



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Washington, D.C. 20507

Commissioner
Janet Dhillon

President Joseph R. Biden
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Mr. President:

I am writing to advise you that I will resign from my office as Commissioner of the Equal Employment Opportunity Commission, effective November 18, 2022, at 5:00 p.m. Since being confirmed by the United States Senate in May 2019, it has been a privilege to serve not only as a Commissioner, but as the former Chair of the Commission.

I am proud of the Commission's accomplishments during my tenure as Chair. While serving as Chair from May 2019 to January 2021, I prioritized increasing transparency, improving operations, and expanding compliance assistance while achieving record-breaking recoveries for victims of discrimination. The EEOC also provided key leadership to employees, employers, and other state and federal agencies during the COVID-19 pandemic. During my time as Chair, I led the following efforts:

Increased Transparency of the Commission's Activities

- Instituted the practice of posting the Commission's votes on the EEOC's public website, so members of the public can easily access the Commission's actions and Commissioner's voting records
- Provided unprecedented disclosure into the Commission's systemic program and Commissioner's charge process by posting detailed descriptions of both programs on the EEOC's website
- Launched a searchable, indexed database that provided links to all EEOC sub-regulatory guidance and technical assistance documents currently in effect
- Oversaw the creation of *EEOC Explore* – a web-enabled, state-of-the-art, user-friendly data query and mapping tool that gave users access to data that the EEOC collects from employers
- Conducted six virtual public meetings of the Commission during the pandemic, allowing members of the public to listen to the Commission's deliberations

Achieved Record Recoveries for Victims of Discrimination

- The EEOC secured a record amount of recovery in FY 2020 - more than \$535 million - for victims of discrimination

- The EEOC’s litigation program secured \$106 million in monetary relief in FY2020 – the highest since 2004

Improved Agency Operations

- Backlog of pending private sector charges dropped 3.7% in FY2020 – to 41,951 charges – the lowest in 14 years
- Backlog of federal sector hearing requests declined by 15.7% in FY2020
- The percentage of charges resolved with an outcome favorable to the charging party increased by nearly two percent – to 17.4% - in FY2020

Reformed Key Areas of the Agency’s Operations

- Restored accountability and oversight of the Agency’s litigation program by instituting procedures that required more cases to be voted on by the Commissioners before a lawsuit can be filed
- Repealed over 60 outdated policy statements, guidance documents, technical assistance publications, and informal discussion letters
- The Commission issued a regulation governing the issuance of new guidance documents and provided a public petition process for the issuance, amendment, or repeal of guidance
- The Commission issued a regulation governing its conciliation obligation that required the EEOC to provide employers with the essential facts supporting the Commission’s finding of discrimination and monetary demands

Emphasized Compliance Assistance for workers and employers

- Provided timely compliance assistance throughout the COVID-19 pandemic through the much-cited “What You Should Know” series, which addressed a range of questions arising under the ADA, Title VII, ADEA, and GINA
- Issued important technical assistance documents on opioid addiction and employment and updated publications addressing the employment of veterans with disabilities
- Despite the pandemic, EEOC’s staff conducted more than 2,690 outreach events reaching nearly 300,000 people in FY 2020
- Resumed issuing formal Opinion Letters for the first time in over 30 years since Chairman Clarence Thomas’s term

Adopted Innovative Programs to Improve Agency Operations

- Established the ACT Mediation pilot – which expanded the categories of charges eligible for mediation and generally allowed for mediation throughout an investigation
- Implemented the use of technology to allow for virtual mediations, thus expanding access to the Agency’s mediation program

- Improved collaboration and communication for teleworking employees throughout the pandemic by accelerating the rollout of technology tools, including Microsoft Teams and Zoom for Government

I have appreciated the opportunity to work with the dedicated professionals at the Equal Employment Opportunity Commission. I wish them continued success in their mission to prevent and remedy unlawful employment discrimination.

Sincerely,

A handwritten signature in cursive script, appearing to read "Janet Dhillon".

Janet Dhillon

Commissioner, Equal Employment Opportunity Commission