector to achieve its mission.

Taken together, these activities support U.S. Government efforts to advance equity on all fronts, particularly in countries where vulnerable and marginalized populations are most susceptible to exploitative labor conditions. By redressing exploitative labor conditions and advancing equity in key countries, ILAB supports efforts to combat poverty and structural racism in underserved and marginalized communities.

By leveling the playing field, ILAB's work supports U.S. workers who have been disproportionately impacted by imports and outsourcing, especially in the Midwest, mid-Atlantic and Southeast in sectors including apparel, electronics, furniture, autos, and aerospace. Protecting workers' rights globally is not a quick fix for the challenges facing American workers, but it is an essential first step to ensuring that workers and businesses at home do not face unfair competition.

## Agency Theme 1: Implementing the President’s Trade Agenda

### Strategy 1.1: Implementing the Labor Provisions of the USMCA and Providing Technical Assistance in Mexico

The United States-Mexico-Canada Agreement (USMCA) contains the strongest labor provisions of any trade agreement in the world. Unlike the North American Free Trade Agreement (NAFTA), the USMCA labor chapter<sup>1</sup> is incorporated into the core text of the agreement and is fully enforceable, subject to dispute resolution. The dispute settlement chapter establishes a first-of-its-kind rapid response mechanism (RRM) that provides for monitoring and expedited enforcement of labor rights in Mexico at particular facilities in priority sectors.

Some of the highlights of the agreement include:

- Requires the parties to adopt and maintain core labor rights as recognized by the International Labor Organization (ILO), including: freedom of association and collective bargaining; the elimination of forced labor; the effective abolition of child labor and prohibition of the worst forms of child labor; elimination of discrimination in respect of employment and occupation; and to adopt and maintain acceptable conditions of work with respect to minimum wage, hours of work and occupational safety and health.
- Requires the parties to prohibit the import of goods produced by forced labor, including forced child labor.
- Requires the parties to ensure migrant workers are protected under labor laws.
- Requires the parties to address violence against workers for exercising their labor rights.
- Makes obligations more easily enforceable by clarifying the meaning of “manner affecting trade” and “sustained or recurring.”

#### Activities:

##### Monitoring Compliance with Labor Commitments

ILAB oversees Mexico’s compliance with its trade commitments related to international labor standards. This monitoring and analysis form the foundation of ILAB’s engagement and enforcement efforts.

- **Outreach tools for Mexican workers to access USMCA:** ILAB administers the USMCA web-based hotline, an electronic tip-line to receive confidential information regarding labor issues among USMCA countries. Submissions received through the hotline assist the USMCA Interagency Labor Committee in staying informed about workers’ perspectives and ensuring workers’ interests are fairly represented in monitoring and enforcement actions. ILAB has also established a toll-free, dedicated phone line in Mexico for workers to contact DOL to report alleged labor violations. ILAB plans to roll out the phone line during FY 2023. **(USMCA Milestone 2023-1)**
- **On-the-ground monitoring led by labor attachés in Mexico:** Labor attachés in three strategic locations in Mexico allow ILAB to meet the Congressional directive to monitor and enforce USMCA labor obligations. The attachés serve as the principal experts on labor and employment issues and developments in Mexico for officials of DOL and other U.S. Government agencies, as appropriate. ILAB deployed two labor attachés to Mexico City in FY 2021 and three additional labor attachés in Mexico City, Monterrey, and Tijuana in FY 2022, bringing our total to five. In FY 2023 labor attachés will: (1) assist the USMCA Interagency Labor Committee (USMCA-ILC) to monitor and enforce Mexico’s labor obligations; (2) submit quarterly reports to the USMCA-ILC on Mexico’s efforts to comply with its labor obligations, particularly with the implementation of the landmark Mexican labor law reform enacted on May 1, 2019; 3) travel on a monthly basis to build contacts among stakeholders, conduct interviews and data gathering on labor reform implementation; and 4) support the development and implementation of DOL technical assistance programs in Mexico. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, Labor Attaché 01)**

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<sup>1</sup> [Labor Chapter](#) (USMCA, Chapter 23, Starts on Page 23-1)



## Engagement with government and stakeholders

ILAB routinely conducts outreach within the U.S. Government and with external stakeholders (including labor, business, civil society, and foreign governments) about the USMCA obligations and tools.

- **Raise awareness of USMCA tools and resources:** ILAB will develop an information campaign to disseminate DOL-supported USMCA tools and resources through social media, traditional media and technical assistance project implementers, among other networks. Tools to be shared will include USMCA hotline, toll-free phone line, Spanish language materials (frequently asked questions for RRM and labor petitions). **(USMCA Milestone 2023-2)**
- **Increase visibility of DOL work on USMCA:** ILAB will develop public-facing information and press contacts on ILAB's Mexico strategy and tell impact stories about successful outcomes of monitoring and enforcement & technical assistance projects, focused on independent unions and emergence of new young, female and indigenous leaders. **(USMCA Milestone 2023-2)**
- **Integration of labor issues into wider bilateral agenda-setting venues:** ILAB will lead a strategy to mainstream labor issues, including freedom of association and collective bargaining, at high-level events such as the High-level Economic Dialogue, the U.S.-Mexico Bilateral Forum, and/or diplomatic visits by Cabinet members. ILAB will also explore opportunities for highlighting labor cooperation in trilateral forums such as the North American Summit. **(Stakeholder Engagement Milestone 2023-1)**
- **Deepen and amplify interactions with U.S. stakeholders:** ILAB will engage with key U.S. stakeholders, including the Labor Advisory Council (LAC), Independent Mexico Labor Expert Board (IMLEB), and U.S. unions and community-based organizations, to amplify labor rights efforts, including those efforts focused on migrant workers' rights. **(Stakeholder Engagement Milestone 2023-1)**
- **U.S. Government-Government of Mexico- Government of Canada Working Group on the Protection of Migrant Workers:** DOL/ILAB will launch an inter-governmental working group to identify tools and information to promote compliance with fair recruitment guidelines and principles. We will hold informational and technical exchanges between the relevant U.S. Government and Mexican labor and foreign service agencies to increase understanding of existing resources and processes in both countries to protect migrant workers- including the specific vulnerabilities facing women migrant workers and identify opportunities for information sharing and coordination, including outreach and enforcement with employers and recruiters. **(USMCA Milestone 2023-3)**
- **Labor diplomacy led by DOL attachés:** DOL's Mexico labor attachés complement the engagement of U.S. State Department officials and play a leading role in advancing ILAB's activities in Mexico through direct and regular interaction and coordination with other USG agencies, the Mexican government, other foreign governments, international organizations, and non-governmental stakeholders (e.g., labor, business, and non-profit sectors). In FY 2023, DOL's labor attachés in Mexico will participate in speaking engagements and engage with stakeholders, including with employers and industry groups; unions, including women and other under-represented groups; and on media. They will organize worker and labor advocate roundtables for high-level visitors and increase the visibility and recognition of DOL priorities. These efforts include providing input on briefing memos for Embassy and Consulate leadership, providing input to and reporting on the Mexico Integrated Country Strategy, participating in weekly meetings at the Embassy and Consulates to share labor updates and prepare, brief and support Embassy and Consulate leadership in travel to priority states with a focus on labor. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, USMCA-1a, USMCA-1b, USMCA-2, USMCA-3a, USMCA-3b, USMCA-3c, USMCA-3d, USMCA-3e, USMCA-4a, USMCA-4b, USMCA-4c)**

## Enforcing Labor Commitments with the Office of the United States Trade Representative (USTR) and Interagency Labor Committee (USMCA-ILC)

The USMCA implementing legislation called for the USMCA-ILC, co-chaired by DOL and USTR, to coordinate U.S. government efforts to monitor USMCA labor obligations and Mexican labor reform and to strengthen compliance. Other members of the USMCA-ILC are Department of State, Department of the Treasury, Department of Agriculture, Department of Commerce, Department of Homeland Security, and United States Agency for International Development.

The USMCA-ILC was established through Executive Order on April 28, 2020, and held its inaugural meeting on April 30, 2020. The USMCA-ILC meets every 90 days and will receive and review submissions under the USMCA labor chapter and the Rapid Response Labor Mechanism (RRM). The USMCA-ILC makes assessments and recommendations to the U.S. Trade Representative for enforcement action and will report to Congress every 180 days on the state of Mexican labor issues and the functioning of the committee.

- **Strategic use of USMCA enforcement mechanisms:** ILAB will contribute to RRM cases, Chapter 23 cases and engage Mexican authorities to reach resolutions that strengthen workers' rights, reinforce role of Mexican labor authorities, and build employer compliance. **(USMCA-1a, USMCA-1b, USMCA-2, USMCA-3a, USMCA-3b, USMCA-3c, USMCA-3d, USMCA-3e, USMCA-4a, USMCA-4b, USMCA-4c)**
- **Strategic use of compliance data to improve Mexican labor policy and implementation:** Using information gathered through regular monitoring and enforcement actions, ILAB staff in DC, with DOL labor attachés in Mexico, will engage with the Government of Mexico to address gaps that ILAB has identified, which as a result will improve Mexico's compliance with USMCA labor provisions. Gaps might include, but are not limited to, regulations for union democracy votes with clear guidance on external observers, increased funding, staffing, and professional development for labor institutions created under the reform, clear guidance for workers and employers to navigate old and new institutions in cases where workers would like to determine their bargaining representatives, and other measures. **(USMCA-1a, USMCA-1b, USMCA-2, USMCA-3a, USMCA-3b, USMCA-3c, USMCA-3d, USMCA-3e, USMCA-4a, USMCA-4b, USMCA-4c)**
- **Labor attaché collection of evidence and worker testimony for case building and enforcement:** Labor attachés travel monthly to build contacts among stakeholders, conduct worker interviews and set up interviews for ILAB DC-based staff to pursue USMCA enforcement. **(Labor Attaché 01, USMCA-1a, USMCA-1b, USMCA-2, USMCA-3a, USMCA-3b, USMCA-3c, USMCA-3d, USMCA-3e, USMCA-4a, USMCA-4b, USMCA-4c)**
- **Technical Assistance and Technical Exchanges** - ILAB received \$180 million through USMCA supplemental appropriations to fund programs in support of implementing the labor provisions of the agreement. In FY 2023, ILAB will focus on building the capacity of the Mexican government to comply with USMCA labor obligations; raising awareness of the new labor justice reforms; empowering workers to claim their rights under Mexican law; highlighting resources that can be accessed by workers, employers, and unions; supporting the implementation of a second national child labor survey; and addressing forced labor and child labor in critical sectors, including tomatoes and chili peppers. DOL labor attachés play an important role in supporting DOL technical assistance, including project development, connecting DOL's technical assistance team with labor stakeholders to assess needs and priorities for project design, and addressing project implementation issues once projects are underway. Below are some specific programs underway or under development in support of implementing the labor provisions of the USMCA. **(ILAB-01, ILAB-02, ILAB-07a, ILAB Equity 01)**
- **Improving Gender Equity in the Workplace:** Administered by Partners of the Americas, the Gender Equity project will work to increase the number of women in union leadership, strengthen protections against gender-based violence at work, address discrimination and harassment in the workplace, close the gender wage gap, and increase wages for women. The project will engage with workers, employers, and their respective organizations in call centers and electronic assembly centers in the states of Chihuahua, Jalisco, and select municipal zones of Mexico City and the state of Mexico. This \$10 million project was awarded in December 2021 and will conclude in mid-2026. **(ILAB-01, ILAB-02, ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, ILAB-07a, ILAB Equity 01)**
- **Bilateral capacity building exchanges:** In FY 2022, ILAB hosted an exchange with Mexican labor inspectors, bringing the leadership and members of the Mexican federal labor inspectorate to the DC offices to learn about how the USG addresses labor issues, through sessions with WHD, OSHA the NLRB, and the ILO office in DC. Mexico's labor inspectors are responsible for overseeing compliance with Federal Labor Law with regards to rights and obligations of workers and employers, and determine preventive measures related to workplace risks, health, and safety. In FY 2023, as follow up to the in-person labor inspector exchange where policy level and managers participated, ILAB plans to facilitate targeted and in-depth virtual training sessions that may be

offered by Wage and Hour Division and Occupational Safety and Health Administration, and possibly the National Labor Review Board, to allow for the participation of labor inspectors. Follow-up virtual trainings will share practical information on inspection/investigation practices, data-driven enforcement, inspection planning, along with challenges and lessons learned with inspectors responsible for industries identified as priority sectors under the USMCA. **(USMCA Milestone 2023-4)**

- **Learning from the labor law reform in Mexico:** Support for labor law reform in Mexico is the result of a confluence of factors, including interest in compliance in the US and in Mexican governments and among key stakeholders. In FY 2023, ILAB plans to conduct an internal review and document lessons learned from ILAB experiences monitoring and enforcing Mexico's commitments under the USMCA, including the political will to enforce the agreement in the U.S. and Mexico, and the use of engagement tools. The purpose of this review is to understand whether there are opportunities to replicate or scale up the successes and lessons learned from the USMCA experience. **(USMCA Milestone 2023-5)**

## Strategy 1.2: Monitoring and Engaging on Labor Commitments and Promoting High Labor Standards

ILAB promotes adherence to international labor standards and robust enforcement of labor rights to secure stable and inclusive economic growth and strengthen trade unions to advance democratic norms around the world. ILAB does this through government-to-government engagement, incorporating the protection of labor rights into U.S. Government political and economic policies and programs, including international economic agreements, supply chain commitments/investments, free trade agreements, trade preference programs<sup>2</sup>, and through the work of multilateral investment banks. ILAB uses its expertise with these tools to press government partners to have strong labor laws in compliance with international standards and the necessary robust enforcement of those laws. ILAB works closely with USTR, the U.S. Department of Commerce (Commerce) and the U.S. Department of State (State) and the U.S. Agency for International Development (USAID) to coordinate a strategic approach to monitoring worker rights in partner countries, engaging with private sector to improve worker rights in supply chains, strengthening the capacity of worker organizations to shape policy outcomes and collectively bargain, and enforcing the labor obligations undertaken by partner countries, including in trade agreements and trade preference programs. ILAB uses a multifaceted approach to help ensure that trade partners comply with their labor-related commitments, and to ensure that labor protections extend to workers traditionally more vulnerable to abuse and exploitation, including women, migrants, racial and ethnic minorities, as well as LGBTQI+ workers, workers with disabilities, and those working in the informal economy or at the lower tiers of global supply chains.

### Activities:

#### **Negotiating Labor Provisions in Trade Agreements and Policy (support realization of International Labor Standards)**

- ILAB works with other U.S. Government agencies to ensure U.S. economic and political engagements, policies, and programs promote adherence to strong labor standards. ILAB supports the negotiation of strong labor provisions in new economic trade and investment agreements, such as economic frameworks, free trade agreements (FTAs), bilateral investment treaties (BITs), trade and investment framework agreements (TIFAs), and policies covering development finance (e.g., World Bank lending guidelines and multi-lateral bank projects). These provisions seek to commit country governments and private sector partners to uphold certain international labor standards, such as non-discrimination, thereby contributing to a fairer playing field for workers in the U.S. and around the world. ILAB also works with country governments on a bilateral basis to

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<sup>2</sup> These include the Generalized System of Preferences (GSP), the African Growth and Opportunity Act (AGOA), and the Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008 (HOPE II)

provide advice on how to meet international labor standards and work to ensure they are able to meet the provisions contained in economic, trade and investment agreements. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d)**

- ILAB advises interagency partners, including USTR, Commerce, and State, on international labor standards and worker rights globally. ILAB works with interagency partners to prioritize engagement on labor rights, including by recommending actions and priorities that put worker rights at the center of U.S. international economic policies. This work often involves sensitizing interagency partners to the role that labor standards and worker rights play in sustainable, high-road economic development as well as democracy building. ILAB uses its deep expertise, multiple tools, and experience to advance worker rights throughout numerous engagements and forums. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, Labor Attaché 01)**

## **Monitoring and Promoting High Labor Standards**

- **Monitoring labor standards:** ILAB oversees countries' compliance with their trade and investment commitments related to international labor standards. ILAB helps to increase compliance and promote high labor standards through assisting governments and other stakeholders in key trading partner countries (e.g., labor inspectorates, workers' organizations, employers' organizations, international brands, supply chains, and civil society organizations) with capacity building support. ILAB's monitoring is supported by robust information gathering through sustained, proactive, and expanded stakeholder engagement and on-the-ground presence in priority countries. Monitoring and subsequent analysis form the foundation of ILAB's engagement and enforcement efforts and are the basis for all other activities of ILAB's trade-related work. Analysis is conducted through an intersectional lens that intentionally assesses the unique impacts of noncompliance on workers from traditionally marginalized groups. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, Labor Attaché 01)**
- **External engagement:** ILAB's monitoring and engagement work focuses on external stakeholders and stakeholders across USG agencies to strengthen labor rights and decent work outcomes. ILAB's monitoring and engagement also includes strengthening our strategic communications capacity and activities to uplift and share ILAB's equities and impact, and engaging with worker and civil society organizations, private sector actors, researchers and philanthropy in ways that coordinate and complement efforts and leverage broader resources towards the goals and mission of the bureau. In FY 2023, ILAB plans to hold a high-level convening with follow-up engagement with government, worker and private sector stakeholders in partnership with the Women's Bureau, Commerce, and USAID to uplift opportunities to promote gender equity and good jobs through worker-centered trade and investment. **(Policy Milestone 2023-01)**
- **Labor diplomacy led by DOL attachés:** DOL's labor attachés complement the engagement of State Department officials and play a leading role in advancing ILAB's activities in key trading partner countries through direct and regular interaction and coordination with other USG agencies, foreign governments, international organizations, and non-governmental stakeholders (e.g., labor, business, and non-profit sectors). **(Labor Attaché 01)**
- **Enforcing Labor Commitments:** ILAB enforces the labor provisions of FTAs, investment instruments, and trade preference programs. This includes engaging with countries to address compliance issues, developing and overseeing the implementation of remediation plans with defined criteria and timelines for progress, and assessing complaints and submissions from the public, as well as proactively building and advancing self-initiated cases, for potential dispute settlement. Formal dispute settlement under FTAs can result in formal reviews under preference programs and may eventually lead to trade sanctions and loss of preference program eligibility. ILAB also assists with administering labor provisions covering multilateral development finance institutions, such as the World Bank and U.S. International Development Finance Corporation (DFC) and represents the interests of U.S. workers through USG inter-agency processes and in international trade and international economic forums. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d)**
- **Labor attaché support for case building and enforcement:** Labor attachés coordinate closely with stakeholders to document labor rights issues and compile evidence to support enforcement actions, including case building.

Through their sustained presence, vigilance and direct connections to U.S. and foreign authorities, labor attachés provide an important layer of protection for workers who risk reprisals for sharing testimony and/or exercising their fundamental labor rights. **(ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, Labor Attaché 01)**

### **Strengthening Compliance through Technical Assistance**

- ILAB plans to fund a new technical assistance project on Elevating Women’s Participation in the Workplace in Liberia and Nigeria. This project aims to increase capacity and strengthen networks among individuals, communities, and/or institutions to address discrimination and gender-based violence and harassment in the workplace. Additionally, ILAB continues to support the Better Work project implemented by the ILO in Bangladesh, Cambodia, Ethiopia, Haiti, Jordan, and Vietnam, which has specific interventions targeting empowering women, reducing sexual harassment in the workplace, and closing the gender pay gap in working in the global garment industry. ILAB is also continuing to support projects to strengthen efforts to combat child labor and forced labor, including in Cote d’Ivoire, Colombia, the Democratic Republic of the Congo, Ethiopia, Ghana, Honduras, Malaysia, Mexico, and Vietnam. In addition, ILAB will be funding new projects to work with the Economic Community of West African States (ECOWAS) to support regional efforts to combat child labor in agriculture, to address forced labor in cattle growing areas of Brazil and Paraguay, and to enhance monitoring for labor violations in Uzbekistan’s cotton sector. ILAB programming to combat child and forced labor provide support to some of the most vulnerable and marginalized groups, including indigenous and afro-descendent populations. In many cases, these projects also promote economic empowerment of women as a strategy for reducing vulnerability to child labor and forced labor. **(ILAB-01, ILAB-02, ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, ILAB-07a, ILAB Equity 01)**

### **Strategy 1.3: Strengthening U.S. Leadership on Combating Child Labor and Forced Labor**

As the only U.S. government agency solely dedicated to improving working conditions and countering labor abuses around the world, ILAB is uniquely positioned to address child labor and forced labor on a global level. ILAB leads global efforts to combat these labor abuses by conducting research and publishing reports spotlighting abuses, funding targeted technical assistance initiatives, and engaging with foreign governments and other stakeholders to raise global awareness and provide concrete strategies for addressing the problem.

#### **Activities:**

##### **Research and Reporting**

ILAB’s research and reporting on child labor and forced labor provide specific, actionable information to stakeholders around the world seeking to address these issues. ILAB’s three flagship reports, outlined below, inform advocacy efforts and campaigns, promote positive actions by foreign governments to strengthen laws, policies, and enforcement, and inform private sector risk assessments and due diligence.

- **Publish the 2022 Findings on the Worst Forms of Child Labor Report (TDA Report).** The TDA Report, which ILAB will publish on or before September 30, 2023, raises global awareness of child labor exploitation and promotes efforts to combat it. The report is mandated by the Trade and Development Act (TDA) of 2000, which requires countries benefitting from the Generalized System of Preferences Program to take steps to eliminate the worst forms of child labor. The Act mandates that the President of the United States submit to the United States Congress the Secretary of Labor’s annual findings with respect to each “beneficiary country’s implementation of its international commitments to eliminate the worst forms of child labor.” ILAB carries out this responsibility on behalf of the Secretary by publishing the TDA Report. The report details the scope and nature of child labor exploitation and government efforts to address it in 131 countries and territories and provides foreign

governments around 2,200 specific recommended actions to eradicate child labor, most of them focused on improvements in legislation, enforcement, and social programs to mitigate labor abuses. **(ILAB-03, ILAB-04, ILAB-04d, and CL/FL Milestone 2023-1)**

- **Conduct Research in Specific Sectors.** ILAB will conduct research on potential additions and removal cases to inform the 2024 publication of the TVPRA List and the EO List. As this research impacts the assessment of forced labor and child labor in supply chains, it will contribute to the developing scope of responding to the TVPRA List expanded mandate. Additionally, this research will be informed by ILAB-funded projects.

## Technical Assistance

Using research and evidence from ILAB's TDA Report, TVPRA and EO Lists, and learning from ILAB-funded external research and project-level evaluations, ILAB will fund targeted technical assistance projects in FY 2023 that focus on countries and sectors with documented child labor and forced labor abuses, including by addressing Administration priorities related to global supply chains, gender and racial equity, and climate change. I

- **Support Targeted Technical Assistance Programming.** Priority for this technical assistance will be given to countries where governments and other actors have demonstrated the political will to take action to end child labor and forced labor. ILAB-supported technical assistance initiatives will demonstrate effective strategies to fight labor exploitation among some of the most economically vulnerable and marginalized groups, which are typically most at risk of these forms of abuse. In FY 2022, ILAB took steps to incorporate language on Diversity, Equity, Inclusion and Accessibility (DEIA) into all our new funding opportunity announcements (FOA), requiring applicants selected for award and their sub-recipients to adhere to principles of DEIA in the implementation of programming funded through the FOAs. ILAB also included a section on DEIA in all Terms and Conditions of Award for all new grant awards, which requires grantees to execute their grant in a manner that advances equity for all. In FY 2022, ILAB also published a Request for Information (RFI) to inform ILAB's future programming on the nexus of climate change and labor rights. The RFI will be used to enhance ILAB's efforts to confront the challenge climate change poses to the protection of vulnerable communities and our ability to promote the rights and well-being of workers in the face of this global challenge. In FY 2023, ILAB will continue to build on these efforts to promote DEIA, assessing the impact of these new provisions and refining our approach for promoting greater equity through our technical assistance programming. In the first quarter of FY 2023, ILAB will award a new technical assistance project to combat forced labor in Brazil and Paraguay's cattle-herding regions, including a focus on historically disadvantaged indigenous communities, and a project to combat child labor in agriculture in West Africa. ILAB will also pursue opportunities to partner with other agencies, such as Customs and Border Protection (CBP), on new programming to support administration goals for combatting forced labor in global supply chains. In addition to the development and award of new projects, ILAB will continue to provide rigorous monitoring and oversight of its ongoing technical assistance portfolio. Building on its FY 2022 Request for Information for Monitoring and Evaluation Services, which identified a pool of small businesses qualified to perform international evaluation work, ILAB will seek to issue awards to small businesses from the GSA Multiple Award Schedule when possible. **(ILAB-01, ILAB-02, ILAB-07a, ILAB-04d, ILAB Equity 01, CL/FL Milestones 2023-2 and 2023-3)**

## Stakeholder and Public Engagement

- **Refine and Implement a Strategic Communications Plan.** ILAB will further refine the strategic communications plan developed in FY 2022 to increase the impact of ILAB's mandated reports and technical assistance programming in galvanizing action among key stakeholders to eradicate child and forced labor. The plan will include strategies to amplify global awareness of ILAB's child and forced labor reports and technical assistance through outreach to traditional and social media outlets and high-influencing journalists; equip and empower priority stakeholders to take meaningful action through targeted outreach; and highlight ILAB's successes and best practices in eradicating child and forced labor in priority sectors. Key stakeholders for targeted outreach

will include Congress, foreign governments, companies and industry groups, labor organizations, NGOs, and other civil society actors. **(CL/FL Milestones 2023-4 and 2023-5)**

- **Stakeholder Engagement to Combat Child Labor and Forced Labor.** ILAB will undertake targeted engagement with foreign governments, private sector actors, unions and other worker organizations, other civil society organizations, and other donor agencies to spur broader momentum to combat child labor and forced labor around the world, including targeted actions in sectors such as cobalt, cocoa, coffee, and mica.
  - **Host a Foreign Government Briefing.** ILAB will host a foreign government briefing in October 2022 immediately following the release of the 2021 TDA Report. This convening will provide an opportunity for ILAB’s technical child and forced labor experts to engage in real time dialogues with foreign government counterparts to share the findings, recommendations, and best practices captured in the TDA Report. The briefing will also provide ILAB an opportunity to expand its network of foreign government partners, establish new relationships with key government officials, and facilitate follow-up country-specific bilateral engagements to support and monitor government efforts against child and forced labor. **(CL/FL Milestone 2023-6)**
  - **Host Public and all-Grantee Events:** ILAB will host public events to raise awareness about global child labor and forced labor issues, and the Bureau’s research, technical assistance, and resources. These events will include an event commemorating the 2023 World Day Against Child Labor in June 2023 and the launch of the 2022 TDA Report in September 2023. In addition, ILAB will host one or more webinars to allow for the sharing of good practices, resources, and learning among ILAB grantees. **(CL/FL Milestones 2023-7, 8 and 9)**
  - **Intensify Engagement with Strategic Countries through Extended TDYs and Labor Attachés:** In FY 2023, pending availability of resources, ILAB will send staff on temporary duty assignments to strategic countries (e.g., Democratic Republic of Congo) to intensify engagement on child labor, forced labor, and other labor rights issues, including those related to freedom of association and collective bargaining. These staff, along with labor attachés in Mexico, Colombia, Guatemala, Vietnam, Bangladesh, and Geneva will have direct and regular interaction and engagement with other USG agencies, foreign government officials, international organizations, non-governmental organizations, and labor and private sector actors to support implementation of the President’s Trade Agenda and ILAB’s work to combat child labor and forced labor. **(Labor Attaché 01)**
- **Forced Labor Enforcement Task Force (FLETF):** The USMCA implementing legislation also established the FLETF, chaired by the Secretary of Homeland Security. DOL/ILAB is a member. The FLETF is mandated to monitor U.S. enforcement of the prohibition on importing goods produced with forced labor under section 307 of the Tariff Act of 1930. Under section 744 of the USMCA Implementation Act, the FLETF is also tasked with reporting concerns to the ILC relating to the enforcement of the prohibition under section 307 of the Tariff Act with respect to Mexico, including any allegations with respect to forced labor in Mexico. Finally, the FLETF is required to develop an enforcement plan regarding goods included in ILAB’s most recent “Findings on the Worst Forms of Child Labor” and “List of Goods Produced by Child Labor or Forced Labor” reports. Further, the Uyghur Forced Labor Prevention Act (UFLPA) was enacted on December 23, 2021, to strengthen the existing prohibition against the importation of goods made wholly or in part with forced labor into the United States and to end the systematic use of forced labor in the Xinjiang Uyghur Autonomous Region (Xinjiang). The UFLPA placed additional responsibilities on the FLETF, including developing a strategy for supporting enforcement of section 307. In FY 2023, ILAB will continue to contribute its technical expertise to all Task Force efforts, including providing substantive input to the UFLPA Strategy, Entity List – including co-chairing the UFLPA Entity List subcommittee with DHS - and Importer Guidance following their initial release in FY 2022. **(CL/FL Milestone 2023-10)**

## Strategy 1.4: Promoting Fundamental Rights and ending Labor Rights Abuses in Global Supply Chains

Violations of fundamental labor rights, including child labor, forced labor, freedom of association and the effective recognition of the right to collective bargaining, discrimination and the right to a safe and healthy workplace, have no place in global supply chains. These abuses gravely harm workers and their families, worsen development outcomes, and pose significant risks to companies and government procurement processes. ILAB addresses these abuses through research and reporting, technical assistance projects, trade enforcement, and bilateral, multilateral, interagency, and strategic engagement with relevant stakeholders, including worker organizations and private sector actors, as well as international organizations. Through our work in this area, ILAB plays a leading role in ensuring U.S. government procurement is free of forced labor, promotes decent work and strengthens collective worker voice and wellbeing globally. ILAB's work also ensures that labor protections extend to workers traditionally vulnerable to abuse and exploitation and who lack access to decent work, including women, migrants, racial and ethnic minorities, as well as workers who are LGBTQI+, disabled, in the lower tiers of global supply chains and in the informal labor market.

ILAB's leadership in supply chain issues is demonstrated through participation in interagency working groups, such as the Senior Policy Operating Group's Supply Chain and Procurement Subcommittee, as well as contributing expertise to whole-of-government efforts like EO 14017 *Securing America's Critical Supply Chains*. ILAB's technical assistance programming related to supply chains strengthens the capacity of governments, the private sector, worker organizations, and NGOs to respond to labor abuses globally, including providing resources they can use to stop these abuses, ensure the broad spectrum of labor rights, and promote a race to the top with quality jobs and decent work.

ILAB received a new mandate under the most recent reauthorization of the Trafficking Victims Protection Reauthorization Act (TVPRRA), which contains a new reporting requirement to trace goods made with forced labor and child labor through global supply chains in order to list the final products in which they are used. This expanded mandate gives ILAB an important responsibility to develop the needed research capacity and methodologies and to play a leadership role in the field of supply chain transparency, accountability, and corporate social responsibility. ILAB promotes frameworks of supply chain accountability for labor rights and quality work conditions through the negotiation, monitoring and enforcement of labor provisions of trade agreements and preference programs, as well as geographic and sector-focused approaches to create binding and enforceable agreements between labor organizations, private sector stakeholders and government partners.

### Activities:

- **Developing New Methods and Tools to Trace Child Labor and Forced Labor in Global Supply Chains.** ILAB will continue to expand the knowledge base and expertise for supply chain tracing methodologies through engagement with stakeholders and the support of extramural research projects that will publish and disseminate resources to increase the downstream tracing of goods made by child labor or forced labor. In FY 2023, ILAB's STREAMS and Global Trace Protocol projects will launch pilots to test new methodologies and tools to trace child labor and forced labor in specific supply chains in the Democratic Republic of Congo (cobalt), India (cotton), and Pakistan (cotton). **(Supply Chain Milestone 2023-1)**
- **Building Capacity of Interagency Partners.** Engage and collaborate with key U.S. government agencies on forced labor issues to enhance the U.S. government's ability to prevent the importation or procurement of goods made with forced labor. Engagement with key U.S. government agency personnel on Federal Acquisition Regulation (FAR) procurement requirements related to Executive Order (EO) 13126. The FAR, under EO 13126, requires federal contractors to certify that they have made a good faith effort to determine whether forced or indentured child labor was used to produce the items supplied that are included on DOL's *List of Products Produced by Forced or Indentured Child Labor*. In addition to continuing close collaboration with the U.S. Trade Representative, Customs and Border Protection, and State Department on forced labor issues, ILAB will also prioritize engagement and collaboration with the National Oceanic and Atmospheric Administration on labor



abuses and forced labor in illegal, unreported, and unregulated fishing; Commerce Department on forced labor issues related to the Entity List<sup>3</sup>; and the U.S. International Development Finance Corporation on international development financing. **(Supply Chain Milestone 2023-2)**

- **Strengthening Business Due Diligence: ILAB will strengthen business' due diligence by updating data in the Better Trade Tool.** The tool, originally released in 2021, is designed to combine ILAB's research with the U.S. harmonized tariff schedule to identify goods imported into the U.S. at high risk of being produced with child labor, forced labor or forced child labor. The objective is to update the data in the tool to provide increased visibility into existing USG efforts on high-risk goods/countries, and to promote strategic coordination on efforts made by the U.S. inter-agency Forced Labor Enforcement Task Force. **(Data Access Milestone 2023-4)**
- **Innovating new approaches to Corporate Accountability and Business Due Diligence:** ILAB works within the interagency to press for new and stronger approaches to corporate accountability and business due diligence, including working with multilateral partners to incorporate the full suite of internationally recognized worker rights into due diligence and promoting attention to freedom of association as an important enabling right that serves to improve working conditions in global supply chains. To this end, ILAB is identifying opportunities to build upon existing global business models, due diligence systems and responsible business approaches, or to support innovative models and practices to promote enforceable private sector commitments to due diligence that engage trade unions, cover a wide range of labor rights, offer strong grievance mechanisms, and full remediation to workers. **(Stakeholder Engagement Milestone 2023-1)**
- **Comply Chain:** Comply Chain is an app that provides guidance for companies and industry groups that either do not have a social compliance system in place or need to strengthen their existing systems for more robust human rights due diligence. Comply Chain helps encourage worker voice and best practices by companies as worker input is vital to addressing these labor abuses. Comply Chain responds to the Trafficking Victims Protection Reauthorization Act (TVPR) of 2005 mandate that ILAB work to create a standard set of business practices that will reduce production of goods using forced and child labor. ILAB will promote the updated app, published in September 2022, through hosting a private sector briefing in FY 2023. It will also solicit input from users on the app to encourage greater business uptake. **(Supply Chain Milestone 2023-3)**

## Strategy 1.5: Strengthening Worker Voice

ILAB's program and policy engagement strengthen worker voice and worker power, which in turn, create sustained changes that lead to improved working conditions and dignity at work. ILAB draws on the leverage created by a worker-centered trade policy to reinforce vibrant worker voice and agency, including through the strengthening of democratic and independent trade unions that are representative and reflective of the changing nature of work and the diversity of the workforce, including women, people of color and ethnic minorities, migrants, precarious workers at the bottom of supply chains, and informal and other workers in non-standard employment situations. The full realization of freedom of association and the effective recognition of the right to collective bargaining are essential foundations for ensuring that workers can represent their own interests in the workplace, in their community and in the broader political sphere, and can organize, without fear of retaliation. A linchpin of ILAB's strengthening worker voice is the Multilateral Partnership for Organizing, Worker Empowerment, and Rights (M-POWER). M-POWER will be actualized through a variety of elements provided below.

### Activities:

- **Launching M-POWER:** ILAB will consolidate and officially launch M-POWER, including by: establishing the governance structure, founding documents and secretariat; expanding partnerships with governments, worker and philanthropic organizations; carrying out a public-facing launch summit and communications strategy; implementing an inaugural program slate that provides proof of concept for collective impact to benefit worker empowerment and rights through multi-lateral and multi-stakeholder collaboration. **(Worker Voice Milestone 2023-1)**

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<sup>3</sup> The Entity List is a trade restriction list published by the U.S. Department of Commerce's Bureau of Industry and Security (BIS), consisting of certain foreign persons, entities, or governments.

- **Undertaking and Supporting Cutting Edge Research on Effective Worker Voice:** In FY 2023, ILAB will develop and implement a detailed research plan on effective methods for organizing and expressing worker voice in the workplace, community and society. ILAB will fund a literature review, research report with case studies incorporating an explicit intersectional race, gender and class lens for best practices to strengthen worker voice and address systemic forms of inequality, as well as three roundtable discussions with experts and practitioners to inform policy advocacy and technical assistance programs. We will also support efforts by other bodies, such as the ILO, to strengthen its research capacity in order to enhance its ability to provide evidence-based policy advice on freedom of association and collective bargaining. **(Worker Voice Milestone 2023-2)**
- **Elevating Worker Voice in Project Design:** ILAB prioritizes technical assistance projects that include a more explicit focus on worker organizations, freedom of association and collective bargaining. This includes supporting legal, institutional and regulatory reforms aimed at creating an enabling environment for the full, free exercise of the right to organize, freedom of association and collective bargaining. It will also expand access to freedom of association and collective bargaining rights to workers who have traditionally faced challenges – either legally or practically – to forming and joining trade unions, such those in the agriculture and care sectors; women, racial and ethnic minorities; migrants; workers at the lower tiers of supply chains; and those in the informal economy or in non-standard forms of employment . Funding Opportunity Announcements explicitly include objectives to improve outcomes related to representative worker organizations, worker collective voice, workers’ access to representation and dialogue, remedy or conciliation mechanisms, the right to bargain collectively and influence regulation at all levels, from the workplace to industry, national and international labor policies. In FY 2023, ILAB’s technical assistance project in Brazil and Paraguay on forced labor will strengthen workers’ voice by building the capacity of worker organizations and civil society organizations in the agricultural sector. This effort will increase resiliency of worker organizations and civil society organizations to advocate on behalf of workers, strengthen their capacity to provide services to workers and families, and engage with private sector stakeholders. In FY 2023, ILAB will continue to prioritize such outcomes for workers and worker organizations in new technical assistance projects and will strive to integrate input from workers (e.g., from labor roundtables, evaluations and other fora) to ensure worker voice is informing project design and strategies. **(ILAB-01, ILAB-02, ILAB-07a, ILAB Equity 01)**

## Strategy 1.6: Implementing Regional Initiatives in Central America

The Biden-Harris Administration’s [Strategy to Address the Root Causes of Migration in Central America](#) (RCS) introduced strong language regarding labor rights and decent work, elevating these elements to the same level of attention as the three pillars of the previous strategy: economic prosperity, governance, and security. The Administration’s Collaborative Migration Management Strategy (CMMS), initiative to “[Build Back Better](#),” worker-centered trade policy, [foreign policy for the middle class](#), and Executive Order to [advance racial equity](#) present further opportunities for ILAB to deepen its work in Northern Central America (NCA).<sup>4</sup> This is an opportunity for ILAB to connect labor issues to holistic foreign policy and assistance, draw connections between domestic and foreign policy, provide expertise to drive the implementation of the strategy, and scale up existing activities in the region to achieve meaningful, sustainable results.

ILAB’s strategy in Central America aims to draw the labor elements of the RCS, CMMS, and other Biden-Harris Administration initiatives together with ILAB’s ongoing policy engagement, technical assistance, trade actions, diplomacy, inter- and intra-agency collaboration and coordination, research and reporting, communications, and monitoring and evaluation to provide a framework to ensure that ILAB is strategically leveraging opportunities, resources, and mandates in pursuit of a common set of goals.

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<sup>4</sup> ILAB defines Central America as Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama. The CAFTA-DR also includes the Dominican Republic. Northern Central America refers to El Salvador, Guatemala, and Honduras. ILAB reporting on Central America will include all of the countries named above, with a focus on Northern Central America.

## Activities:

- **Engaging and Promoting High Labor Standards:** ILAB will engage with USG and external stakeholders in Central America to build respect for labor rights across the region and local capacity to address labor issues.<sup>5</sup> This includes building and leveraging stronger relationships with governments, worker organizations, and the private sector to allow ILAB to identify challenges, partner with willing actors, and jointly implement solution-oriented activities. **(ILAB-03, ILAB-04)**
- **Coordinating among Central American stakeholders:** ILAB will improve regional coordination among CAFTA-DR countries on labor issues, including sharing of lessons learned and best practices on topics such as: labor law enforcement, fostering decent work, amplifying worker voice and tripartite dialogue, ensuring representation and promoting inclusion, eliminating child labor and forced labor, promoting fair recruitment and managing labor migration. **(ILAB-03)**
- **Educating Interagency Partners:** ILAB advocates for and educates interagency partners on the importance of labor rights as human rights, the fundamental role of decent work in economic development, and the nexus between security and labor rights. In FY 2023, ILAB will also identify and leverage interagency tools to promote decent work, promote fair recruitment, improve working conditions and increase protection of worker rights. **(Stakeholder Engagement Milestone 2023-1)**
- **Protecting Migrant Workers through the CMMS:** ILAB will coordinate with and support U.S. agencies working to implement the Collaborative Migration Management strategies and protect migrant workers, including promoting fair recruitment of workers for temporary work visas in line with the USG Guidance on Fair Recruitment Practices for Temporary Migrant Workers, protecting their labor rights once in the U.S., and raising awareness of the differentiated challenges that workers from traditionally marginalized groups often face (e.g., gender and racial dimensions) (CMMS, CAFTA-DR). **(ILAB-03)**
- **Technical Assistance Programming:** Increasing Collective Action to Address Child Labor, Forced Labor, and other Unacceptable Conditions of Work in El Salvador, Guatemala, and Honduras is a technical assistance project administered by the Pan American Development Foundation. The Collective Action project will strengthen the capacity of civil society and workers' organizations to address child labor and forced labor and promote inclusive, safe, and healthy working conditions in their communities. The project will work in six Departments in Guatemala, El Salvador, and Honduras where indigenous, Afro-descendant, and Garifuna communities are often vulnerable to labor exploitation. The \$8.4 million project was awarded in December 2021 and will conclude in mid-2026. **(ILAB-01, ILAB-02, ILAB-03, ILAB-04, ILAB-04a, ILAB-04b, ILAB-04c, ILAB-04d, ILAB-07a, ILAB Equity 01)**

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<sup>5</sup> For purposes of this section, "Labor Rights" refers to (1) the right of association; (2) the right to organize and bargain collectively; (3) a prohibition on the use of any form of forced or compulsory labor; (4) a minimum age for the employment of children and the prohibition and elimination of the worst forms of child labor; (5) acceptable conditions of work with respect to minimum wages, hours of work, and occupational safety and health; and (6) the elimination of discrimination with respect to employment and occupation. "Labor Issues" refers to fundamental rights and their effective application, worst forms of child labor, labor administration, labor inspectorates and inspection systems, alternative dispute resolution, labor relations, working conditions, migrant workers, social assistance programs, labor statistics, employment opportunities, gender, and technical issues as defined by the [Labor Cooperation and Capacity Building Mechanism of the CAFTA-DR](#).

## Performance, Risk and Learning

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target - ESTIMATES	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB-01	Number of active technical assistance projects.	72	72	72	68	62	Agency-Specific
ILAB-02	Number of countries with active ILAB technical assistance projects.	51	0	0	0	51	Agency-Specific
ILAB-03	Number of trade partner countries in which labor rights, including child labor and forced labor, are systematically monitored and analyzed.	147	0	0	0	147	Agency-Specific
ILAB-04	Percent of high engagement trading partner countries or multilateral institutions that implement actions to improve protection of labor rights, including through law or enforcement.	82%	0	0	0	82%	Agency-Specific
ILAB-04a	Number of high engagement countries taking actions to improve labor rights related to freedom of association & collective bargaining. (ILAB-04 disaggregated by category of labor right)	10	0	0	0	10	Agency-Specific
ILAB-04b	Number of high engagement countries taking actions to improve labor rights related to non-discrimination. (ILAB-04 disaggregated by category of labor right)	10	0	0	0	10	Equity
ILAB-04c	Number of high engagement countries taking actions to improve labor rights related to worker protection and acceptable conditions of work. (ILAB-04 disaggregated by category of labor right)	17	0	0	0	17	Agency-Specific
ILAB-04d	Number of high engagement countries taking actions to improve labor rights related to child labor and forced labor. (ILAB-04 disaggregated by category of labor right).	26	0	0	0	26	Agency-Specific
ILAB-07a	% of technical assistance projects that have had an oversight activity by ILAB staff.	100%	100%	100%	100%	100%	Agency Specific
Labor Attaché 01	Number of engagements by labor attachés with key stakeholders to improve protection of labor rights, including through law or enforcement.	Baseline	N/A	N/A	N/A	N/A	Agency Specific

Measure ID	Measure Name	FY 2023 Annual Target - ESTIMATES	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	68%	68%	68%	68%	68%	Equity
USMCA-1a	Number of Hotline tips received.	48	12	12	12	12	Agency-Specific
USMCA-1b	Number of tips received through 1-800 line.	48	12	12	12	12	Agency-Specific
USMCA 2	Number of tips received that result in a DOL investigation.	12	3	3	3	3	Agency-Specific
USMCA-3a	Number of RRM petitions received.	10	2	2	3	3	Agency-Specific
USMCA-3b	Number of RRM petitions that result in a request to review.	8	2	2	2	2	Agency-Specific
USMCA-3c	Number of rapid response mechanism (RRM) petitions that result in a remedial action.	8	2	2	2	2	Agency-Specific
USMCA 3d	Number of rapid response mechanism (RRM) petitions that result in a panel.	1	0	0	0	1	Agency-Specific
USMCA 3e	Number of RRM petitions closed during reporting period.	10	2	2	3	3	Agency-Specific
USMCA-4a	Number of petitions submitted to labor chapter 23.	2	0	1	0	1	Agency-Specific
USMCA-4b	Number of labor chapter petitions that result in a remedial action.	2	0	1	0	1	Agency-Specific
USMCA-4c	Number of Labor Chapter 23 petitions closed during reporting period.	1	0	0	0	1	Agency-Specific

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
USMCA Milestone 2023-1	The toll-free hotline is launched.	September 30, 2023	Agency-Specific
USMCA Milestone 2023-2	Information campaign launched.	December 31, 2022	Agency-Specific

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
USMCA Milestone 2023-3	Intergovernmental working group on ethical recruitment launched.	June 30, 2023	Agency-Specific
USMCA Milestone 2023-4	Virtual trainings for Mexican labor inspectors conducted.	September 30, 2023	Agency-Specific
USMCA Milestone 2023-5	Identify the lessons learned from the labor law reform in Mexico.	December 31, 2022	Agency-Specific
Policy Milestone 2023-1	High-level convening with the Women’s Bureau, Commerce, and USAID to uplift opportunities to promote gender equity and good jobs through worker-centered trade and investment.	June 30, 2023	Agency-Specific
CL/FL Milestone 2023-1	Publish 2022 <i>Findings on Worst Forms of Child Labor</i> .	September 30, 2023	Agency-Specific
CL/FL Milestone 2023-2	Internal Assessment ILAB actions to integrate DEIA principles into ILAB’s TA programming completed.	March 30, 2023	Agency-Specific
CL/FL Milestone 2023-3	Award new project to address child labor in Brazil-Peru cattle-herding regions with a focus on historically marginalized indigenous groups.	December 31, 2022	Agency-Specific
CL/FL Milestone 2023-4	Increase the number of ILAB twitter followers by 10 percent from the current number of 1213 followers.	September 30, 2023	Agency-Specific
CL/FL Milestone 2023-5	Host a foreign government briefing.	October 31, 2023	Agency-Specific
CL/FL Milestone 2023-6	Host a 2023 World Day Against Child Labor Event.	June 30, 2023	Agency-Specific
CL/FL Milestone 2023-7	Host a public event for the launch of the 2022 Findings on Worst Forms of Child Labor.	September 30, 2023	Agency-Specific
CL/FL Milestone 2023-8	Hold 1 or more grantee webinars to share good practices, resources, and learning.	September 30, 2023	Agency-Specific
CL/FL Milestone 2023-9	ILAB contributes substantive technical input to the Forced Labor Enforcement Task Force.	September 30, 2023	Agency-Specific

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
<b>CL/FL Milestone 2023-10</b>	ILAB will post generalized guidance and resources sourced from DOL's 508 Office providing support for grantees to ensure their deliverables comply with section 508 requirements. Additionally, ILAB will post resources and guidance in ILAB's internal Sharepoint site for project managers. These additional resources will address a range of 508 remediation needs that PMs can provide can grantees depending on their needs.	September 30, 2023	Agency-Specific
<b>CL/FL Milestone 2023-11</b>	Include in all FOAs for technical assistance grants language requiring grantees budget for 508 compliance.	September 30, 2023	Agency-Specific
<b>Supply Chain Milestone 2023-1</b>	Launch supply chain tracing pilots in DRC, India, and Pakistan.	September 30, 2023	Agency-Specific
<b>Supply Chain Milestone 2023-2</b>	Promote a recently developed, in consultation with ILAB, federal procurement and due diligence training among the interagency via the Government Procurement and Supply Chain Committee.	September 30, 2023	Agency-Specific
<b>Supply Chain Milestone 2023-3</b>	Host a private sector briefing to promote the Comply Chain app and solicit input from users to encourage greater business uptake.	October 31, 2022	Agency-Specific
<b>Stakeholder Engagement Milestone 2023-1</b>	Stakeholder engagement and strategic partnership strategy, including communications, developed.	September 30, 2023	Agency-Specific
<b>Worker Voice Milestone 2023-1</b>	M-POWER initiative launched.	March 30, 2023	Agency-Specific
<b>Worker Voice Milestone 2023-2</b>	Roundtable discussions on worker voice conducted.	June 30, 2023	Agency-Specific
<b>Data Access Milestone 2023-4</b>	Public Release Better Trade Tool 2.0.	December 31, 2022	Agency-Specific

## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	If there is a lack of political will or capacity among key partners and stakeholders to engage with ILAB, then the Department may be less successful in meeting its mission.	ILAB has been able to engage partners remotely through a variety of channels, which include: direct, bilateral engagement with foreign countries; participation in interagency working groups with other USG agencies; and participation in international fora such the International Labor Organization (ILO), the G20, and the G7. While political will or capacity may be lacking from key partners or stakeholders, ILAB is able to utilize these other channels of engagement to ensure that DOL and the Administration's priorities are pursued effectively.	49	High
ILAB-1	If ILAB cannot effectively monitor and enforce labor provisions of U.S. Trade Agreements and Preference Programs, then the Department may not meet its objective to promote a fair global playing field for American workers and businesses.	ILAB established performance measures to track the efforts of trade partner countries in addressing labor provisions of trade agreements and trade preference programs. ILAB also has a performance measure to track the number of trade partner countries in which labor rights, including child labor and forced labor, are systemically monitored and analyzed.	25	High
ILAB-5	If ILAB does not establish a coordinated strategic approach to monitoring and enforcing FTA labor provisions with USTR and State, then the Department may not meet its objective to promote a fair global playing field for American workers and businesses.	ILAB coordinates regularly with USTR, the Department of State, and other intergovernmental stakeholders on monitoring and enforcement efforts related to FTAs.	5	High
ILAB-2	If ILAB researchers are delayed in producing research reports on child labor, forced labor and human trafficking due to external factors (such as operational challenges relating to COVID-19 including restricted travel and data collection), then the Department may not meet Congressionally mandated reporting deadlines.	ILAB collects information for its congressionally mandated reports through a number of channels, which includes extensive desk research, firsthand reporting from U.S. embassies overseas, grantee reporting, and firsthand data collection through site visits to foreign countries. While ILAB has been largely unable to conduct site visits during FY 2021 and into FY 2022 due to the COVID-19 pandemic, the other forms of data collection described above continue to occur at either the same or an increased level during this time to compensate for travel restrictions.	21	High



## Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
<b>Performance Evaluations, Various (ongoing)</b>	These evaluations of ILAB worker rights and child labor/forced labor projects will identify implementation successes and challenges and will provide recommendations for improvements. ILAB uses performance evaluations to help design future technical assistance programs and to make course-corrections for ongoing current projects.
<b>Cross-Program Evaluation: Effects of COVID-19 on ILAB’s technical assistance projects (underway)</b>	This cross-program evaluation will synthesize data and discern lessons learned and good practices pertaining to the effects of the COVID-19 pandemic on project implementation and outcomes. The findings of the evaluations will inform the design of ILAB’s technical assistance projects to more effectively respond to the changing social and economic environments brought by the global pandemic.
<b>Meta-Evaluation for Labor Outcomes for Technical Assistance Projects (underway)</b>	This is a meta-evaluation will identify levels of labor-related outcomes that are achievable within a designated timeframe. This will help ILAB to appropriately scope both USMCA and other technical assistance projects.
<b>Labor Rights Technical Assistance Projects: Ex-Post Feasibility Study (underway)</b>	This project will assess ILAB’s existing repository of data and access to grantee data for the purposes of supporting ILAB in identifying promising approaches to measuring longer-term ILAB project outcomes and impacts.
<b>Child Labor Survey</b>	ILAB plans to fund a National Child Labor Survey in Mexico under the proposed “Building a comprehensive government approach to combating child labor and forced labor in Mexico” project. This survey will provide data that can inform ILAB’s policy and technical assistance-related engagements.
<b>Forced Labor Study in the Garment Sector in Argentina and Madagascar</b>	The ILAB-supported Evidence to Action project will develop robust and replicable approaches to collecting and analyzing data on forced labor to inform evidence-based interventions. The project will provide new information on the prevalence and causes of forced labor in the garment sectors of Argentina and Madagascar; build capacity of national stakeholders to undertake and use such research; and catalyze actions to combat forced labor in global supply chains.
<b>Labor Rights Technical Assistance Projects: Ex-Post Feasibility Study</b>	This activity, conducted with the support of the Chief Evaluator’s Office, will assess ILAB’s existing repository of data and access to grantee data to help ILAB identifying promising approaches to measuring longer-term ILAB project outcomes and impacts.
<b>Vulnerability Study: MAP 16 - ILO</b>	The MAP 16 project, implemented by ILO, will produce tools and a report on how to assess vulnerability among indigenous populations. A report will be available in FY 2022.
<b>Sectoral Meta-Evaluation: CL/FL Fishing and Cocoa Technical Assistance Interventions</b>	Completed. This study synthesizes sectoral results from approximately 26 ILAB-funded projects with components to reduce child labor and/or forced labor in the cocoa and fishing/seafood sectors to produce 1 synthesis review report.

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Revised forced labor survey questionnaire catalogue	The ILO-implemented MAP16 project will publish a catalogue of forced labor survey questions that can be used by government statistical offices and others conducting research on child labor.
Manual on the measurement of forced labor	The MAP16 project, implemented by ILO, will produce an updated manual for researchers on the measurement of forced labor through surveys. This manual will be an update to the widely used "Hard to see, harder to count" manual produced by the ILO and will incorporate guidelines on the measurement of forced labor that were adopted by the International Conference of Labor Statisticians in 2018.
Worker Voice Policy Research (planned)	ILAB is developing a research contract to answer the question: "What is worker voice and what are the most effective methods for promoting worker voice through policy interventions and technical assistance programs?" ILAB will <div style="background-color: black; height: 1.2em; width: 100%; margin-top: 5px;"></div>

## Agency Theme 2: Elevating Labor Diplomacy

For ILAB to carry out its international work most effectively and for the Administration to successfully advance a foreign policy for the middle class, it is vital that ILAB and the interagency understand conditions on the ground and policies that impact working people at home and abroad, and build and strengthen bilateral and multilateral relationships that support bolstering labor protections for workers abroad through culture change and building foreign governments' internal capacities. ILAB has worked for decades with the State Department to monitor and advance worker rights and employment issues around the world, and provide training to staff charged with promoting internationally recognized labor rights. But, resources dedicated to the coverage of and training on labor issues by the State Department have continued to decline significantly over that period.

The ambition of the Biden-Harris Administration with respect to its international labor rights and worker-centered trade agendas has been and will continue to be matched by investments in coverage of labor issues overseas, including through the strategic deployment of additional DOL attachés and temporary assignments in priority countries. Effective bilateral and multilateral diplomacy, coupled with sound international economic research, will help shape policies in key countries, inform the development of domestic policies and programs, and support worker empowerment in the United States and abroad. By elevating labor diplomacy, we will position ILAB as a leading international agency in the Administration and elevate ILAB's role as the leading USG agency that provides real time information, analysis and relationships with partner governments on labor rights enforcement.

### Strategy 2.1: Implementing the Labor Attaché Program in ILAB

ILAB will work with the State Department and the White House, which has requested greater DOL presence overseas, to lift up labor diplomacy and increase the focus on domestic and international labor issues in the foreign policy of the administration. DOL established its labor attaché program in 2014 to place ILAB international labor experts in selected strategic countries with significant worker rights focus or challenges. DOL labor attachés engage intensively with international organizations, host country governments, workers and their organizations, and employers and their organizations to promote improvements in labor rights and compliance with ILO labor standards. Over the past eight years, DOL has established positions in Bangladesh, Colombia, Guatemala (new in FY 2022), Vietnam, Mexico, and Geneva, with temporary assignments in several additional countries, as needed. This expertise is important not only in strengthening worker rights in other countries, but it can also help bring lessons to the domestic agencies of DOL as they seek to address domestic labor and employment challenges. In years past, the United States was unusual in the richness of its domestic data, evidence and analytical capabilities; therefore, other countries sought to tap into U.S. expertise. As other countries have become more technically sophisticated, the learning opportunities are reciprocal, and ILAB's labor diplomacy efforts can be elevated to build an evidence base of important learning for U.S. domestic labor policymaking.

ILAB plans to elevate engagement with countries through an expanded labor attaché corps in terms of geographic coverage of the program and/or the number of positions at each post. This includes filling positions in Bangladesh and Guatemala by the middle of FY 2023, possibly among others, as well as developing temporary assignments in a range of embassies around the world to increase DOL monitoring of labor conditions and engagement to improve labor rights and empower workers in priority regions. Finally, the program will reflect the Bureau's goal of promoting diversity, equity, inclusion and accessibility (DEIA) by focusing on recruitment and promotion of labor attachés and through DOL's participation on the Board of Foreign Service. ILAB will aim to increase DEIA among DOL labor attachés and among the labor reporting officers of the U.S. Foreign Service.

### Activities:

**Policy Engagement (ILAB-03, ILAB-07a, ILAB-4, ILAB-4a, ILAB-4b, ILAB-4c, Labor Attaché 01, ILAB Equity 01)**

- Advance worker rights and improved working conditions, address the workplace exploitation of children and other vulnerable populations, and through diplomatic reporting, help the USG understand and respond to changing labor market conditions in host countries.
- Implement DOL labor and employment mandates, policies, programs, and initiatives. Monitor and support host countries' compliance with the labor provisions of trade agreements and/or preference programs.
- Serve as experts on labor and employment issues and developments in host countries for DOL and other USG agencies, and work to increase the inclusion of labor rights priorities in broader, high-level dialogues (e.g., High-Level Economic Dialogues, Strategic Partnership Dialogues) and in Embassy Integrated Country Strategies and USAID Mission Country Development Cooperation Strategies, where applicable.
- Inform and support technical assistance projects to facilitate legal reforms consistent with the provisions of trade agreements and with international labor standards.
- Support U.S. representation at the International Labor Organization and relevant regional and international bodies.
- Provide training and expertise to those representing the USG overseas on labor and employment issues.

## Strategy 2.2: Enhancing Multilateral and Bilateral Engagement

ILAB leads the representation of the U.S. government at the International Labor Organization, and leads for the United States on labor and employment issues in the G20, G7, the Organization for Economic Cooperation and Development (OECD), the Organization of American States (OAS), Asia-Pacific Economic Cooperation (APEC) and other relevant bodies. Through these multilateral engagements, ILAB advances U.S. priorities such as protection of worker rights, including freedom of association and collective bargaining; policies and programs on expanding employment and job training; occupational safety and health issues; racial and gender equity issues; increasing social protection; and other important and emerging global labor and employment issues. In the context of these engagements, we will advocate for strong outcome language to advance the labor rights of persons belonging to marginalized groups, including migrant workers and those disadvantaged due to racial and ethnic characteristics, gender, disability, or LGBTQI+ status.

ILAB works with the world's major economies and international organizations to promote decent work and to foster an inclusive, sustainable and resilient recovery of labor markets from global crises. ILAB bilateral and multilateral engagement also includes developing labor dialogues, technical exchanges, country visits, joint research, MOUs, and other cooperation with counterparts of key countries and regional bodies. This effort enhances ILAB's diplomatic influence on labor and employment and lays the foundation for progressive engagement. ILAB also cooperates with the Interagency on draft reports, concept notes, and other documents concerning particular countries to promote government-wide engagement on worker rights. ILAB involves specialized DOL agencies and other experts to conduct technical exchanges and other joint action—both with countries with successful labor and employment practices that can inform U.S. policy, as well as countries that seek to address barriers to labor market access, workers' rights, and labor administration.

ILAB will also conduct bilateral exchanges with countries that have made successful efforts to implement social protection policies that prioritize racial and ethnic equity, as well as with those with effective employment training and apprenticeship programs. Finally, ILAB will carry out exchanges with other countries on addressing issues such as barriers to labor market participation faced by underserved communities, occupational health and safety, and administration of worker benefits and protections. ILAB couples these efforts with international economic research and effective bilateral diplomacy to help shape policies in key countries and to inform the development of domestic policies and programs to invest in the nation's care economy, build a modern, inclusive workforce, and support a lifetime of worker empowerment in the United States and abroad.

### Activities:

#### Policy Engagement

- **ILO:** ILAB represents the U.S. government in the ILO Governing Body (GB) (the executive body of the ILO) and the International Labor Conference (ILC) (the highest-level policymaking body of the organization). In FY 2023, in its capacity as the lead representative of the U.S. government in the ILO, ILAB will coordinate interagency participation in the GB; prepare statements and documents for use by the U.S. delegation at the GB meeting; prepare analysis and develop policy recommendations on key GB agenda items, including cases of countries' violations of workers' rights; and participate in the standard-setting programs on apprenticeship and OSH as a fundamental principle and right at work. ILAB will continue to support the Secretary of Labor and/or other high-level DOL officials participating in the ILC. ILAB will also coordinate and implement the work of the President's Committee on the ILO, including exploring the possibility of reinvigorating efforts to achieve U.S. ratification of ILO Convention 111 on Discrimination in Employment and Occupation. In FY 2022, the Secretary accepted an invitation for DOL to join the ILO Climate Action for Jobs (CA4J) Initiative. In FY 2023, ILAB will support this initiative, working with partner governments to placing jobs and livelihoods at the center of the response to the challenges faced as a result of climate change. Finally, ILAB will support the U.S. government's participation in the ILO's Junior Professional Officers (JPO) program and plans to select and fund JPO positions in key positions at the ILO, resources permitting. **(ILAB-P02)**
- **G20 and G7:** ILAB will represent the USG in the G7 Employment Task Force, in the G20 Employment Working Group, and in the G20 OSH Network, as well as prepare and provide substantive support for the Secretary of Labor and/or other high-level officials participating in the working groups, leading to the ministerial level meetings. The G20 and G7 aim to coordinate the economic policies of the world's major economies and provide an important forum for advancing the administration's priorities related to inclusive growth and building back better. ILAB will develop statements, policy positions, reports, talking points, and other relevant documents to support participation in working groups, bilateral meetings, and ministerials. ILAB will work to develop and strengthen relationships with key countries in these Groups to better engage in agenda-setting and multilateral policy development. ILAB will also coordinate with the Interagency and develop DOL contributions to broader U.S. government engagement by advocating U.S. policy positions on labor and employment issues, including at the Sherpa and Leaders levels. **(ILAB-P02)**
- **OECD Employment, Labor and Social Affairs Committee (ELSAC):** ILAB represents the U.S. Government on the ELSAC and its subsidiary body, the Working Party on Employment. In FY 2023, it will also participate in the Working Party bureau, the "executive committee" of the Working Party that meets to carry out business between sittings of the Working Party as a whole. In FY 2023, as the ELSAC and Working Party delegates, ILAB will: (1) perform and oversees technical peer reviews of products in the areas of skills development, employment, migration, and social protection that are prepared by the OECD Secretariat under the current ELSAC Program of Work and Budget; (2) and engage with delegates from other OECD countries in the first year of implementation of a 2023-2024 Program of Work and Budget (PWB). A key focus of ILAB's work on the ELSAC continues to be to encourage planning and execution of projects with data disaggregation and analysis by race and ethnicity, and to work toward consensus on expanding data collection in OECD countries to facilitate this and to begin building capacity to collect and analyze data by LGBTQI+ status. See "Learning: Completed, Underway, or Planned" later in this section. **(ILAB-P02, Race/Ethnicity OECD Milestones 2023-1a, b, and cc)**
- **OECD Local Employment and Economic Development (LEED) Committee:** ILAB represents the U.S. Government on the LEED. The LEED adapts methodologies and frameworks developed and peer reviewed by other OECD technical committees, including the ELSAC, to analyze quantitative and qualitative data at subnational levels, for example, the state and local levels. In FY 2023, ILAB will explore the feasibility of including representatives of state and local government organizations on the delegations for LEED meetings, and/or will engage with them in priority setting for the U.S. engagement in the formulation of the 2023-24 LEED Program of Work and Budget. **(ILAB-P02)**

**Developing and deepening cooperation on labor and employment:** ILAB aims to establish labor dialogues and other cooperation with foreign government counterparts, and integrate labor and employment issues into broader, high-

level dialogues (e.g., High-Level Economic Dialogues, Strategic Partnership Dialogues) to increase mutual trust and influence labor and employment policy to be in better alignment with international labor standards. Such dialogues are a platform for bilateral discussions on labor and employment issues that are of mutual interest to both sides. Technical exchanges allow for bilateral sharing of expertise and knowledge among those specialized in certain labor administration areas, such as inspections, wage and hour enforcement, and labor market analysis. Other cooperation includes MOUs that describe joint objectives or activity areas, such as research. **(ILAB-P02)**

## Research and Reporting

- **In-house economic research:** Products of ILAB’s economic research program keep ILAB and DOL leadership and staff informed on GDP, labor force, and trade statistics for key countries and areas; international experiences in promoting equity, particularly by gender, and expanded in FY 2022 to cover issues of race and other sources of vulnerability that affect economic and labor market outcomes; sources of excess market power of employers over workers and the role of public policy and institutions of worker voice in addressing them; and continuing impacts of COVID-19 and recovery efforts on workers. We also provide and interpret research results on how trade affects employment, wages, and working conditions. In multilateral and bilateral contexts this information equips ILAB leadership and staff to understand issues of concern to their international colleagues, to engage knowledgeably on these issues, and to guide agendas for future cooperative research and policy deliberations. **(ILAB-12a)**
- **Analyzing the effects on workers of structural change by race and ethnicity:** In OECD, ILO, G20 and G7 deliberations there has long been recognition that the “megatrends” of globalization, technological change, demography, and climate change are sources of structural change that affect the type of jobs available, often in similar ways, at least when considering education qualifications. Therefore, these megatrends affect where workers work, the skills that they need, and their wages. To inform ILAB’s work on trade, our in-house research program in FY 2023 will expand our focus on the impact of trade by gender, race and ethnicity. ILAB staff will review the existing literature on this topic, identify key questions and options for future research. **(Milestone Race/Ethnicity-Research Milestone 2023-1)**
- **Labor Research Speaker Series.** In order to support ILAB mission through research and analysis, we will launch a speaker series focused on the economics of labor markets with special emphasis on the broad theme of labor rights (wages, collective bargaining, monopsony, trade impacts, platform work, among other topics). The featured research will highlight results based on equity analysis such as focusing on groups from traditionally disadvantaged backgrounds and primarily will focus on international context or countries where ILAB have some level of engagement. The speaker series will enhance awareness of cutting-edge research methodologies; international experiences and best practices; and could help identify funded research projects for ILAB. **(Labor Research Speaker Series Milestone 2023)**

## Awareness Raising

- The information gathered in participating in, and preparing for, its multilateral engagements often contain insights that can be important for U.S. domestic labor and employment policymaking. ILAB will disseminate its in-house research products to all DOL staff who wish to receive them, will hold debriefing sessions on key issues of domestic interest that were deliberated rigorously in the multilateral and bilateral space, and, as appropriate, will reach out to the U.S. domestic-facing agencies to involve them first-hand in multilateral and bilateral engagement. **(ILAB-P02, ILAB-12a, ILAB-01, Race/Ethnicity OECD Milestone 2023-1cc).**

## Performance, Risk and Learning

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity, All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB-01	Number of active technical assistance projects.	72	72	72	68	62	Agency-Specific
ILAB-03	Number of trade partner countries in which labor rights, including child labor and forced labor, are systematically monitored and analyzed.	147	0	0	0	147	Agency-Specific
ILAB-04	Percent of high engagement trading partner countries or multilateral institutions that implement actions to improve protection of labor rights, including through law or enforcement.	82%	0	0	0	82%	Agency-Specific
ILAB-04a	Number of high engagement countries taking actions to improve labor rights related to freedom of association & collective bargaining. (ILAB-04 disaggregated by category of labor right)	10	0	0	0	10	Agency-Specific
ILAB-04b	Number of high engagement countries taking actions to improve labor rights related to non-discrimination. (ILAB-04 disaggregated by category of labor right)	10	0	0	0	10	Equity
ILAB-04c	Number of high engagement countries taking actions to improve labor rights related to worker protection and acceptable conditions of work. (ILAB-04 disaggregated by category of labor right)	17	0	0	0	17	Agency-Specific
ILAB-07a	% of technical assistance projects that have had an oversight activity by ILAB staff.	100%	100%	100%	100%	100%	Agency Specific
Labor Attaché 01	Number of engagements by labor attachés with key stakeholders to improve protection of labor rights, including through law or enforcement.	Baseline	N/A	N/A	N/A	N/A	Agency Specific
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	68%	68%	68%	68%	68%	Equity

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB-P02	Number of international policy documents, labor dialogues and/or bilateral exchanges that reflect U.S. labor and employment interests.	50	15	11	10	14	Agency specific
ILAB-12a*	Number of economic research products produced that inform about the effects of: trade on U.S. workers; international economic developments that shape employment and wage outcomes.	25	0	0	0	0	Agency specific

\*A note about ILAB-12a Measure. This ILAB measure applies only to the research activity of the economic research division in OIRER. In FY 2022, the economic research division consulted with leadership and agreed to take a new direction for our most frequently produced research product: The weekly ILAB Global Economic Briefing (GEB). The weekly GEB accounted for most of the ILAB-12 numerical target (about 80% in a given fiscal year). For FY 2023, OIRER will change the thematic coverage to a higher value topical coverage that can appeal and contribute to wider ILAB colleagues and mission. For this reason, we believe that maintaining a weekly production schedule is not feasible given the expected higher intensity of the new research, and therefore, we have introduced a new measure (ILAB 12a), which is a subset of the ILAB-12 measure. This subset has resulted in the reduction of the numerical target for ILAB-12 in FY 2022 (65) to the new target for ILAB-12a (25).

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Race/Ethnicity Research Milestone 2023-1	Convene a meeting with USITC and USTR experts to discuss their research on how trade affects U.S. employment outcomes by race and ethnicity and determine roles that we could take, individually or collectively, to further research in this area.	September 30, 2023	Equity, Agency Specific
Race/Ethnicity OECD Milestone 2023-1a	Quarterly progress reports received and reviewed for the OECD work on Artificial Intelligence, with reviews focused particularly on assessing progress on gender, race and ethnicity issues.	December 31, 2023	Equity, Agency Specific



Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Race/Ethnicity OECD Milestone 2023-1b	Review ILAB-supported OECD research on <i>The Impact of Artificial Intelligence on the Labor Market</i> with review focused particularly on gender, race and ethnicity issues.	February 28, 2023	Equity, Agency Specific
Race/Ethnicity OECD Milestone 2023-1cc	Disseminate ILAB supported OECD research on <i>The Impact of Artificial Intelligence on the Labor Market</i> , making special note of findings by race and ethnicity	April 30, 2023	Equity, Agency Specific
Labor Research Speaker Series Milestone 2023	Host four researchers to discuss labor market conditions of disadvantaged groups particularly in international context.	September 30, 2023	Equity, Agency Specific

## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	If there is a lack of political will or capacity among key partners and stakeholders to engage with ILAB, then the Department may be less successful in meeting its mission.	ILAB has been able to engage partners remotely through a variety of channels, which include: direct, bilateral engagement with foreign countries; participation in interagency working groups with other USG agencies; and participation in international fora such the International Labor Organization (ILO), the G20, and the G7. While political will or capacity may be lacking from key partners or stakeholders, ILAB is able to utilize these other channels of engagement to ensure that DOL and the Administration's priorities are pursued effectively.	49	High
ILAB-1	If ILAB cannot effectively monitor and enforce labor provisions of U.S. Trade Agreements and Preference Programs, then the Department may not meet its objective to promote a fair global playing field for American workers and businesses.	ILAB established performance measures to track the efforts of trade partner countries in addressing labor provisions of trade agreements and trade preference programs. ILAB also has a performance measure to track the number of trade partner countries in which labor rights, including child labor and forced labor, are systemically monitored and analyzed.	25	High

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
ILAB-5	If ILAB does not establish a coordinated strategic approach to monitoring and enforcing FTA labor provisions with USTR and State, then the Department may not meet its objective to promote a fair global playing field for American workers and businesses.	ILAB coordinates regularly with USTR, the Department of State, and other intergovernmental stakeholders on monitoring and enforcement efforts related to FTAs.	5	High

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
In-house economic research	Equips leadership and staff to understand issues of concern to their international colleagues and to engage knowledgeably on these issues, or broadens the evidence base to inform domestic policymaking by analyzing approaches taken by other countries on relevant similar policies or programs. ILAB's economic research program informs DOL and ILAB leadership and staff on economic statistics for key countries and areas; international experiences in promoting equity, particularly by gender, and expanded in FY 2022 to cover issues of race and other sources of vulnerability that affect economic and labor market outcomes; sources of excess market power of employers over workers and the role of public policy and institutions of worker voice in addressing them; continuing impacts of COVID-19 and recovery efforts on workers; and provide and interpret research results on how trade affects the employment, wages, and working conditions that workers enjoy.
OECD data, research and policy analysis	Much of the data, research, and policy analysis in which ILAB engages with the OECD is in the same topic areas as above. During FY 2021, ILAB made special contributions to two projects that should help demonstrate to our colleague OECD countries the value of data and analysis disaggregated by race and ethnicity. The work on these projects will conclude in FY 2023. The project on "Working-Age Benefits" is described under Agency Theme 4 (Worker Protection). An OECD project on the use of artificial intelligence (AI) in the workplace will, among other impacts on workers and businesses, study whether and to what extent AI learning embeds systemic biases, for example, by race and ethnicity.

## Agency Theme 3: Worker Protection

In the global recovery from the COVID-19 pandemic and its devastating impacts on labor markets and economies, it is essential to promote and protect worker rights everywhere with a particular focus on workers traditionally vulnerable to labor rights abuse and frequently excluded from labor and social protections, including women, racial and ethnic minorities, migrants, precarious workers in the lower tiers of global supply chains, informal workers and those in non-traditional employment relationships. ILAB places a priority on promoting respect for and realization of fundamental worker rights, and on improving working conditions and enhancing social protection around the globe.

### Strategy 3.1: Occupational Safety and Health

The devastating impact of the COVID-19 pandemic on workers and their communities has highlighted the urgent need to protect the lives and livelihoods of workers across the world. Even before the pandemic, nearly 3 million workers were dying each year due to largely preventable work-related illnesses and injuries. To respond to these challenges, ILAB will significantly ramp up its efforts to ensure safe and healthy workplaces and build back better for vulnerable workers globally. ILAB leads the Department of Labor's international efforts designed to promote better working conditions at home and abroad. Through bilateral and multilateral cooperation and technical assistance, ILAB emphasizes workers' voices on safety and health matters, enhances occupational safety and health (OSH) standards, strengthens government enforcement and increases employer compliance, while seeking improvements that technological innovation can offer. In addition, ILAB works with countries that have trade agreements or participate in the U.S. Generalized System of Preferences program to ensure that beneficiary countries are complying with international labor standards and acceptable conditions of work.

### Activities:

#### Policy Engagement (ILAB-01, ILAB-04, ILAB-4c)

- ILAB will work in the ILO to fully and effectively implement the resolution that recognizes occupational safety and health as a fundamental principle and right at work for the first time, drawing more focus and infusing new resources to OSH.
- ILAB works directly with countries through senior policy dialogues, expert exchanges, and support for technical assistance projects to address specific OSH challenges throughout the world.
- ILAB leads and supports multilateral initiatives of the G7, G20, the ILO Flagship OSH-GAP Programme, the World Health Organization's Health in the World of Work program, and the International Association of Labor Inspection. ILAB will collaborate with the Japanese Presidency of the G7 and Indian Presidency of the G20 to maintain focus on OSH on the global agenda.
- ILAB co-chairs the G20 OSH Network, created in 2015 to coordinate global responses to common OSH challenges among G20 members. Through annual meetings, technical workshops, and international safety campaigns, ILAB and co-chair Turkey led experts to develop strategies for remediating some of the most difficult OSH issues in the workplace. The Network will implement its 2023-2024 strategy to assist member countries and third countries to fully implement plans of actions to ratify and implement core labor standards identified with OSH as a Fundamental Principle and Right at Work.
- ILAB will continue to participate in the steering committee and provide resources to the Vision Zero Fund (VZF) that seeks to eliminate severe or fatal workplace injuries and diseases in global supply chains. The VZF is an initiative of the G7 and is a part of the ILO Flagship Programme on OSH. The VZF takes comprehensive actions to address the root causes of unsafe and unhealthy working conditions in supply chains and engages leading multinational corporations and millions of vulnerable workers in the world's least developed countries.
- ILAB will collaborate with OSHA in strategies to elevate worker voice and strengthen partnerships with worker organizations as core to protecting traditionally vulnerable workers from occupational safety and health risks at work, including a series of convenings and stakeholder engagements.

## Strategy 3.2: Social Protection

Social protection<sup>6</sup> measures that enable all working-age people to enter and stay in the workplace and provide support for those unable to participate because of medical issues, age, or lack of employment opportunities, can provide needed support and protection for individuals and families during work and life transitions. In line with the Administration's priorities, ILAB will promote enhanced social protection systems; and strengthen the institutions that provide these services. In the wake of the COVID-19 pandemic, which spotlighted significant gaps in social protection coverage at home and across the globe, ILAB will advocate for the introduction of social protection measures that can help protect people's health, jobs, and incomes. Through bilateral and multilateral dialogue, ILAB will advocate for: implementation of effective social protection systems; placing special emphasis in the short run on responding to the needs of those who were harmed the most by the pandemic, including women, members of disadvantaged groups including minority populations, and individuals who have become disconnected from the workforce because of the pandemic; addressing misclassification of employment relationships that result in the denial of adequate social protection and social security coverage for the affected workers, as well as the unique challenges in access to social protection faced by those in diverse forms of work; and development of strategies for long-term stabilization of emergency measures adopted to face the COVID-19 crisis so that they contribute to sustainable universal social protection schemes able to respond to future crises. **(ILAB-04)**

### Activities:

#### Engagement at the ILO

ILAB will advocate that the ILO itself play a strong role in facilitating the exchange of ideas, plans, and information about how to run effective social protections systems; providing technical assistance to countries requesting expertise; supporting efforts to make workers more aware of the benefits and services to which they are entitled; supporting adaptations in social protection systems necessitated by transformations in the world of work to ensure that they remain fit for purpose; and playing a leading role in the multilateral system on social protection issues. We will also support efforts by the ILO to strengthen its statistical expertise and research capacity in order to enhance its ability to provide evidence-based policy advice. **(ILAB-04)**

#### Engagement in OECD Work on Social Protection

As described earlier, the ELSAC Program of Work and Budget contains an output area on social protection. In FY 2021, ILAB provided support to the OECD to carry out work including the United States as part of a country series on work-related benefits. This work will conclude in FY 2023. The U.S. study will focus on pandemic-related extensions of unemployment insurance to types of workers previously uncovered, examine the typical demographic profile of these workers by race and ethnicity, and analyze the benefits and costs of maintaining those extensions based on the experience of OECD countries that have long covered those worker types. ILAB will also carry out peer review and dissemination activities of other OECD social protection products and seek to shape the ELSAC work on social protection to highlight and address Biden-Harris Administration priorities on equity. **(WP-OECD-Milestone 2023-1)**

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<sup>6</sup> Social protection, according to the ILO, "includes benefits for children and families, maternity, unemployment, employment injury, sickness, old age, disability, survivors, as well as health protection."

## Performance, Risk and Learning

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB-01	Number of active technical assistance projects.	72	72	72	68	62	Agency-Specific
ILAB-04	Percent of high engagement trading partner countries or multilateral institutions that implement actions to improve protection of labor rights, including through law or enforcement.	82%	0	0	0	82%	Agency-Specific
ILAB-04c	Number of high engagement countries taking actions to improve labor rights related to worker protection and acceptable conditions of work. (ILAB-04 disaggregated by category of labor right)	17	0	0	0	17	Agency-Specific

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
WP OECD Milestone 2023-1	ILAB will work with the OECD to finalize and disseminate ILAB-supported OECD research on the <i>Country Review of Working-Age Benefits: Lessons from the Experience of Other OECD Countries for the Unemployment Insurance System in the United States</i>	April 30, 2023	Agency Specific

### Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
ILAB-4	If there is a lack of political will or capacity among key partners and stakeholders to engage with ILAB, then the Department may be less successful in meeting its mission.	ILAB has been able to engage partners remotely through a variety of channels, which include: direct, bilateral engagement with foreign countries; participation in interagency working groups with other USG agencies; and participation in international fora such the International Labor Organization (ILO), the G20, and the G7. While political will or capacity may be lacking from key partners or stakeholders, ILAB is able to utilize these other channels of engagement to ensure that DOL and the Administration's priorities are pursued effectively.	49	High

## Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
<b>OECD Social Protection</b>	ILAB will draw on products from the current ELSAC Program of Work and Budget (PWB) to prepare U.S. representatives for international engagement on social protection, and to share relevant lessons for U.S. domestic policymaking. Topics include issues related to inequalities of income and wealth, including by gender and migrant status; social protection to address aging; social protection extensions to new group and covering new forms of work (see, .e.g., description above U.S. country study); and social protection for families (e.g., paid leave) and children (e.g. child or child-care subsidies) and their longer-term effects as children move through their lives.

## Agency Theme 4: DOL as a Model Workplace

### Strategy 4.1: Implement activities in support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan

The [President's Management Agenda](#) identifies as Priority 1 the need for strengthening and empowering the Federal workforce, and further specifies as Strategy 1 the need to attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government. [The Department of Labor's FY 2022-26 Strategic Plan](#) has identified the need to promote a diverse, inclusive, and engaged workforce. Secretary Walsh has [communicated that among his priorities](#) is the need for all employees to contribute to creating a culture at DOL that is inclusive, supportive, and purposeful; and Deputy Secretary Su has listed among the principles by which DOL should pursue its work the need to create a culture in which all our teammates are valued, heard, and developed into leaders now and in the future. The DOL DEIA Strategic Plan 2022-2026 includes specific goals for each aspect of Diversity, Equity, Inclusion, and Accessibility.

The ILAB DEIA Committee was formed in 2016 and has focused its efforts on fostering a culture that promotes and supports a diverse, equitable, inclusive, and accessible workforce as outlined by the [U.S. Department of Labor's Equal Employment Opportunity Policy](#) and aligned with the Executive Order 13985, *"Advancing Racial Equity and Support for Underserved Communities Through the Federal Government."* Having a diverse, equitable, inclusive, and accessible workforce ensures that ILAB benefits from the backgrounds, creativity, perspectives, and unique experiences that a broad array of individuals bring to the job by attracting, developing, and retaining the most committed, skilled, and talented working professionals. Diversity, equity, inclusion, and accessibility are vital for ILAB to achieve its mission to safeguard the dignity of work in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and human trafficking. With this goal in mind, ILAB ensures that principles of diversity, equity, inclusion, and accessibility are included, to the fullest extent possible, in all aspects of human resources, operations, policies, and programs.

ILAB has taken these guiding statements into consideration as it implements the activities listed here.

#### Activities:

- **Review of Recruitment Packages** – In FY 2023, ILAB will review all recruitment packages for new hires (position descriptions, recruitment checklist, job analysis and competency-based questions) to ensure that they incorporate inclusive language and eliminate any unnecessary barriers. This will be tracked through milestone **ILAB Recruitment Milestone 2023-1**.
- **Increase outreach and recruitment to underserved communities** – Through the hiring plan developed in the Spring of FY 2022, ILAB will conduct targeted outreach to Historically Black Colleges and Universities (HBCU) and other minority-serving institutions. This outreach will be through in-person and virtual job fairs and through outreach to career counselors and professional development offices at these institutions. In addition, ILAB's DEIA Committee has established a sub-committee to support the outreach to HBCUs. Specifically, in FY 2023 the sub-committee plans to build connections with HBCU professors for academic exchanges (e.g., speaking with university classes about ILAB's work, inviting professors to present to ILAB staff about their research). ILAB anticipates that these exchanges will make more students aware of ILAB's international labor work and will support recruitment efforts. ILAB will report on progress through measure **ILAB Outreach 1**.
- **Maximize use of Workforce Recruitment Program (WRP)** – By Q1 of FY 2023, ILAB will issue a memorandum from the Agency Head requiring all hiring managers to review the WRP database to identify potential qualified candidates for position vacancies and/or the use of Schedule A hiring authority prior to posting. In addition, ILAB's DEIA Committee will also share information about the Workforce Recruitment Program (WRP) to increase knowledge about the program among office managers and supervisors. This will be tracked through milestone **ILAB WRP 2023-1**.

- **Maintain network of Recruitment Champions** – By Q1 of FY 2023, ILAB will establish a rotational schedule for the agency’s recruitment champions to balance workload and provide networking opportunities to all. In addition, ILAB’s DEIA Committee’s subcommittee on outreach and recruitment has identified members willing to share vacancy announcements on their social media platforms. In FY 2023, the subcommittee will continue to amplify ILAB’s vacancy announcements. This will be tracked through milestone **ILAB Recruitment Network Milestone 2023-1**.
- **Implement internships, fellowships, and apprenticeships** – ILAB will utilize the Pathways Programs to increase recruitment of college students and recent graduates from underserved communities for vacant positions. ILAB will report on progress through measure **ILAB Pathways Program Milestone 1**.
- **Institutionalize DEIA in performance plans** – ILAB will include a performance element in all managers’ and supervisors’ FY 2024 Performance Management Plans that clearly delineates the agency’s commitment to being a model employer and clarifies their roles and responsibilities in advancing DEIA. This will be tracked through milestone **ILAB DEIA PP Milestone 2023-1**.
- **Increase participation in Mentoring@Labor and ContinuousLearning@Labor training** – ILAB will deploy a strategy to increase participation in non-mandatory leadership and career development programs, including Mentoring@Labor and ContinuousLearning@Labor, and ensuring staff coverage for training offered during work hours. This will be tracked through milestone **ILAB Career Development Milestone 2023-1**.
- **Ensure the use of inclusive language** – In FY 2023, the agency will establish a schedule to begin reviewing handbooks, guidance materials, workplace internal policies, and other materials to use inclusive language and up-to-date terminology for all employees such as gender-neutral titles (e.g., spouse instead of husband or wife) or preferred identifiers (e.g., employees with disabilities instead of “handicapped persons”). This will be tracked through milestone **ILAB Inclusive Language Milestone 2023-1**.
- **Analyze FEVS Data:** – In an effort to encourage employee feedback to increase the quality of FEVS data for analysts, in FY 2023, the agency will communicate FEVS participation rates weekly to staff while the survey is open and provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, or other mechanisms. This will be tracked through measure **ILAB FEVS-1** and milestone **ILAB FEVS Milestone 2023-1**.

#### Strategy 4.2: Incorporation of Annual Hiring Plan

ILAB is incorporating its Annual Hiring Plan into this AMP by reference. The plan will be linked to the appropriate agency employee performance standards.

#### Strategy 4.3: Engaging Employees in Building a Modernized Workforce

##### Activities:

- **Employee Engagement Action Plan** – In FY 2023, ILAB will continue to implement activities identified in its Employee Engagement Action Plan (EEAP). The EEAP was developed in FY 2022 and will continue to be refined in FY 2023 based on feedback from employees and changing needs of the bureau. The EEAP is developed by the ILAB Employee Engagement Committee (EEC), and the EEC will continue to lead these efforts in FY 2023. The EEC will solicit input from staff and leadership to ensure that the EEC’s plan has buy-in and addresses systemic and long-standing issues in ILAB including empowerment, innovation, ownership, autonomy, professional development, internal communications, work/life balance, wellness, and morale. ILAB will continue to implement activities identified in the EEAP to improve employee engagement, and solicit feedback on activities implemented to improve the plan on a yearly basis. **(Employee Engagement Milestone 2023-1 and Employee Engagement Milestone 2023-2)**
- **Share Best Practices/Making Hybrid Work Successful** – The COVID-19 pandemic has provided agency leaders an opportunity to assess working virtually. FY 2023 ILAB will solicit and review employee input on the benefits and challenges of working virtually and develop a plan for staff to share best practices throughout the agency. ILAB will regularly assess workforce data to ensure telework eligibility and participation determinations are being



made in accordance with agency policy and applicable law, fairly and equitably, and in a manner that effectively meets the agency’s mission needs. (ILAB Hybrid Work Milestone 2023-1)

- **Awarding Innovation and High Performers** – ILAB will develop Director-level recognition opportunities that will acknowledge exceptional contributions that advance the mission of the agency. These awards will foster innovation by publicly acknowledging novel ideas implemented by staff. In addition, ILAB will also improve use of recognition programs and incentives to reward high performers. This activity will be tracked in milestone ILAB Recognition Milestone 2301-1.
- **Listening Sessions** – ILAB leadership will hold quarterly Town Hall Meetings with agency staff to obtain qualitative data on DEIA and employee engagement activities that may be considered for future program improvements. (ILAB Listening Milestone 2023-1)

## Performance, Risk and Learning

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB FEVS 1	% of eligible weeks when the FEVS participation rate is communicated to staff.	100					Agency Specific

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB Recruitment Milestone 2023-1	Review recruitment packages for new hires and share best practices with Equity@DOL.	Quarterly	Equity-All
ILABWRP Milestone 2023-1	Issue memo requiring all hiring managers to review the WRP database to identify potential qualified candidates before posting a job.	12/31/22	Hiring
ILAB Recruitment Network Milestone 2023-1	Establish a rotational schedule for the agency’s recruitment champions	12/31/22	Hiring
ILAB DEIA PP Milestone 2023-1	Include a DEIA performance element in all managers and supervisors’ FY 2024 Performance Management Plans	9/30/2023	Equity - All

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Option: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB Career Development Milestone 2023-1	Deploy a strategy to increase participation in non-mandatory leadership and career development programs	3/31/23	Equity-All
ILAB Inclusive Language Milestone 2023-1	Establish a schedule to begin reviewing agency materials to use inclusive language and up-to-date terminology for all employees	9/30/23	Equity-All
ILAB FEVS Milestone 2023-1	Based on FEVS, conduct focus groups with employees to address select areas in need of improvement	9/30/23	Equity-All
Employee Engagement Milestone 2023-1	Update the Employee Engagement Action Plan, including the vision, goals, and action items to improve employee engagement. The action plan will also include activities related to ILAB's DEIA initiatives, and will include a mechanism to receive actionable feedback from staff and revise the plan on a yearly basis.	3/31/23	Equity-All
Employee Engagement Milestone 2023-2	Launch new activities identified in the Employee Engagement Action Plan by Q4.	9/30/23	Equity-All
ILAB Listening 2023-1	Hold quarterly Town Hall meetings.	Quarterly	Equity-All

## Agency Theme 5: Data as a Strategic Asset

The use of data by ILAB is essential to informing policy and delivering efficiently and effectively on ILAB's mission. In alignment with the principles and goals of the DOL Data Strategy, ILAB has identified ongoing and prospective projects that focus on data as a strategic asset. These projects fall within two overarching Strategies (Data Governance and Data Access). The projects are prioritized to better leverage, house, and format data in ways that best serve ILAB's mission and the needs of its stakeholders.

### Strategy 5.1: Data Governance

**Data Governance (Strategy 5.1)** involves putting controls on the definitions, collection, and management of data to ensure that the resulting information is fit for purpose. In practical terms, this often creates new data, adds new data elements to existing data, assesses and improves the quality of data collected, and creates more helpful and comprehensible documentation for the data.

## Activities:

- ILAB's Data Council will convene quarterly to review ILAB's key data assets in consultation with data stewards representing each office. The ILAB team will do the following:
  - Recommend assets to be added to DOL's data inventory and open data portal;
  - Update ILAB Taxonomy;
  - Address data formatting issues so new data can be harmonized with existing data sets to maximize interoperability;
  - Review how the use of identified data assets aligns with ILAB strategic goals, including supporting greater equity and inclusion for populations served through ILAB-funded projects;
  - In accordance with DOL's FY 2022-26 DEIA Strategic Plan, work closely with OHR to conduct ongoing demographic analysis of recruitment, hiring, and retention stages, and on promotions and separations. **(Data Governance Milestone 2023-1)**
- ILAB's Chief Data Steward, in consultation with ILAB data stewards, will update ILAB's Enterprise Data Inventory (EDI) by identifying needed updates to metadata and new datasets appropriate for public reporting for data.gov, in compliance with the Foundations for Evidence-Based Policymaking Act. **(Data Governance Milestone 2023-2)**

## Strategy 5.2: Data Access

**Data Access (Strategy 5.2)** requires making agency data and data documentation easy to retrieve by both humans and computers. For data to be accessible, clear instructions for downloading data should be provided, and comprehensive data documentation, including codebooks and data dictionaries that describe the who, when, where, why, and how the data are collected, should be available. Data sharing is another important aspect of data access.

## Activities:

- Review & Update formal **ILAB Taxonomy**: complete review and update of ILAB's taxonomy of terms, which provides a consistent controlled vocabulary describing project interventions, topics, goods, geographic locations, and other descriptors. **(Data Access Milestone 2023-1)**
- Release of **ILAB Knowledge Portal 2.0**, expanding grantee resources and evaluation report learnings. Expansion of the portal's inventory to include:
  - 508 compliance- set up improved review process to ensure grantee deliverables comply with section 508 standards allowing easier access to persons with disabilities.
  - The ILAB team is consciously working to include resources in languages of project implementors. **(Data Access Milestone 2023-2)**
- **Deployment of Data Visualization of the Sweat & Toil app**: By December 31, 2022, ILAB will deploy the data visualization capability of the Sweat & Toil app. **(Data Access Milestone 2023-3)**
- **Public Release Better Trade Tool 2.0**: By December 31, 2022, ILAB will publish version 2.0 of the Better Trade Tool on its website. **(Data Access Milestone 2023-4)**
- **Enterprise Data Inventory (EDI) Quarterly Updates**: Publish newly identified datasets to data.gov in compliance with the Foundations for Evidence-Based Policymaking Act. Note: Data Governance 2023-2 tracks identification of updates needed in consultation with office data stewards, whereas this activity tracks publication of needed updates on data.gov. **(Data Access Milestone 2023-5)**
- **Stakeholder Overview of ILAB's new Knowledge Management Portal**: By quarter 2, of fiscal year 2023, ILAB will host an overview session for stakeholders, to walk them through ILAB's new Knowledge Management Portal, which is getting launched at the end of fiscal year 2022. The Knowledge Management Portal houses grantee and ILAB-produced resources and studies for combatting child labor, forced labor, and for enhancing worker rights, globally. **(Data Access Milestone 2023-6)**

## Performance, Risk and Learning

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Data Governance Milestone 2023-1	Conduct quarterly review of ILAB's data assets.	Quarterly	Agency-specific, equity
Data Governance Milestone 2023-2	EDI Quarterly Updates – identifying new data sets in consultation with agency data stewards.	Quarterly	Agency-specific
Data Access Milestone 2023-1	Review & Update Formal ILAB Taxonomy	September 30, 2023	Agency-specific
Data Access Milestone 2023-2	Public Release of ILAB Knowledge Portal 2.0	June 30, 2023	Agency-specific, equity
Data Access Milestone 2023-3	Deployment of Data Visualization of the Sweat & Toil app	December 31, 2022	Agency-specific
Data Access Milestone 2023-4	Public Release Better Trade Tool 2.0	December 31, 2022	Agency-specific
Data Access Milestone 2023-5	EDI Quarterly Updates - Publishing updated dataset metadata on data.gov	Quarterly	Agency-specific
Data Access Milestone 2023-6	Host stakeholder overview of ILAB's new Knowledge Management Platform	December 31, 2022	Agency-Specific

## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 10/1	Risk Tolerance
ILAB-2	If ILAB researchers are delayed in producing research reports on child labor, forced labor and human trafficking due to external factors (such as operational challenges relating to COVID-19 including restricted travel and data collection), then the Department may not meet Congressionally mandated reporting deadlines.	ILAB collects information for its congressionally mandated reports through a number of channels, which includes extensive desk research, firsthand reporting from U.S. embassies overseas, grantee reporting, and firsthand data collection through site visits to foreign countries. While ILAB has been largely unable to conduct site visits during FY 2021 and into FY 2022 due to the COVID-19 pandemic, the other forms of data collection described above continue to occur at either the same or an increased level during this time to compensate for travel restrictions.	21	High

## Budget

### Annual Appropriations

Budget Activity:	Budget Authority (whole dollars)	FTE	Period of Availability
ILAB – Salaries and Expenses	31,600,000	130	September 30, 2023
ILAB – Technical Assistance	74,525,000	-	December 31, 2023
<b>ILAB – Total</b>	<b>106,125,000</b>	<b>130</b>	<b>--</b>

ILAB’s FY 2022 Appropriation included the following language:

Provided, That \$74,525,000 for the Bureau of International Labor Affairs shall be available for obligation through December 31, 2022: Provided further, That funds available to the Bureau of International Labor Affairs may be used to administer or operate international labor activities, bilateral and multilateral technical assistance, and microfinance programs, by or through contracts, grants, subgrants and other arrangements: Provided further, That not less than \$30,175,000 shall be for programs to combat exploitative child labor internationally and not less than \$30,175,000 shall be used to implement model programs that address worker rights issues through technical assistance in countries with which the United States has free trade agreements or trade preference programs

### USMCA Implementation Act Supplemental Appropriations

Budget Activity:	Budget Authority (whole dollars)	FTE	Period of Availability
USMCA – Salaries and Expenses	30,000,000	30*-	September 30, 2027
USMCA – Technical Assistance	180,000,000	--	December 31, 2023
<b>USMCA – Total</b>	<b>210,000,000</b>	<b>--</b>	<b>--</b>

ILAB estimates that they will support approximately 30 FTE in FY 2023.

The USMCA Implementation Act included the following language:

For an additional amount for “Salaries and Expenses,” \$210,000,000, for the Bureau of International Labor Affairs to administer or operate international labor activities, bilateral and multilateral technical assistance, and microfinance programs, by or through contracts, grants, subgrants and other arrangements; of which \$180,000,000, to remain available until December 31, 2023, shall be used to support reforms of the labor justice system in Mexico, including grants to support worker-focused capacity building, efforts to reduce workplace discrimination in Mexico, efforts to reduce child labor and forced labor in Mexico, efforts to reduce human trafficking, efforts to reduce child exploitation, and other efforts related to implementation of the USMCA; and of which \$30,000,000, to remain available until September 30, 2027, shall be available to provide for additional capacity of the Bureau of International Labor Affairs during fiscal years 2020 through 2027 to monitor compliance with labor obligations (as such term is defined in section 701 of this Act), including the necessary expenses of additional full-time employees of the Bureau to participate in the Interagency Labor Committee for Monitoring and Enforcement established pursuant to section 711 of this Act: Provided, That the Secretary of Labor may detail or assign up to 5 additional full-time employees of the Bureau to the United States Embassy or consulates in Mexico to (1) assist in monitoring and enforcement actions with respect to the labor obligations of Mexico, and (2) prepare a report, to be submitted on a quarterly basis to the Interagency Labor Committee for Monitoring and Enforcement through September 30, 2027, on the efforts of Mexico to comply with labor obligations (as such term is defined in section 701 of this Act): Provided further, That such employees, while detailed or assigned, shall continue to receive compensation, allowances, and benefits from funds made available to the Bureau for purposes related to the activities of the detail or assignment, in accordance with

authorities related to their employment status and agency policies: Provided further, That such amount is designated by the Congress as being for an emergency requirement pursuant to section 251(b)(2)(A)(i) of the Balanced Budget and Emergency Deficit Control Act of 1985.

## Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
<p><b>Labor Advisory Committee on Trade Negotiations and Trade Policy (LAC)</b></p>	<p>The LAC, which is part of the U.S. international trade policy advisory committee structure, reflects the voice and advice of organized labor on U.S. trade policy and trade negotiation objectives. It also provides the Executive Branch with information and advice with respect to current U.S. trade negotiations and trade policy. The LAC reports to the Secretary of Labor and the United States Trade Representative, who jointly appoint its membership.</p>
<p><b>President’s Committee on the International Labor Organization (PC/ILO)</b></p>	<p>Under the chairmanship of the Secretary of Labor, the PC/ILO formulates and coordinates U.S. policy towards the ILO; monitors and assesses the work of the ILO; makes recommendations to the President, the Secretary of Labor, or other officers of the federal government, including with regard to U.S. ratification of ILO Conventions; and performs other functions relevant to relations with the ILO as requested by the President or the Committee Chair. The PC/ILO serves as the principal means by which the United States complies with its treaty obligations under ILO Convention No. 144 on Tripartite Consultations to Promote the Implementation of International Labor Standards, which the United States ratified on June 15, 1988. The PC/ILO comprises seven ex officio members representing government, employers and workers: the Secretary of Labor, the Secretaries of State and Commerce, the Assistant to the President for National Security Affairs, the Assistant to the President for Economic Policy, and the President of the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) and the President/CEO of the U.S. Council for International Business (USCIB). The Bureau of International Labor Affairs, in its capacity as the lead agency representing the U.S. government at the ILO, provides policy and staff support for the work of the PC/ILO, and chairs the tripartite ILO Consultative Group a sub-group of the PC/ILO.</p>



## Appendix B – Performance Measures and Milestones (Complete List)

### Measures

Measure ID	FY 2023 Agency Management Plan Measures	FY2021 Result	FY 2022 Target	FY2022 YTD Result	FY 2023 Q1 Target	FY2023 Q2 Target	FY2023 Q3 Target	FY2023 Q4 Target	FY2023 Target
ILAB-01	Number of active technical assistance projects.	N/A	71	72	N/A	N/A	N/A	N/A	72
ILAB-02	Number of countries with which ILAB engages in technical cooperation through technical assistance, technical exchanges or other forms of collaboration.	N/A	50	51	N/A	N/A	N/A	N/A	51
ILAB-03	Number of trade partner countries in which labor rights, including child labor and forced labor, are systematically monitored and analyzed.	154	154	N/A	N/A	N/A	N/A	N/A	147
ILAB-04	Percent of high engagement trading partner countries or multilateral institutions that implement actions to improve protection of labor rights, including through law or enforcement.	87%	60%	N/A	N/A	N/A	N/A	N/A	82%
ILAB-04a	Number of high engagement countries taking action to improve labor rights related to freedom of association and collective bargaining.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10
ILAB-04b	Number of high engagement countries taking actions to improve labor rights related to non-discrimination.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	FY 2023 Target
ILAB-04c	Number of high engagement countries taking actions to improve labor rights related to worker protection and acceptable conditions of work.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	17
ILAB-4d	Number of high engagement countries taking actions to improve labor rights related to child labor and forced labor.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	26
ILAB-07a	Number of oversight activities conducted.	N/A	N/A	473	N/A	N/A	N/A	N/A	100%
Labor Attaché 01	Number of engagements by labor attachés with key stakeholders to improve protection of labor rights, including through law or enforcement.	N/A	N/A	473	N/A	N/A	N/A	N/A	Baseline
ILAB Equity-01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	N/A	N/A	N/A	68%	68%	68%	68%	68%
ILAB-12a	Number of economic research products produced that inform about the effects of: trade on U.S. workers; international economic developments that shape employment and wage outcomes.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	25

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	FY 2023 Target
ILAB-P02	Number of international policy documents, labor dialogues and/or bilateral exchanges that reflect U.S. labor and employment interests.	N/A	N/A	42	15	11	10	14	50
USMCA -1a	Number of hotline tips received.	N/A	N/A	N/A	12	12	12	12	48
USMCA -1b	Number of tips received through 1-800 line.	N/A	N/A	N/A	12	12	12	12	48
USMCA -2	Number of tips received that result in a DOL investigation.	N/A	N/A	N/A	3	3	3	3	12
USMCA -3a	Number of RRM petitions received.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10
USMCA -3b	Number of RRM petitions that result in a request to review.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8
USMCA -3c	Number of rapid response mechanism (RRM) petitions that result in a remedial action.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8
USMCA -3d	Number of rapid response mechanism (RRM) petitions that result in a panel.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
USMCA -3e	Number of RRM petitions closed during reporting period.	N/A	N/A	N/A	2	2	3	3	10
USMCA -4a	Number of petitions submitted to labor chapter 23.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
USMCA -4b	Number of labor chapter petitions that result in a remedial action.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
USMCA -4c	Number of Labor Chapter 23 petitions closed during reporting period.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	FY 2023 Target
ILAB Equity-01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ILAB FEVS-1	% of eligible weeks when the FEVS participation rate is communicated to staff.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%

## Milestones

Milestone ID	FY 2021 Operating Plan Milestones	Due Date
USMCA Milestone 2023-1	The toll-free hotline is launched.	2023-09-30
USMCA Milestone 2023-2	Information campaign launched.	2022-12-31
USMCA Milestone 2023-3	Intergovernmental working group on ethical recruitment launched.	2023-06-30
USMCA Milestone 2023-4	Virtual trainings for Mexican labor inspectors conducted.	2023-09-30
USMCA Milestone 2023-5	Identify the lessons learned from the labor law reform in Mexico.	2022-12-31
Policy Milestone 2023-1	High-level convening with the Women's Bureau, Commerce, and USAID to uplift opportunities to promote gender equity and good jobs through worker-centered trade and investment.	2023-06-30
CL/FL Milestone 2023-1	Publish 2022 <i>Findings on Worst Forms of Child Labor</i> .	2023-09-30
CL/FL Milestone 2023-2	Internal Assessment ILAB actions to integrate DEIA principles into ILAB's TA programming completed.	2023-03-31

(b) (5)

Milestone ID	FY 2021 Operating Plan Milestones	Due Date
Supply Chain Milestone 2023-2	Promote a recently developed, in consultation with ILAB, federal procurement and due diligence training among the interagency via the Government Procurement and Supply Chain Committee.	2023-09-30
Supply Chain Milestone 2023-3	Host a private sector briefing to promote the Comply Chain app and solicit input from users to encourage greater business uptake.	2023-09-30
Stakeholder Engagement Milestone 2023-1	Stakeholder engagement and strategic partnership strategy, including communications, developed.	2023-09-30
Worker Voice Milestone 2023-1	M-POWER initiative launched.	2023-03-31
Worker Voice Milestone 2023-2	Roundtable discussions on worker voice conducted.	2023-06-30
Race/Ethnicity Research Milestone 2023-1	Convene a meeting with USITC and USTR experts to discuss their research on how trade affects U.S. employment outcomes by race and ethnicity and determine roles that we could take, individually or collectively, to further research in this area.	2023-09-30
Race/Ethnicity OECD Milestone 2023-1a	Quarterly progress reports received and reviewed for the OECD work on Artificial Intelligence, with reviews focused particularly on assessing progress on gender, race and ethnicity issues.	2022-12-31
Race/Ethnicity OECD Milestone 2023-1b	Review ILAB-supported OECD research on The Impact of Artificial Intelligence on the Labor Market with review focused particularly on gender, race and ethnicity issues.	2023-03-31
Race/Ethnicity OECD Milestone 2023-1cc	Disseminate ILAB supported OECD research on The Impact of Artificial Intelligence on the Labor Market, making special note of findings by race and ethnicity	2023-06-31
Labor Research Speaker Series Milestone 2023	Host four researchers to discuss labor market conditions of disadvantaged groups particularly in international context.	2023-09-30
WP OECD Milestone 2023-1	ILAB will work with the OECD to finalize and disseminate ILAB-supported OECD research on the <i>Country Review of Working-Age Benefits: Lessons from the Experience of Other OECD Countries for the Unemployment Insurance System in the United States</i>	2023-06-30
ILAB Recruitment Milestone 2023-1	Review recruitment packages for new hires and share best practices with Equity@DOL.	2023-09-30
ILAB WRP Milestone 2023-1	Issue memo requiring all hiring managers to review the WRP database to identify potential qualified candidates before posting a job.	2022-12-31
ILAB Recruitment Network Milestone 2023-1	Establish a rotational schedule for the agency's recruitment champions	2022-12-31
ILAB DEIA PP Milestone 2023-1	Include a DEIA performance element in all managers and supervisors' FY 2024 Performance Management Plans	2023-09-30
ILAB Career Development Milestone 2023-1	Deploy a strategy to increase participation in non-mandatory leadership and career development programs	2023-03-31
ILAB Inclusive Language Milestone 2023-1	Establish a schedule to begin reviewing agency materials to use inclusive language and up-to-date terminology for all employees	2023-09-30
ILAB FEVS Milestone 2023-1	Based on FEVS, conduct focus groups with employees to address select areas in need of improvement	2023-09-30
Employee Engagement Milestone 2023-1	Update the Employee Engagement Action Plan, including the vision, goals, and action items to improve employee engagement. The action plan will also include activities related to ILAB's DEIA initiatives and will include a mechanism to receive actionable feedback from staff and revise the plan on a yearly basis.	2023-03-31
Employee Engagement Milestone 2023-2	Launch new activities identified in the Employee Engagement Action Plan by Q4.	2023-09-30
ILAB Listening 2023-1	Hold quarterly Town Hall meetings.	2023-09-30
Data Governance Milestone 2023-1	Conduct quarterly review of ILAB's data assets.	2023-09-30
Data Governance Milestone 2023-2	EDI Quarterly Updates – identifying new data sets in consultation with agency data stewards.	2023-09-30
Data Access Milestone 2023-1	Review & Update Formal ILAB Taxonomy	2023-09-30

Milestone ID	FY 2021 Operating Plan Milestones	Due Date
Data Access Milestone 2023-2	Public Release of ILAB Knowledge Portal 2.0	2023-06-30
Data Access Milestone 2023-3	Deployment of Data Visualization of the Sweat & Toil app	2022-12-31
Data Access Milestone 2023-4	Public Release Better Trade Tool 2.0	2022-12-31
Data Access Milestone 2023-5	EDI Quarterly Updates - Publishing updated dataset metadata on data.gov	2023-09-30
Data Access Milestone 2023-6	Host stakeholder overview of ILAB's new Knowledge Management Platform	2022-12-31

## Appendix C – Equity Appendix

### Theme 1: Implementing the President’s Trade Agenda

#### Strategy 1.1: Implementing the Labor Provisions of the USMCA and Providing Targeted Technical Assistance in Mexico

To the extent possible, ILAB will make USMCA tools and resources available in both English and Spanish to reach more diverse populations and will be culturally competent as part of its FY 2023 efforts. (Stakeholder Engagement Milestone 2023-1; USMCA Milestone 2023-2) This will ensure that a wider range of stakeholders have access to critical information about their labor rights and the Government of Mexico’s commitments under the USMCA. Also, in FY 2023, ILAB is strengthening its efforts on raising awareness of migrant workers’ rights and collaborating with the Governments of Mexico and Canada to increase the protection of migrant workers. These efforts are targeting populations that are prone to labor exploitation. (USMCA Milestone 2023-3) The DOL labor attachés who work in Mexico are critical for engagement with workers, worker organizations, the Mexican government and private sector actors. Labor attachés will continue to conduct outreach to raise awareness of the labor provisions of the USMCA specifically to a diverse group of stakeholders, including women and Afro-descendent workers. Finally, ILAB is providing targeted technical assistance to increase gender parity in union representation in Mexico to increase gender equity.

#### Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity-AI, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity

#### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
USMCA Milestone 2023-2	Information campaign launched	December 31, 2022	Agency Specific
Stakeholder Engagement Milestone (2023-1)	Stakeholder engagement and strategic partnership strategy, including communications and information dissemination, developed	September 30, 2023	Agency Specific

#### Strategy 1.2: Monitoring and Engaging on Labor Commitments and Promoting High Labor Standards

ILAB uses a multifaceted approach to help ensure that trade partners comply with their labor-related commitments, and to ensure that labor protections extend to workers traditionally vulnerable to abuse and exploitation, including women,

migrants, racial and ethnic minorities, as well as workers who are LGBTQI+, disabled, in the lower tiers of global supply chains and in the informal labor market. In FY 2023, ILAB plans to hold a high-level convening with follow-up engagement with government, worker and private sector stakeholders in partnership with the Women’s Bureau, Department of Commerce and USAID to uplift opportunities to promote gender equity and good jobs through worker-centered trade and investment. (Policy Milestone 2023-1) Additionally, the labor attachés will continue to engage with a wide range of diverse union stakeholders and workers, including women, migrant, workers in the informal labor market and other under-represented groups to promote and uplift high labor standards. ILAB plans to fund a new technical assistance project on Elevating Women’s Participants in in the Workplace in Nigeria and Liberia in FY 2023 to strengthen networks to address gender-based violence and harassment in the workplace.

### Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
Policy Milestone 2023-1	High-level convening with the Women’s Bureau, Commerce, and USAID to uplift opportunities to promote gender equity and good jobs through worker-centered trade and investment	June 30, 2023	Agency Specific

### Strategy 1.3: Strengthening U.S. Leadership on Combating Child Labor and Forced Labor

ILAB’s work to combat child labor and forced labor around the world has an innate equity focus, given that the victims of these labor abuses are typically living under economically precarious conditions, lack access to decent work and basic social protection programs, and often live in geographic areas that lack the most basic of public services (e.g., clean water and sanitation, education, and transportation). In addition, victims of child labor and forced labor are often members of vulnerable and marginalized ethnic, racial, or social groups. ILAB has taken steps to incorporate DEIA principles into its Funding Opportunity Announcements and will assess and continue to build on these efforts in FY 2023, including through an internal assessment (CL/FL Milestone 2023-2). ILAB will award a new targeted technical assistance project to combat forced labor in Brazil and Paraguay’s cattle-herding regions, including a focus on historically disadvantaged indigenous communities (CL/FL Milestone 2023-3). ILAB will also continue to employ an equity lens in its Trade and Development Act report to highlight key barriers and challenges faced by groups such as Afro-descendants, indigenous populations, and LGBTQI+ youth.



## Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
CL/FL Milestone 2023-2	Internal Assessment ILAB actions to integrate DEIA principles into ILAB's TA programming completed	March 30, 2022	Agency-Specific
CL/FL Milestone 2023-3	Award new project to address child labor in Brazil-Peru cattle-herding regions with a focus on historically marginalized indigenous groups	December 31, 2022	Agency-Specific
CL/FL Milestone 2023-10	ILAB will post generalized guidance and resources sourced from DOL's 508 Office providing support for grantees to ensure their deliverables comply with section 508 requirements. Additionally, ILAB will post resources and guidance in ILAB's internal "How to - Training" channel on its Sharepoint site for project managers. These additional resources will address a range of 508 remediation needs that PMs can provide can grantees depending on their needs.	September 30 <sup>th</sup> , 2023	Agency-Specific
CL/FL Milestone 2023-11	Include in all FOAs for technical assistance grants language requiring grantees to budget for 508 compliance.	September 30 <sup>th</sup> , 2023	Agency Specific

## Strategy 1.4: Promoting Fundamental Rights and Ending Labor Rights Abuses in Global Supply Chains

ILAB uses a multifaceted approach, including releasing apps, to help ensure that trade partners comply with their labor-related commitments, and to ensure that labor protections extend to workers traditionally vulnerable to abuse and

exploitation, including women, migrants, racial and ethnic minorities, as well as workers who are LGBTQI+, disabled, in the lower tiers of global supply chains and in the informal labor market. (Data Access Milestone 2023-4)

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
(Data Access Milestone 2023-4)	Release the Better Trade Tool with calendar year 2022 data	September 30, 2023	Equity

### Strategy 1.5: Strengthening Worker Voice

ILAB draws on the leverage created by a worker-centered trade policy to reinforce vibrant worker voice and agency, including through the strengthening of democratic and independent trade unions that are representative and reflective of the changing nature of work and the diversity of the workforce. In FY 2023, ILAB plans to elevate worker voice in ILAB’s project designs, including new forms of aggregating worker voice and expanding access to freedom of association and collective bargaining to workers who have traditionally either legally or practically been excluded, such those in the agricultural and care sectors, women, racial and ethnic minorities, migrants, workers at the bottom of supply chains, and those in informal or otherwise non-traditional employment relationships. (ILAB Equity – 01) ILAB will fund a literature review, research report with case studies- incorporating an explicit intersectional race, gender and class lens, as well as three roundtable discussions with experts and practitioners to inform policy advocacy and technical assistance programs. (Worker Voice Milestone 2023-2)

### Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
Worker Voice Milestone 2023-2	Roundtable discussions on worker voice conducted	June 30, 2023	Agency Specific

## Strategy 1.6: Implementing Regional Initiatives in Central America

ILAB uses a multifaceted approach to help ensure that trade partners in Central America comply with their labor-related commitments, and to ensure that labor protections extend to workers traditionally vulnerable to abuse and exploitation, including women, migrants, racial and ethnic minorities, as well as workers who are LGBTQI+, disabled, in the lower tiers of global supply chains and in the informal labor market. Through ILAB’s coordination efforts in FY 2023, ILAB will promote decent work, amplifying worker voice and tripartite dialogue, ensuring representation and promoting inclusion, eliminating child labor and forced labor, and informing USG efforts under the Biden Administration to manage labor migration in and from Central America. In FY 2023, ILAB will also prioritize building relationships with civil society organizations in the United States and Central America representing the interests of traditionally marginalized populations to inform ILAB’s ongoing work, mainstream these groups into policy discussions, and develop new initiatives to address existing gaps in ILAB’s work in this area. (Stakeholder Engagement Milestone 2023-1). Additionally, ILAB will monitor and implement the Collective Action project that works in six Departments in Guatemala, El Salvador, and Honduras where indigenous, Afro-descendant, and Garifuna communities are often vulnerable to labor exploitation. (ILAB-07a)

### Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category
ILAB-07a	% of technical assistance projects that have had an oversight activity by ILAB Staff	100%	100%	100%	100%	100%	100%	Agency-Specific

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
Stakeholder Engagement Milestone (2023-1)	Stakeholder engagement and strategic partnership strategy, including communications and information dissemination, developed	September 30, 2023	Agency Specific
CL/FL Milestone 2023-10	ILAB will post generalized guidance and resources sourced from DOL's 508 Office providing support for grantees to ensure their deliverables comply with section 508 requirements. Additionally, ILAB will post resources and guidance in ILAB's internal Sharepoint site for project managers. These additional resources will address a range of 508 remediation needs that PMs can provide can grantees depending on their needs.	September 30, 2023	Agency Specific

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
CL/FL Milestone 2023-11	Include in all FOAs for technical assistance grants language requiring grantees budget for 508 compliance.	September 30, 2023	Agency Specific

## Theme 2: Elevating Labor Diplomacy

### Strategy 2.1: Implementing the Labor Attaché Program in ILAB

As described in Theme 1, DOL labor attachés are critical for engagement with workers, worker organizations, governments, international organizations, and private sector actors. Labor attachés in Mexico, for example, will continue to conduct outreach to raise awareness of the labor provisions of the USMCA specifically to a diverse group of stakeholders, including women and Afro-descendent workers. Additionally, labor attachés in other countries will continue to engage with a wide range of diverse union stakeholders and workers, including women and other under-represented groups to promote and uplift high labor standards.

### Strategy 2.2: Enhancing Multilateral and Bilateral Engagement

ILAB will advance U.S. priorities in multilateral and bilateral engagements, including freedom of association and collective bargaining; policies and programs on expanding employment and job training; occupational safety and health issues; racial and gender equity issues; increasing social protection; and other important and emerging global labor and employment issues. ILAB will advocate for strong language in reports and policy documents of the ILO and other key multilateral bodies to advance the labor rights of persons belonging to traditionally marginalized groups, including those disadvantaged due to racial and ethnic characteristics, gender, disability, or LGBTQI+ status. ILAB will work with the world's major economies and international organizations to promote decent work, to share good practices and other helpful information, and to foster an inclusive, sustainable and resilient recovery of labor markets from the COVID-19 crisis. To foster cross-border learning and collaboration, ILAB will also conduct bilateral technical exchanges and dialogues between U.S. technical and policy experts and counterparts of countries that have made successful efforts to implement social protection policies that prioritize racial and ethnic equity, as well as with those with effective employment training and apprenticeship programs. Finally, ILAB will carry out technical exchanges and dialogues with other countries on addressing barriers to labor market participation faced by underserved communities. ILAB couples these efforts with international economic research and effective bilateral diplomacy to help shape policies in key countries and to inform the development of domestic policies and programs to invest in the nation's care economy, build a modern, inclusive workforce, and support a lifetime of worker empowerment in the United States.

## Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity-AH, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity

## Theme 3: Worker Protection

### Strategy 3.1: Occupational Safety and Health

Through bilateral and multilateral cooperation and technical assistance, ILAB will emphasize workers' voices on safety and health matters, enhance occupational safety and health (OSH) standards, strengthen government enforcement and increase employer compliance, while seeking improvement that technological innovation can offer. In addition, ILAB will work with countries that have trade agreements or participate in the U.S. Generalized System of Preferences program to ensure that beneficiary countries are complying with international labor standards and acceptable conditions of work.

ILAB will continue to participate in the steering committee and provide resources to the Vision Zero Fund (VZF) that seeks to eliminate severe or fatal workplace injuries and diseases in global supply chains. The VZF is an initiative of the G7 and is a part of the ILO Flagship Programme on OSH. The VZF takes comprehensive actions to address the root causes of unsafe and unhealthy working conditions in supply chains and engages leading multinational corporations and millions of vulnerable workers in the world's least developed countries.

ILAB will collaborate with OSHA in strategies to elevate worker voice and strengthen partnerships with worker organizations as core to protecting traditionally vulnerable workers from occupational safety and health risks at work, including a series of convenings and stakeholder engagements.

### Strategy 3.2: Social Protection

Through bilateral and multilateral dialogue, ILAB will advocate for: implementation of effective social protection systems; placing special emphasis in the short run on responding to the needs of those who were harmed the most by the pandemic, including women, members of disadvantaged groups including minority populations, and individuals who have become disconnected from the workforce because of the pandemic; addressing misclassification of employment relationships that result in the denial of adequate social protection and social security coverage for the affected workers, as well as the unique challenges in access to social protection faced by those in diverse forms of work; and development of strategies for long-term stabilization of emergency measures adopted to face the COVID-19 crisis so that they contribute to sustainable universal social protection schemes able to respond to future crises.

The Employment, Labor, and Social Affairs Committee or the ELSAC's Program of Work and Budget of the Organization for Economic Cooperation and Development (OECD) contains an output area on social protection. In FY 2021, ILAB provided support to the OECD to carry out work including the United States as part of a country series on work-related benefits. This work will conclude in FY 2023. The U.S. study will focus on pandemic-related extensions of unemployment insurance to types of workers previously uncovered, examine the typical demographic profile of these workers by race and ethnicity, and analyze the benefits and costs of maintaining those extensions based on the experience of OECD countries that have long covered those worker types. ILAB will also carry out peer review and dissemination activities of other OECD social protection products and seek to shape the ELSAC work on social protection to highlight and address Biden-Harris Administration priorities on equity.

## Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity-All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
WP OECD Milestone 2023-1	ILAB will work with the OECD to finalize and disseminate ILAB-supported OECD research on the <i>Country Review of Working-Age Benefits: Lessons from the Experience of Other OECD Countries for the Unemployment Insurance System in the United States</i>	April 30, 2023	Agency Specific

### Theme 4: DOL as a Model Workplace

#### Strategy 4.1: Implement Activities in Support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan

ILAB's DEIA Committee plans to work with HBCUs by engaging with professors to raise awareness of ILAB's work and to invite members from the academic community to share with ILAB their research relevant to our key issues. Additionally, the DEIA Committee plans to use its networks to share information about existing vacancy announcements and plans to raise awareness of the Workforce Recruitment Program.

#### Strategy 4.2: Incorporation of Annual Hiring Plan

ILAB is incorporating its Annual Hiring Plan into this AMP by reference, which will be linked to the appropriate agency employee performance standards. This will be tracked through milestone ILAB DEIA PP 2023-1.

#### Strategy 4.3: Engaging Employees in Building a Modernized Workforce

ILAB plans to: continue the implementation of its Employee Engagement Action Plan; solicit input from employees on the benefits and challenges of working virtually to develop a plan for staff to share best practices; foster innovation by acknowledging innovative and exceptional contributions towards the mission of ILAB; and conduct listening sessions

with staff to collect information on DEIA and employee engagement initiatives that may be considered for future activities.

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
ILAB Recruitment Milestone 2023-1	Review recruitment packages for new hires and share best practices with Equity@DOL.	Quarterly	Equity-All
ILAB DEIA PP Milestone 2023-1	Include a DEIA performance element in all managers and supervisors' FY 2024 Performance Management Plans	9/30/2023	Equity - All
ILAB Career Development Milestone 2023-1	Deploy a strategy to increase participation in non-mandatory leadership and career development programs	3/31/23	Equity-All
ILAB Inclusive Language Milestone 2023-1	Establish a schedule to begin reviewing agency materials to use inclusive language and up-to-date terminology for all employees	9/30/23	Equity-All
ILAB FEVS Milestone 2023-1	Based on FEVS, conduct focus groups with employees to address select areas in need of improvement	9/30/23	Equity-All
Employee Engagement Milestone 2023-1	Update the Employee Engagement Action Plan, including the vision, goals, and action items to improve employee engagement. The action plan will also include activities related to ILAB's DEIA initiatives, and will include a mechanism to receive actionable feedback from staff and revise the plan on a yearly basis.	3/31/23	Equity-All



## Theme 5: Data as a Strategic Asset

### Strategy 5.1: Data Governance

In alignment with the principles and goals of the DOL Data Strategy, ILAB has identified ongoing and prospective projects that focus on data as a strategic asset. ILAB plans to review how the use of identified data assets aligns with ILAB strategic goals, including supporting greater equity and inclusion for vulnerable populations served through ILAB-funded projects. Additionally, in accordance with DOL's FY 2022-26 DEIA Strategic Plan, ILAB will work closely with OHR to conduct ongoing demographic analysis of recruitment, hiring, and retention stages, and on promotions and separations. This will be tracked through milestone Data Governance 2023-1.

### Strategy 5.2: Data Access

In FY 2023, ILAB plans to complete a review and update of ILAB's taxonomy of terms, which provides a consistent controlled vocabulary describing project interventions, topics, goods, geographic locations, and other descriptors. Additionally, ILAB plans to release the ILAB Knowledge Portal 2.0, expanding grantee resources and evaluation report

learnings, ensuring that grantee deliverables comply with section 508 standards allowing easier access to persons with disabilities. This will be tracked through milestones **Data Access 2023-1** and **Data Access 2023-2**.

## Equity Performance Measures

Measure ID	Measure Name	FY 2022 Result	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
ILAB-04b	Number of high engagement countries taking actions to improve labor rights related to non-discrimination. (ILAB-04 disaggregated by category of labor right)	TBD	10	0	0	0	10	Agency-Specific
ILAB Equity 01	% of newly awarded cooperative agreements, cost increases, and professional service contracts that incorporate an equity lens.	62%	68%	68%	68%	68%	68%	Equity-All

## Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
CL/FL Milestone 2023-2	Internal Assessment ILAB actions to integrate DEIA principles into ILAB's TA programming completed	March 30, 2022	Agency-Specific
CL/FL Milestone 2023-3	Award new project to address child labor in Brazil-Peru cattle-herding regions with a focus on historically marginalized indigenous groups	December 31, 2022	Agency-Specific