



Inclusive Diversity Strategic Plan

Fiscal Years 2016-2019



Homeland
Security

Message from the Chief Human Capital Officer

Diversity is one of the defining strengths of America and the diversity of our workforce is one of our greatest strengths in accomplishing the Department's missions. The experiences and backgrounds that each of you contributes, fosters innovative solutions to some of our nation's most challenging issues and enhances decision making by providing a broader range of perspectives and interpretations. We must continue to focus on creating a culture of inclusion that values each individual so you can reach your full potential and feel engaged.

It is my honor to present the U.S. Department of Homeland Security's (DHS) Inclusive Diversity Strategic Plan for Fiscal Years 2016-2019. This plan reaffirms the Department's commitment to advancing diversity and inclusion and underscores the framework for ensuring leadership and management accountability; creating an inclusive, connected and engaged culture; and recruiting a diverse workforce.

Since its inception, the Department has worked to accomplish the largest reorganization of the federal government in more than half a century. This task, creating the third largest Cabinet agency with the missions preventing terrorism and enhancing security; managing our borders; administering immigration laws; securing cyberspace; and ensuring disaster resilience has presented many challenges to its managers and employees. Inclusive diversity is critical to organizational performance, operational innovation and employee engagement. It is essential to the Department's future.

DHS is fully committed to continuing to foster and advance inclusion and diversity through this strategic plan, which serves as a blueprint. You are the true architects for building a workplace culture that is inclusive and engaging and where diversity is valued and leveraged. As architects who will implement this inclusive diversity plan, each DHS employee plays a pivotal role in building the Department you deserve.

Sincerely,

A handwritten signature in blue ink that reads "Angela Bailey". The signature is written in a cursive, flowing style.

Angela Bailey
DHS Chief Human Capital Officer

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Executive Summary

Where We Are Now

The President issued Executive Order 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, in August 2011. The Executive Order directed executive departments and agencies to develop and implement a more comprehensive, integrated and strategic focus on diversity and inclusion as a key component of their human resources strategies, including a continuing effort to identify and adopt best practices to promote diversity and inclusion. Following the Executive Order, DHS created the Department's first *Diversity and Inclusion Strategic Plan, Fiscal Years 2012-2015*, focusing on three goals: workforce diversity, workplace inclusion and leadership commitment. The Department has consistently demonstrated leadership and success in these areas as demonstrated by some of its milestones and accomplishments (see Appendix, "Key Diversity and Inclusion Milestones").

In order to do more than just make the Department as diverse as the talent available to hire, we must address the broad underlying challenges, offer new opportunities and create a future generation of employees as diverse as the world around us. The Department has made strides in improving its workforce diversity. In fiscal year (FY) 2011, employees from diverse racial and ethnic groups represented 42 percent of DHS new hires. By FY 2016, they represented 52 percent of new hires. During that same timeframe, the percentage of veterans increased from 22 percent to 24 percent among all DHS employees. From 2011 to 2016, the number of DHS employees who are individuals with disabilities (IWDs) grew from 8 percent to 11 percent.

Where We Are Headed

DHS will continue to evolve recruiting and outreach efforts to hire talented people from groups currently underrepresented in the Department, and will focus on mission critical occupations. These efforts include a strong DHS presence at high-value recruiting events featuring diverse organizations such as Women in Federal Law Enforcement, National Organization of Black Law Enforcement Executives, National Asian Peace Officers Association and the National Native American Law Enforcement Association.

DHS recently signed Memoranda of Understanding with four diverse Higher Education Associations. These memoranda provide tremendous outreach opportunities for DHS components, including the ability to share important announcements with a network of over 1,500 Minority Serving Institutions.

The Department is committed to hiring from every avenue and is recognized as a leader across federal government for hiring veterans. The Department of Defense projects that up to 250,000 service members will separate from service and return home annually over the next few years. Veterans are a proven, highly trained and qualified pool of talent. They represent over 25 percent of new hires at DHS for the

past several years. Efforts will continue to bring this talented population onboard and ensure veteran employees at DHS feel included.

The Department-wide *Inclusive Diversity Strategic Plan for Fiscal Years 2016-2019* (the Plan) outlines the second phase of the implementation of the President’s Executive Order 13583. The Department aims to leverage executive commitment to inclusive diversity on an ongoing basis, further sustain success in diversity and inclusion management and take into account developments in industry and academic research. This Plan provides DHS with a path forward to creating and fostering a workforce that includes and engages our employees, and reflects all segments of society.

The goals of this new plan are:

Goal 1: Leaders Lead - Department leaders shall champion inclusive diversity efforts to accomplish the agency’s missions.

Goal 2: Connected Culture - The Department shall create a workplace culture that encourages employees to feel uniquely valued and engaged, allowing them to contribute to their full potential.

Goal 3: Data-Driven Diversity -The Department shall foster a diverse, high performing workforce, drawn from all segments of American society, utilizing data-driven approaches to inform recruitment strategies.

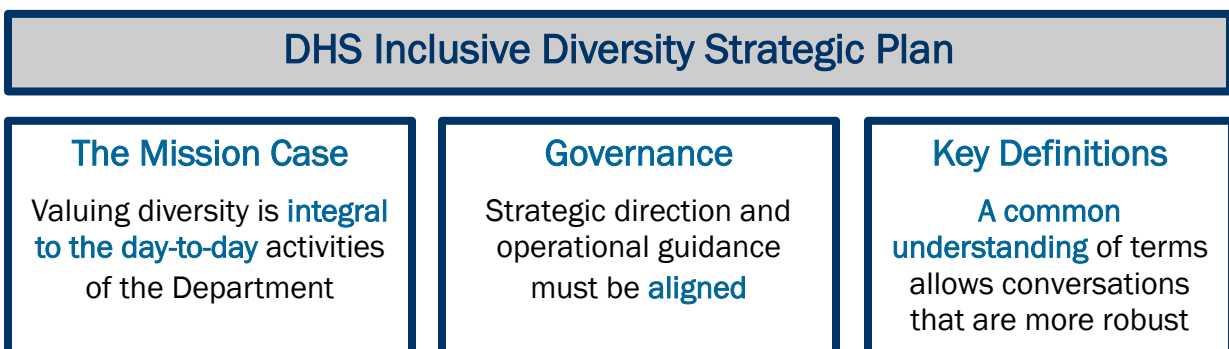
Mission and Vision Statements

Inclusive Diversity Mission

To attract, develop and retain a talented and diverse workforce to secure the United States of America.

Inclusive Diversity Vision

To be the premier employer for top talent necessary to secure the homeland.



Sustaining the Business Case for Inclusive Diversity

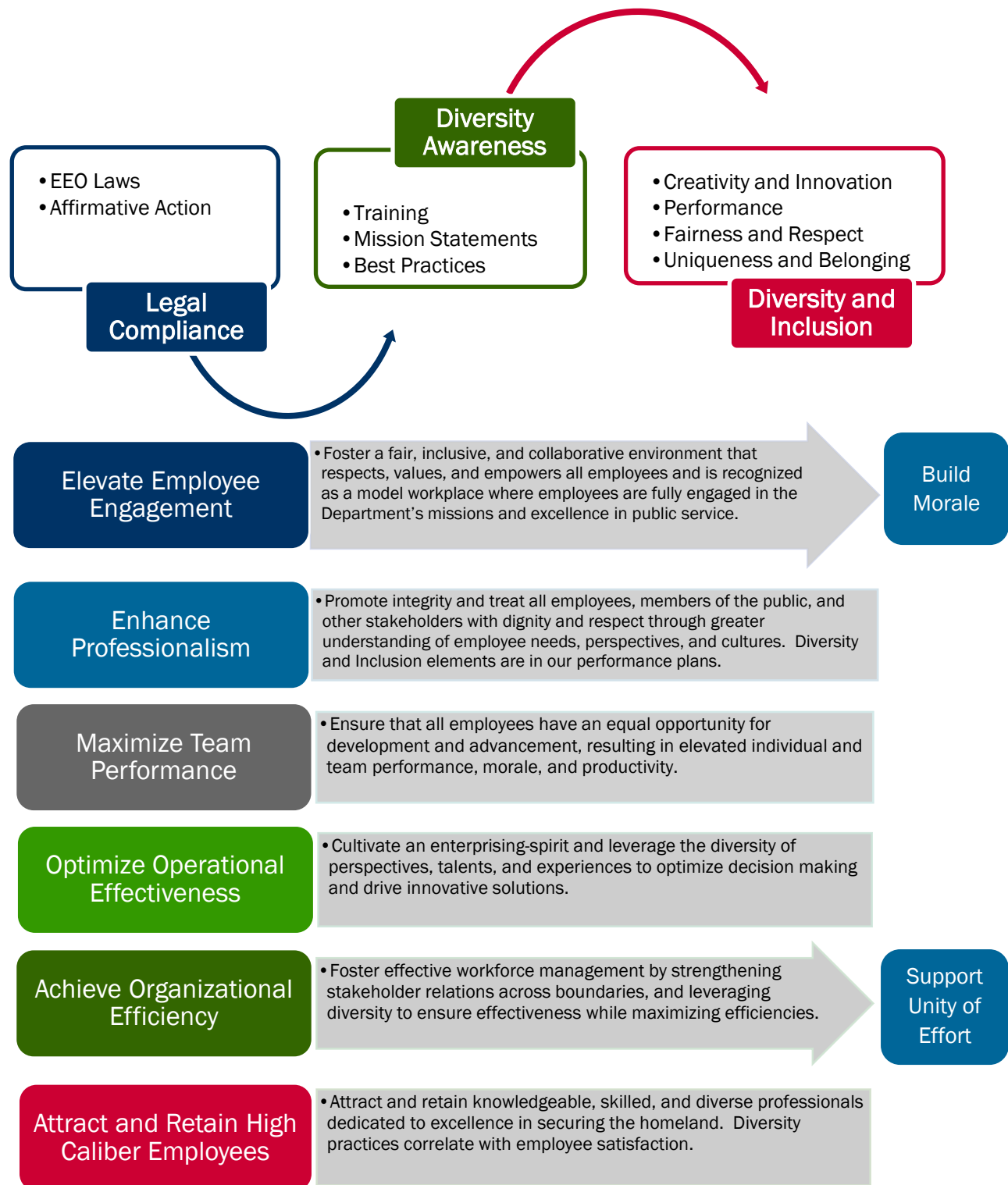
DHS is fully committed to inclusive diversity as it enhances the Department's ability to engage with the public it serves. DHS employees interact with people from across the country and around the world every day. Ensuring a diverse and inclusive workforce enables DHS to be more responsive to the public it serves and better equipped in fulfilling its missions, including preventing terrorism and enhancing security, securing and managing our borders, enforcing and administering our immigration laws, safeguarding and securing cyberspace and ensuring resilience to disasters.

Many employees are looking for a diverse workforce and in an inclusive workplace where leadership is committed to inclusive diversity. Inclusive diversity can help the Department:

- **Build** a model workplace culture where employees are included and engaged;
- **Maximize** performance, productivity, and problem-solving;
- **Elevate** individual and team performance;
- **Cultivate** an enterprising-spirit, **optimize** decision making, and **drive** innovative solutions; and
- **Attract** talent.

Evolution of the Value of Diversity

Over the years, diversity efforts have had a range of various objectives. The charts below include some of the diverse aspects of these efforts.



Recent academic and corporate research has presented a strong business case for diversity and inclusion principles. A recent study found employees who believe

their organization is highly committed to diversity are more likely to say they are engaged and that they work in an innovative and high performing organization.

Governance and Execution

The DHS Diversity and Inclusion Workgroup, initially established to develop the Diversity and Inclusion Strategic Plan for Fiscal Years 2012-2015, continues to focus on executing the Plan. The Workgroup is composed of experts from Diversity and Inclusion, Human Capital and Equal Employment Opportunity staff from the operational components, as well as staff from the Office of the Chief Human Capital Officer and the Office for Civil Rights and Civil Liberties.

The Diversity and Inclusion Workgroup has three committees that encompass the three goals of the Plan.

- **Workforce Diversity** focuses on recruiting. This committee's work is now completed by the DHS Corporate Recruiting Council
- **Workplace Inclusion** focuses on the organizational culture and employee engagement within various DHS workplaces
- **Sustainability** focuses on leadership commitment and management accountability

The OCHCO Executive Director for Diversity and Inclusion and the Office for Civil Rights and Civil Liberties Deputy Officer and Director for Equal Employment Opportunity and Diversity Programs co-chair the Workgroup. Senior Diversity and Inclusion, Human Capital and Equal Employment Opportunity staff from the operational components, as well as staff from the Office of the Chief Human Capital Officer and the Office for Civil Rights and Civil Liberties chair the committees.



Inclusive Diversity Goals, Priorities and Performance Outcomes

Goal 1: Leaders Lead

Department leaders will intensify their inclusive diversity efforts through the active participation of leadership. Leaders will have a working knowledge of data-driven approaches to both workplace inclusion and workforce diversity to accomplish the agencies' missions. Leadership will communicate the importance of inclusive diversity during town halls, webinars, team meetings and interviews with publications.

Priorities and Performance Outcomes

Priority 1.1: Intensify inclusive diversity efforts and create a sense of urgency through frequent communications and support from all levels of leadership in the organization.

Performance Outcomes

- Increase frequency of inclusive diversity-related communications.
- Participate in data-driven workforce diversity and workplace inclusion briefings and direct action plans as appropriate.
- Review quarterly updates on workforce hiring for key demographic groups, mission critical occupations, and targeted recruitment priorities.
- Participate in mandatory diversity and inclusion training webcast for field SES members.
- Components and Headquarters offices publish Annual Reports highlighting inclusive diversity related accomplishments.
- Leverage inclusive diversity content in [Leadership Resource Center](#) portal.

Priority 1.2: Leaders shall provide resources and support to overcome the attitudinal and structural barriers that slow inclusive diversity efforts.

Performance Outcomes

- Identify and allocate sufficient resources to support inclusive diversity in the annual budget process.
- Allocate time for mandatory diversity and inclusion training.
- Participate in mentoring or coaching of employee or reverse mentoring with members of diverse generational cohorts.
- Develop and monitor succession plans annually for senior executive positions.
- Establish Diversity and Inclusion councils at DHS Headquarters and all Components.

Priority 1.3: Full and timely compliance with all federal laws, regulations, Executive Orders, directives, and policies related to promoting inclusive diversity in the federal workforce.

Performance Outcomes

- Timely submit Disabled Veterans Affirmative Action Program (DVAAP) and Federal Equal Opportunity Recruitment Program (FEORP) Reports to OPM.
- Develop Department-wide policy regarding the role and support for employee associations.

Goal 2: Connected Culture

The DHS workforce is the greatest asset in securing the homeland. The Department will achieve a high performing workforce and enable all employees to reach their full potential by promoting inclusive diversity in career development programs and cultivating a culture of inclusivity.

Priorities and Performance Outcomes

Priority 2.1: Create a culture of inclusion through change management efforts such as the New IQ and inclusion learning for all employees.

Performance Outcomes

- Implement the New IQ training across DHS.
- Align and integrate New IQ training with the five tiers of the DHS Leader Development Framework.
- Conduct a review of potential implicit biases within the organization.
- Develop and implement an Implicit Bias awareness training across DHS.
- Provide Implicit Bias awareness training to DHS recruiters.

Priority 2.2: Foster engagement through a continual improvement process that builds an organizational culture with engaged employees by reviewing and analyzing data to identify areas of strength and weakness.

Performance Outcomes

- Analyze Federal Employee Viewpoint Survey and New IQ scores to determine areas of strength and weakness and develop strategies to address those areas.
- Increase use of flexible workplace policies that encourage employee engagement such as telework, flexiplace and wellness programs.
- Increase participation in employee associations and Special Emphasis Programs.

Priority 2.3: Enhance career development for employees at every level of the organization.

Performance Outcomes

- Implement targeted strategies to build more diverse applicant pools for DHS and component career development programs.
- Increase the percentage of employees participating in mentoring programs (include review by demographic group).
- Collaborate with Employee Associations to promote career development opportunities for employees.

Priority 2.4: Cultivate a culture that recognizes, values and respects each individual, and promotes accountability.

Performance Outcomes

- Incorporate diversity and inclusion performance standards into all employee performance work plans, including senior leader, managerial and supervisory plans.
- Increase methods to effectively recognize employees and support work-life initiatives.
- Establish awards to recognize exemplary commitment and effort in promoting inclusive diversity to improve mission outcomes.

Priority 2.5: Foster inclusive diversity programs by applying innovative techniques to programs, policies and professions.

Performance Outcomes

- Develop and execute Inclusive Diversity strategy and campaign to market diversity, inclusion and engagement principles throughout workforce.
- Build diversity and inclusion competency among Diversity and Inclusion, Equal Employment Opportunity and Human Resources professionals by providing training, updates and certification.

Goal 3: Data-Driven Diversity

DHS will enrich its recruitment efforts by using more data-driven recruitment strategies with a focus on mission critical and hard-to-fill positions. Partnerships between recruiters, workforce planners, diversity analysts and applicant flow experts will enable the Department to focus recruitment and outreach efforts to build applicant pools and pipelines of highly qualified and diverse applicants.

Priorities and Performance Outcomes

Priority 3.1: Create and foster a diverse, high performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data.

Performance Outcome

- Collect and analyze applicant flow data to inform recruitment strategies.

- Produce and analyze bi-annual diversity dashboard to inform leadership of diversity trends.
- Produce and analyze quarterly diversity scorecards to perform workforce analysis.

Priority 3.2: Implement and execute the DHS Strategic Outreach and Recruitment (SOAR) Plan to ensure outreach to all segments of society.

Performance Outcomes

- Develop annual Component Recruiting and Outreach Plans, based on coordination with workforce planning and EEO/diversity teams, with a focus on mission critical occupations.
- Deliver virtual DHS Recruiter Training to reduce costs and enhance unity of effort across the Department.
- Utilize social media technologies as appropriate and available to enhance outreach efforts.

Priority 3.3: Maximize the use of hiring authorities for recruitment and hiring of individuals with disabilities and individuals with targeted disabilities.

Performance Outcomes

- Increase percentage of new hires of individuals with disabilities and individuals with targeted disabilities throughout DHS.
- Educate hiring managers on utilizing applicable hiring authorities such as Schedule A for People with Disabilities.
- Resurvey the workforce at least every other year to request that people with disabilities self-identify.

Priority 3.4: Execute the Veterans Employment Operational Plan to achieve DHS hiring goals for veterans and disabled veterans.

Performance Outcomes

- Achieve annual hiring goals based on the model issued by the Council on Veterans Employment.
- Implement Women Veterans Initiative recommendations.

Priority 3.5: Partner with diverse organizations and institutions to draw from all segments of society.

Performance Outcomes

- Utilize Memoranda of Understanding between DHS and diverse higher education associations to increase outreach efforts to Minority Serving Institutions.
- Utilize Blanket Purchase Agreements (BPAs) with Third Party Providers for internships to supplement the Pathways Program.
- Collaborate and share information with Employee Associations and Special Emphasis Programs to ensure strategic outreach.

Conclusion

U.S. demographics are shifting, with the federal government serving a more diverse population than ever before. For our government to effectively meet the nation's challenges, the workforce must reflect the rich diversity and varied viewpoints of the American people.

Given the broad scope and complexity of our missions, DHS needs a highly talented and diverse workforce. The diverse backgrounds, experiences and training of our workforce enable us to identify a wider range of solutions and more effectively engage with the public we serve. Diversity also enhances decision making by providing a greater range of perspectives and experiences for our executives, managers and supervisors.

Engaging the entire workforce, ensuring an enterprising spirit among our employees, and leveraging inclusive diversity for enhanced performance, productivity, and innovation are paramount to achieving the strategic vision set out in this plan.

Appendix

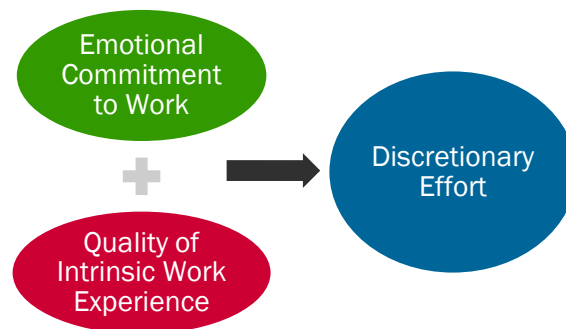
Key Definitions

Diversity at DHS: The ensemble of attributes, abilities and experiences that each individual contributes to accomplishing the full scope of the Department’s complex missions.

Identity Diversity: Traditional equal employment opportunity demographics such as age, race, ethnicity, gender, disability and religion.

Cognitive Diversity: Differing perspectives, interpretations, heuristics and predictive models through diverse viewpoints, life experiences, training and backgrounds.

Engagement: The emotional commitment an employee has to the organization and its goals, and the sense of pride, purpose and commitment an employee feel



towards their employer and its mission.

Implicit bias: Also known as unconscious bias, implicit bias refers to the attitudes and/or stereotypes that affect understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual’s awareness or intentional control. “Implicit bias” is also known as the automatic ability for the brain to sort information gathered by placing them into categories as fast as possible.

Inclusion at DHS: Represents a culture that recognizes, values, and respects each individual and promotes collaboration and fairness to enable all members of the workforce to reach their full potential. The degree to which an individual perceives that he or she is an esteemed member of the work group through his or her needs for belongingness and uniqueness.

Inclusion Index: A new index comprised of 20 items from the yearly Federal Employee Viewpoint Survey, grouped into five habits of inclusion: Fair, Open, Cooperative, Supportive and Empowered.

New Inclusion Quotient (New IQ): To foster more inclusive workplaces in the federal government, OPM developed the New IQ, a set of change management tools to supplement the Inclusion Index. The New IQ is built on the concept that

individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. DHS has developed a New IQ module that is personalized for the Department and focuses on cognitive diversity, the correlation between inclusion and employee engagement, and identifying inclusive behaviors.

Innovation: As the Department is comprised of many different components with diverse missions, thinking of innovation as the inclusion of unique perspectives can greatly improve the way we do our work. Innovation empowers employees to change the way they think and tackle challenges, and enables the Department to deliver superior customer service and stay ahead of evolving threats. See [DHS Innovation Toolkit](#).

Sustainability: Having structures and strategies in place to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches based on such data and institutionalize a culture of inclusion.

Key Diversity and Inclusion Milestones

