



Inclusive Diversity Annual Report

Fiscal Year 2018



Homeland
Security

About This Report



Angela Bailey
Chief Human Capital Officer

The Department of Homeland Security's (DHS) Inclusive Diversity Annual Report for Fiscal Year (FY) 2018 reflects the Department's Inclusive Diversity efforts by highlighting priorities, noteworthy accomplishments, and results at the Department and Component levels.

The Department's compelling mission to make a difference in the lives of our fellow citizens encourages our workforce and draws candidates seeking to join the team. The threats and challenges facing the Department and the Nation are complex and constantly progressing. DHS is one of the most ethnically and racially diverse agencies across the Federal Government. The Department continues to recognize the importance of Inclusive Diversity, improving seven percentage points in the Inclusion Index, a part of the Federal Employee Viewpoint Survey (FEVS) that measures the extent to which employees believe they are recognized, valued, and respected.

As Chief Human Capital Officer, Inclusive Diversity is one of my highest priorities and is taken seriously across DHS. Inclusion connects employees and Diversity reflects the public we serve. The success of this plan, and the protection of the homeland, requires the engagement of all of us: senior leaders, managers, and employees. DHS has made notable progress, yet opportunities remain for continued improvement. Now, more than ever, we must forge a path ahead of understanding and inclusion – and by doing so, recognize all that we can accomplish by valuing one another and working together.

The hard work, partnership, and collaboration with Components across DHS helped to achieve the accomplishments highlighted in this report. I thank you for your efforts and together, with honor and integrity, we will safeguard the American people, our homeland, and our values.

Sincerely,

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

Angela Bailey
Chief Human Capital Officer



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Executive Summary

The Department shifted to a new way of thinking, moving from the traditional diversity and inclusion paradigm to the concept of Inclusive Diversity in 2016. While the diversity and inclusion paradigm focused on elements such as race, ethnicity, and gender, Inclusive Diversity reaches beyond these characteristics. Inclusive Diversity emphasizes the importance of building inclusive workplaces and is comprised of a set of behaviors that promote collaboration, creativity and innovation, high performance, fairness and respect, and an environment where employees believe they belong.

The Department made considerable progress in achieving the milestones set forth in the DHS Inclusive Diversity Strategic Plan for Fiscal Years 2016 – 2019. This report presents the top accomplishments, below and throughout the remainder of this report, in alignment with three overarching goals.

Goal 1: Leaders Lead – “*Leaders shall champion and intensify Inclusive Diversity efforts to accomplish the agency’s missions.*”

The Department hosted a Leadership Forum for the nationwide Senior Executive Service (SES) cadre. The forum included a panel discussion entitled “Inclusive Diversity: Ensuring DHS Mission Success Through Inclusive Leadership.” Senior leaders across the Department discussed the importance of Inclusive Diversity and ways that implicit bias may be present in our day-to-day operations, dispelled myths, and shared insights.

Goal 2: Connected Culture – “*Cultivate a workplace culture that encourages employees to believe they are uniquely valued and engaged, empowering them to collaborate and contribute to their full potential.*”

The Department piloted the next evolution of the New Inclusion Quotient Plus (New IQ+) training to the DHS Strategic Recruitment, Diversity and Inclusion Council and New IQ Game Changers in March 2018. The Department has over 30 New IQ Game Changers, certified by the Office of Personnel Management (OPM) to teach the New IQ, who are integrating the New IQ+ into the enterprise-wide Inclusive Diversity curriculum. The Department trained over 18,000 members of the workforce (approximately eight percent) and provided tools to support and increase Inclusive Diversity across the DHS. Full rollout of the New IQ+ will take place in 2019.

Goal 3: Data-Driven Diversity – “*Foster a diverse, high performing workforce, drawn from all segments of American society, utilizing data-driven approaches to inform recruitment strategies.*”

DHS hosted a Women in Law Enforcement recruitment and hiring event in June 2018 in Arlington, Texas, attended by nearly 2,000 potential candidates and resulting in 755 tentative job offers. Other federal agencies recognized this hiring event model as a best practice for reducing time-to-hire and providing a one-stop hiring shop for potential candidates. The Department chose this location because the Dallas/Fort Worth area has the highest concentration of law enforcement vacancies at DHS, more than 200,000 veterans in the area, and is the most centrally-located, large city in Texas.

The Journey Ahead

In FY 2019 and beyond, the Department will focus on building upon current Inclusive Diversity initiatives and adding new strategies, including but not limited to:

- A framework to assist executive leaders in identifying measurable actions and activities to implement and cultivate a continued commitment to, and accountability for, Inclusive Diversity.
- Department-wide rollout of the Inclusive Diversity Dialogues Program, modeled after successful programs at the National Aeronautics and Space Administration (NASA), Department of Justice (DOJ), and OPM.
- Unconscious bias awareness training for hiring managers, Inclusive Diversity training for executive leaders, and New IQ+ train-the-trainer sessions, designed to build a cadre of qualified trainers across the Department.
- Veterans/Women Veterans Recruitment Strategy and release the updated DHS Strategic Outreach and Recruitment (SOAR) Plan.
- Strategic Marketing, Outreach, Recruiting, and Engagement (SMORE) platform to provide transparency on recruitment activities across the enterprise, enabling Components to provide an up-to-date accounting of all recruiting and outreach activities, resulting in fewer data calls, standardization of data collection, and opportunities for cost-sharing.

Overview

DHS was created through the integration of all or part of 22 different federal departments and agencies into a unified, integrated Department, after the September 11, 2001, terrorist attacks. Currently, DHS is comprised of more than 240,000 employees and has the largest law enforcement population in the Federal Government. The Department is now the third-largest agency in the Federal Government and interacts with a diverse group of people from across the country and around the world every day.

DHS Components include:

- U.S. Customs and Border Protection (CBP)
- Cybersecurity and Infrastructure Security Agency (CISA)
- U.S. Citizenship and Immigration Services (USCIS)
- Federal Emergency Management Agency (FEMA)
- United States Coast Guard (U.S. Coast Guard)
- U.S. Immigration and Customs Enforcement (ICE)
- United States Secret Service (U.S. Secret Service)
- Transportation Security Administration (TSA)

Since inception, DHS has protected the Nation against terrorists, bolstered cyber defenses, brought transnational criminals to justice, responded decisively to record-breaking natural disasters, and helped Americans rebuild when they needed assistance the most. The Department initiated historic efforts to secure our borders, secure our election systems, ramp up security efforts to protect Americans from emerging threats, and build a culture of resiliency and preparedness in our communities. Through these efforts, DHS has become a more effective and integrated Department, creating a strengthened homeland security enterprise and a more secure America, better equipped to confront the range of threats our Nation faces.

Mission Statements

- **DHS:** With honor and integrity, we will safeguard the American people, our homeland, and our values.
- **Office of the Chief Human Capital Officer (OCHCO):** To provide leadership and direction for human capital management and human resources (HR) services to secure the homeland.
- **Strategic Recruitment, Diversity and Inclusion (SRDI):** To attract, develop, and retain a talented and diverse workforce to secure the Homeland.

Vision Statements

- **DHS:** A homeland that is safe, secure, and resilient against terrorism and other hazards, where American interests, aspirations, and way of life can thrive.
- **OCHCO:** Unparalleled Mission...Unparalleled Talent...Where People Want to Work!
- **SRDI:** To be the premier employer for top talent necessary to secure the homeland.

The Inclusive Diversity Journey

In August 2011, the White House issued Executive Order 13583, “Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce,” directing Executive Branch agencies and departments to develop and implement an integrated, comprehensive, and strategic focus on diversity and inclusion as a key component of HR strategies. At that time, the focus was on diversity as it related to recruiting and outreach, more than it was about inclusion and engagement of employees.

As the years progressed and DHS evolved into one of the most diverse agencies across the Federal Government, its perspective on the importance of inclusion evolved as well. In concert with OPM, the Department shifted to a new way of thinking, moving from diversity and inclusion to Inclusive Diversity. Inclusive Diversity emphasizes the importance of building inclusive workplaces and is comprised of a set of behaviors that promote collaboration, creativity and innovation, high performance, fairness and respect, and an environment where employees believe they belong. While the “diversity and inclusion” paradigm focused on elements such as race, ethnicity and gender, Inclusive Diversity reaches beyond these characteristics. It empowers employees at every level and builds a culture of trust within teams. Inclusive Diversity is comprised of people’s perceptions of:

- **Fairness and Respect:** Employees look to whether their experiences are similar to others in terms of opportunities, pay, and evaluation.
- **Value and Belonging:** Focuses more on the uniqueness of each person, whether they are part of formal and informal networks, and whether they have a voice in decision-making.

As it became increasingly evident that focusing on diversity without also focusing on inclusion was no longer a prevailing strategy, the Department created the new [DHS Inclusive Diversity Strategic Plan \(IDSP\) for Fiscal Years 2016 – 2019](#). This evolution of focus does not diminish the importance of diversity and the need to drive progress. The Department will continue to engage in conversations on increasing diversity, as this is an inclusive practice. The 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 following section of this report highlights each of the goals (noted below), priorities, notable accomplishments, data-driven outcomes, and next steps.

The goals of this 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 believe they are 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, using data-driven approaches to inform recruitment strategies.

Goal 1: Leaders Lead

Leaders shall champion and intensify Inclusive Diversity efforts to accomplish the agency's mission. Leaders will have a working knowledge of data-driven approaches to Inclusive Diversity and communicate the importance of Inclusive Diversity during town halls, webinars, meetings, and interviews.

Priorities



Leadership commitment is a critical element of Inclusive Diversity. Leaders set the stage for inclusion by ensuring that accountability for Inclusive Diversity is promoted at all levels. Research¹ indicates there are six traits or behaviors that distinguish inclusive leaders from others. To achieve Inclusive Diversity at DHS, leaders must be equipped with the right tools. To that end, Leaders Lead priorities include:

- Commitment and participation in Inclusive Diversity programs and initiatives, to include creating a sense of urgency through frequent, dynamic workforce communication and support of Inclusive Diversity programs and processes.
- Championing and providing resources and support to overcome attitudinal, structural, and systemic barriers that may slow Inclusive Diversity efforts, such as executive leadership Inclusive Diversity Training, enhanced SES Inclusive Diversity competency language (Critical Element Two), allocation of sufficient resources to support Inclusive Diversity, promotion of Inclusive Diversity councils at Headquarters and all Components, and inclusive executive leadership Succession Planning and Mentoring Programs.
- Ensuring timely compliance with all federal laws, regulations, executive orders, directives, and policies related to promoting Inclusive Diversity in the federal workforce, such as the Disabled Veterans Affirmative Action Program (DVAAP) and the Federal Equal Opportunity Recruitment Program (FEORP).

6 Traits of Inclusive Leaders¹:

1. Visible commitment
2. Humility
3. Awareness of bias
4. Curiosity about others
5. Cultural intelligence
6. Effective collaboration

Noteworthy Accomplishments

- SRDI Executive Director and SRDI Council Chair, Sharon Wong, led a signing ceremony for the charter governing the Council. The ceremony concluded with all members signing commitment cards, pledging to support Inclusive Diversity activities and practices throughout the Department. The SRDI Council focuses on Inclusive Diversity efforts, talent recruitment and development, and the leadership commitment necessary to promote these efforts. Component representation includes

¹ (2019). Why Inclusive Leaders Are Good for Organizations, and How to Become One. Harvard Business Review, <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one>.

Inclusive Diversity and Recruitment Advisors, as well as members of the Office for Civil Rights and Civil Liberties (CRCL) and OCHCO Strategic Learning, Development and Engagement.

- Each year, DHS hosts a Senior Leadership Forum for nationwide executive leadership members. The forum provides a venue for executive leadership to learn, network, evaluate, and set the course for the year ahead. To promote meaningful discussion and overall program assessment, OCHCO facilitated a session entitled “Inclusive Diversity: Ensuring DHS Mission Success Through Inclusive Leadership” with participation from senior leaders of CBP, USCIS, U.S. Coast Guard, and the Federal Law Enforcement Training Centers (FLETC). This year, leaders focused on the importance of Inclusive Diversity, the many ways implicit bias may be present in our day-to-day operations, dispelling myths, and sharing insights.



DHS enhanced language to strengthen “Critical Element Two: Leading People” in DHS SES performance standards. This aligns with the DHS IDSP and is an important step in fostering and commemorating Inclusive Diversity accountability at the highest levels of the organization.

- Demonstrating strong leadership support for Inclusive Diversity, the Under Secretary, Science and Technology, uses the weekly “This Week in Science and Technology” (TWIST) messages as a vehicle to communicate information about special emphasis programs and other activities to all employees and contractors.
- U.S. Secret Service leadership issued a policy statement on “Increasing Employment of Individuals with Disabilities and Targeted Disabilities” and promoted attendance at its Inclusion, Diversity, Engagement in Action (IDEA) training (see Goal Two for details on this innovative training).
- OCHCO SRDI, CRCL, and Components collaboratively examined current and former methods that senior leaders (e.g. Department/Component heads) use for Inclusive Diversity and EEO strategic communication and identified current internal and external practices.
- DHS piloted a leadership survey at TSA and USCIS, intended to empower employees to provide leadership behavior feedback to their first-, second-, and third-line supervisors. The Department continues to process evaluation outcomes while working with the Employee Engagement Steering Committee to identify additional Components for further rollout.
- Senior leadership from ICE’s Office of Diversity and Civil Rights, Office of Human Capital, and Homeland Security Investigations – Buffalo, New York, met with leadership from Rochester National Technical Institute of the Deaf to explore partnership opportunities such as employing students at ICE.

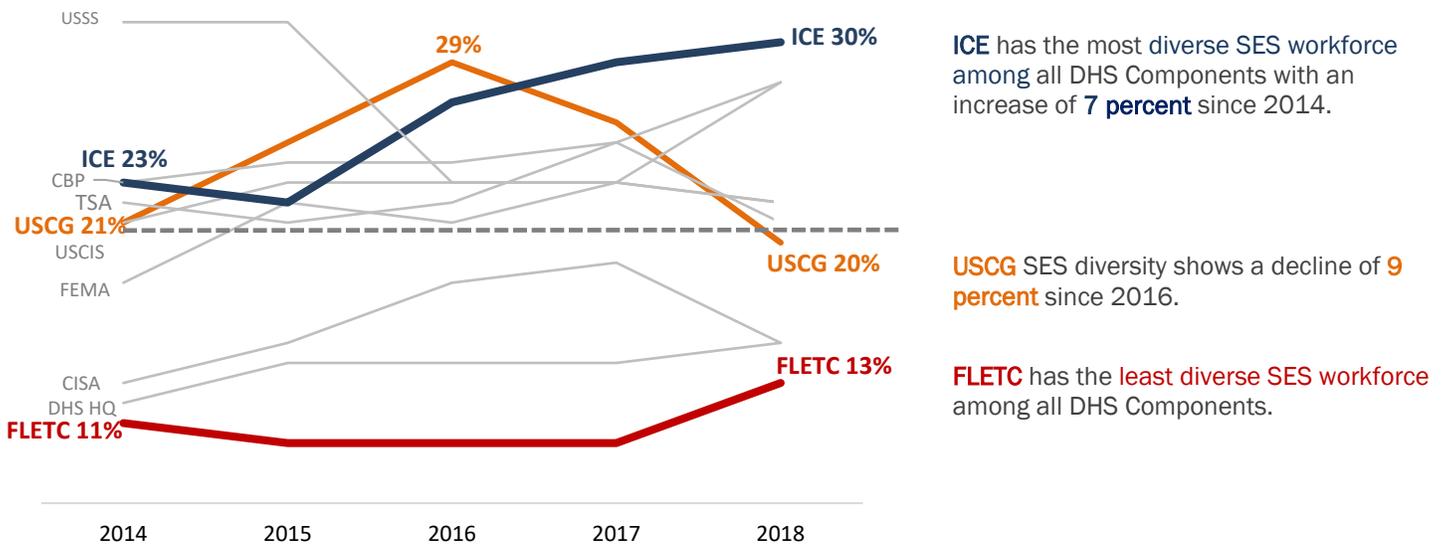
Telling Our Story with Data: Goal 1: Leaders Lead

This section highlights the ethnic, racial, and gender data that illustrates the Inclusive Diversity story of the DHS SES cadre. Benchmarking against the rest of the Federal Government over a five-year period, we

see a trend in the Department that indicates strong Hispanic representation and a need to focus efforts to attract and retain women in our senior ranks.

The following chart depicts the SES Diversity representation:

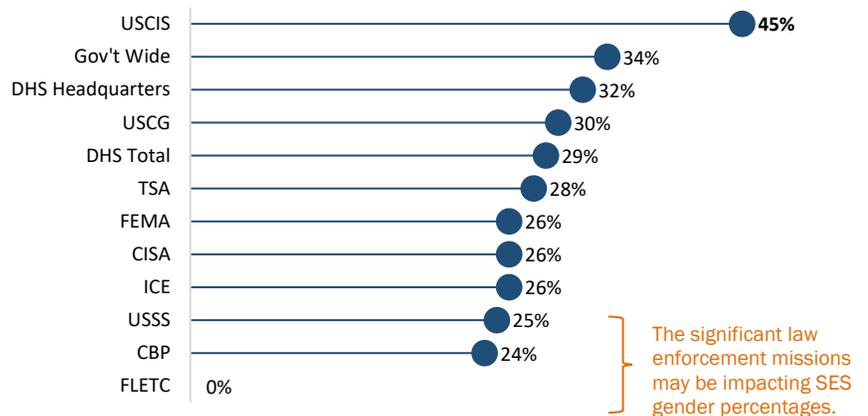
SES Diversity across Many DHS Components is Outpacing the Federal Government Benchmark of
21 percent.



Six Components and DHS headquarters steadily increased their racial and ethnic diversity in the SES corps over the last five fiscal years, with ICE at the highest level of 30 percent in FY 2018, representing a seven-percentage point increase.

*USCIS leads gender diversity among all DHS Components with a **45** percent female SES population which is, notably, also higher than the **34** percent found across the federal SES.*

This chart depicts the Components with the greatest representation of women at the SES level. In general, women at DHS continue to have lower participation rates at the SES level, as compared to both the federal SES (34 percent) and the potential DHS GS-15 pipeline (36 percent). U.S. Coast Guard increased its SES gender diversity by eight percentage points from 22 percent in FY 2014 to 30 percent in FY 2018. FLETC continues to maintain targeted outreach and recruitment plans to improve their SES diversity overall.



Next Steps

Keeping up the momentum through the Goal 1: Leaders Lead Workgroup, the Department will focus on the following activities in FY 2019 and beyond:

- Assess and refine focused partnerships with professional organizations, including women's organizations, under-represented high schools, colleges, and universities to educate future leaders on DHS careers and progression to leadership ranks and opportunities (e.g. Asian Pacific American Women's Leadership Institute, Black Career Women, Executive Women in Government, Spelman College, and Women's College Coalition).
- Develop and enhance training, career development, and readiness strategies to intensify the General Schedule (GS)-pipeline and SES participation rates, for under-represented groups (e.g. establish or enhance education and awareness trainings that speak to the application process, interview simulations, resume writing, importance of a mentor, etc.).
- Establish and execute a DHS-wide Communication and Marketing Plan to promote the DHS SES and raise awareness of leadership careers at DHS. The plan will focus on outreach and recruitment tactics designed for both the DHS workforce and the public. Messaging will articulate the business case for Inclusive Diversity and linkage to the DHS mission.
- Conduct focus groups of women at the GS-12 through GS-15 grade levels with the goal of soliciting opinions and perceptions on how to increase awareness of SES career paths and growth opportunities.
- Collaborate with CRCL to conduct an annual assessment of women's participation and attrition rates to identify and address any barriers at the GS-12 through SES grade levels.
- Provide senior leaders with Inclusive Diversity training, research, tools, and solutions to accelerate and advance the Inclusive Leaders competency. Specifically, develop a framework to assist SES in identifying measurable actions and activities to implement and cultivate a continued commitment to, and accountability for, Inclusive Diversity.
- Infuse and integrate Inclusive Diversity messaging in SES forums, SES "Fed Talks," new employee orientations, town halls, awards ceremonies, leadership councils, webinars, social media, policies, strategic plans, etc.
- Oversee and use the SRDI Council and sub-councils (DHS Corporate Recruiting Council, DHS Veterans Employment Council, and Cybersecurity Sub-Council) to improve coordination and focus Components on delivery of outcomes.
- Develop and finalize a collaborative, cross-Component strategic communication document for senior leaders to promote best practices in Inclusive Diversity and equal employment opportunities.

Goal 2: Connected Culture

A fully engaged and inclusive workforce is vital to the mission of the Department. Employee engagement inspires and reinforces employees' commitment to excellence and the mission through empowerment, opportunity, and trust. Workplace inclusion is a contributing factor to employee engagement and organizational performance. Embracing inclusion also unlocks the value of diversity, including the full range of backgrounds, experiences, and perspectives. Inclusion leads to more effective decision-making and innovative solutions to complex challenges.

Priorities



The Department aims to enable all employees to reach their full potential by cultivating a culture of inclusivity that recognizes, values, and respects each individual. A Connected Culture at DHS is not just a leadership opportunity, it is an opportunity for all of us to engage, lead from where we are, and seek out opportunities to intentionally include our staff, teammates, strategic partners, and leaders.

Connected Culture priorities include:

- Creating a culture of inclusion through efforts such as the New IQ, New IQ Plus² (IQ+), and unconscious bias awareness training.
- Reviewing and analyzing data on inclusion, engagement, and retention to identify areas of strength and weakness and strategies to address them.
- Enhancing opportunities and access to career development programs for employees at every level of the organization.

Noteworthy Accomplishments

In FY 2018, DHS saw marked improvement in engagement scores, in large part due to Component training on the power of being a change agent for Inclusive Diversity.

- OCHCO hosted two Inclusive Diversity Training sessions – one for OCHCO employees and another for the SRDI Council, which consisted of Component Inclusive Diversity leads. Training topics included the power of cognitive diversity on teams, the impact of implicit bias in the workplace, and everyday behaviors that can work to reduce the negative effects of bias and exclusion.
- OCHCO coordinated Inclusive Diversity leadership training at FLETC. Over 200 supervisors, managers, and employees participated through classroom instruction at Glynco, Georgia, and

² The New Inclusion Quotient (The New IQ) is the intentional, deliberate, and proactive acts that increase workgroup intelligence by making people feel they belong and are uniquely valued. A comprehensive analysis of the New IQ and Inclusion Index is provided in the “Telling Our Story with Data” section of this report. The New IQ+ training builds on the New IQ course by emphasizing the power of inclusive intelligence in building great and diverse teams through engaged teamwork. It focuses on how team members can “bring out the best in each other” using impactful exercises, relevant video clips, and deep learning around the importance of inclusive intelligence.

through video teleconference at the Artesia, Cheltenham, Washington, and Charleston locations. The training focused on the importance of high-functioning teams and emphasized inclusion as strategy to bring out the best in employees. This training also confirmed the ability to deliver this team building training to remote locations.

- The Science and Technology Directorate conducted interviews of colleagues to highlight during diversity-themed months for their internal Diversity Careers magazine, creating a sense of inclusion.
- TSA led the charge in conducting five “TSA Change Agents” courses. Employees from TSA Headquarters, three airports, and one Federal Air Marshal Service (FAMS) field office received training on the latest research on inclusion and engagement as well as tools to support Inclusive Diversity efforts on the job. In FY 2018, a total of 560 individuals were provided with D&I training, a 133 percent increase from FY 2017. Approximately 22 percent of the individuals trained in FY 2018 were supervisors/managers.

- The “TSA Talks” Series facilitated conversations and training to 245 employees throughout the agency on the topics of culture, inclusion, unconscious bias awareness, and cognitive diversity.



- The U.S. Secret Service launched its newly established diversity and inclusion course in FY 2018, entitled “Inclusion, Diversity, Engagement in Action: The New Inclusion Quotient” or IDEA-IQ³. Similar to the New IQ, the IDEA-IQ training course offers a new approach to the agency’s former diversity training curriculum. It is an interactive session designed to challenge the views, assumptions, biases, and beliefs about the topic of diversity and inclusion. IDEA-IQ is unique in that it capitalizes on the tangible benefits of inclusion to improve engagement in the workplace. The course emphasizes how proactive acts of inclusion (#Random Acts of Inclusion) are a force multiplier and may drive positive organizational change throughout the U.S. Secret Service.

At the end of IDEA-IQ training, participants are invited to keep the positive momentum going by joining the agency’s Inclusion and Engagement Council to help create and sustain a culture that encourages collaboration, flexibility, and fairness to enable every individual to participate in creating an inclusive work environment.

- USCIS conducts a Component-wide EEO and Diversity Climate Survey bi-annually. The Director encourages employees to take the survey and distributes the highlights and results using USCIS social media channels to promote accomplishments.



Over **800** ICE law enforcement officers and supervisors attended unconscious bias training.

- ICE delivered unconscious bias awareness training to over 800 law enforcement personnel and supervisors that focused on raising awareness of the impact of bias on behaviors and how to reduce it in every day interactions.

³ Total number of U.S. Secret Service employees trained is not available.

- The U.S. Coast Guard hosted three Inclusion Cafés to discuss how to make the Coast Guard a more inclusive workplace. Through the cafés, employees discovered new perspectives, identified inclusive behaviors, learned how inclusive “nudges” can positively impact office culture, and discussed the importance of Inclusive Diversity change agents.
- The Department piloted the next evolution of the New IQ+ to the SRDI Council and New IQ Game Changers in March. The Department has over 30 New IQ Game Changers, certified by OPM to teach the New IQ, who are integrating the New IQ+ into the enterprise-wide Inclusive Diversity curriculum.



Over **18,000** of the DHS workforce (or approximately eight percent) were trained and provided tools to support and increase Inclusive Diversity across the Department.

Awards and Recognition



The Secretary’s Awards honor the work, sacrifice, and professional excellence of employees from Components across the Department. These colleagues have performed above and beyond the call of duty, responding in extraordinary ways to the challenges of protecting the homeland. These individuals have displayed a special dedication to the mission of homeland security, setting a sterling example for all DHS employees who share their commitment to the Department and to the American people. These awards and recognitions serve as inspiration for continued efforts to move DHS in the right direction.

The DHS Secretary’s Award for Outstanding Achievement in Diversity Management recognizes employees who have excelled in efforts to promote diversity at the Department through exceptional leadership, innovation, and perseverance. The U.S. Coast Guard Enlisted Professionals in Connection Program (EPIC) received the DHS Secretary’s Award for efforts in promoting inclusion and diversity and the Remote Mentorship Assistance Program to improve retention rates, recruitment, and professional development for minorities in the Coast Guard’s enlisted workforce.



The DHS Secretary’s Unity of Effort Award recognizes outstanding efforts in coordination and unity of effort across the Department by significantly improving efficiency and effectiveness. The award acknowledges group efforts within the Department or with external partners who assist in meeting our commitment of unity of effort. The Secretary recognized the Management Directorate for their extraordinary teamwork in designing, planning, and implementing a Department-wide Women in Law Enforcement Joint Recruitment and Hiring Event that epitomizes a successful unity of effort across DHS⁴.

⁴ Refer to Goal Three: Data-Driven Diversity to learn more about the Department’s Recruitment and Hiring Events.

Employee Associations

Currently, DHS has nearly twenty recognized employee associations (EAs), both DHS-wide and Component-specific. EAs help cultivate a supportive and welcoming work environment. They also assist in



promoting a culture that embraces Inclusive Diversity and fosters employee engagement by:

- Providing a forum to exchange ideas and support collaboration;
- Providing professional development for employees; and
- Serving as a network for employees and a resource for the Department’s strategic recruitment and talent management efforts, including assistance with attracting and retaining diverse talent through professional networking and developmental opportunities.

Examples of DHS-wide EAs include the DHS Asian American and Pacific Islander Network, DHS Employee Network, DHS PRIDE, Homeland Security Employee Association, DHS Deaf and Hard of Hearing Association, DHS Adelante, and the Middle Eastern Law Enforcement Officers Association (MELOA).

Notably, MELOA held its Third Annual National Diversity Training Conference, with the theme of “Engaged Leaders Keep Communities Safe.” During the conference, MELOA welcomed over 150 law enforcement officers and agents from within DHS, as well as state and local law enforcement officers, prominent community members, and DHS senior leaders. MELOA continues to build strong relationships among the community and law enforcement, while also providing opportunities for students to learn the benefits of public service. Senior leadership from each Component were represented at the event. Prior to the conference, in May 2018, MELOA members hosted a Civilian Response to Active Shooter Events (CRASE) training course to schools throughout the Metropolitan Detroit area.



Telling Our Story with Data – Goal 2: Connected Culture

41%

DHS Response
Rate for FEVS

This section highlights the results of the FY 2018 FEVS, specifically the Inclusion Index (New IQ) and the Partnership for Public Service’s (PPS) Best Places to Work Index. OPM administered the 2018 FEVS⁵ from May 10 – June 21, 2018. DHS had nearly 74,000 employees participate, with a response rate of 41 percent. The FEVS is a vehicle for employees to openly and honestly communicate with leaders to identify areas of success and improvement. The FEVS continues to be one of the most powerful platforms for employees to share

⁵ 2018 Federal Employee Viewpoint Survey (FEVS) Governmentwide Management Report: <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2018/2018-governmentwide-management-report.pdf>

their opinions and perceptions regarding their work experiences. Responses provide foundational data to assess human capital issues such as employee engagement, effectiveness of supervisors, and the perception of fairness. The survey encompasses three important index measures:

- **Inclusion Index (New IQ):** Behaviors that help create an inclusive environment and are built on the concept that repetition of inclusive behaviors will create positive habits among team members and managers.
- **Engagement Index:** Employee’s sense of purpose coupled with the Department’s culture and work environment.
- **Global Satisfaction Index:** Employee’s satisfaction pertaining to four aspects related to their work (e.g. an employee’s job, pay, organization, and whether an employee would recommend the Department as a good place to work).

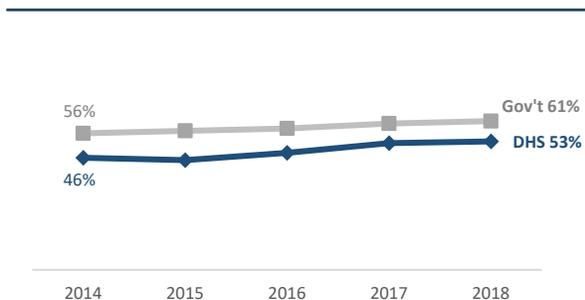
The Inclusion Index, developed by OPM, is built on the concept that individual behaviors, repeated over time, form habits that create an inclusive work environment. The Index is based on the 20 questions from the FEVS that had the highest correlation to inclusive environments. These 20 questions are grouped into Five Habits of Inclusion: “FOCSE” or Fair, Open, Cooperative, Supportive, and Empowering. The five habits of inclusion are detailed below:



The Inclusion Index measures the percent of positive responses for the given data, compiled by OPM for the government and DHS. Trends over the past five years indicate that government has a higher overall inclusion index than DHS, however both government and DHS increased five percentage points and seven percentage points respectively, from FY 2014 to FY 2018. The “Next Steps” section for Goal 2: Connected Culture outlines strategies to continue the Department’s upward trend in the Inclusion Index.

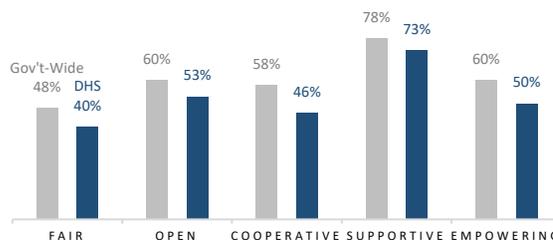
The following charts depict the DHS Overall Inclusion Index and Five Habits of Inclusion for DHS and Governmentwide comparison:

The Department's overall Inclusion Index score has increased **7** percentage points since 2014; but still trails the Governmentwide score.



The Inclusion Index consists of 20 questions that OPM groups into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering.

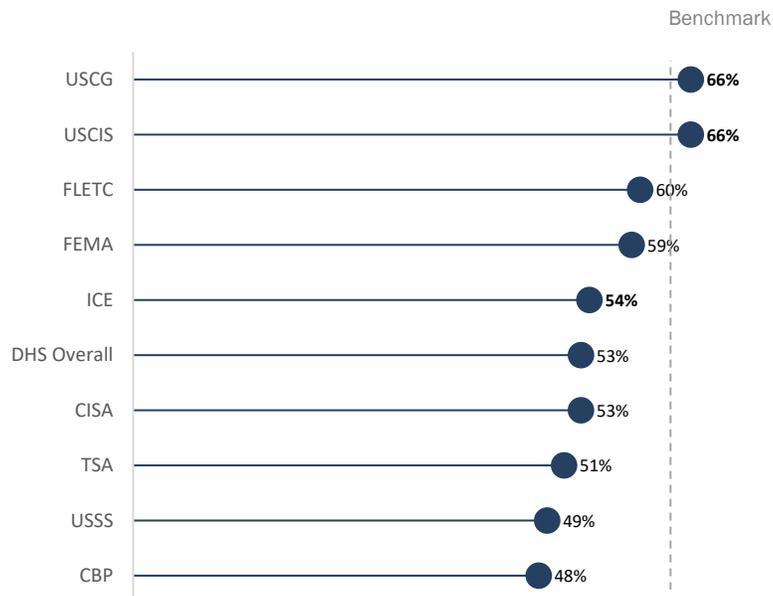
5 Habits of Inclusion: DHS and Governmentwide Comparison (2018 Scores)



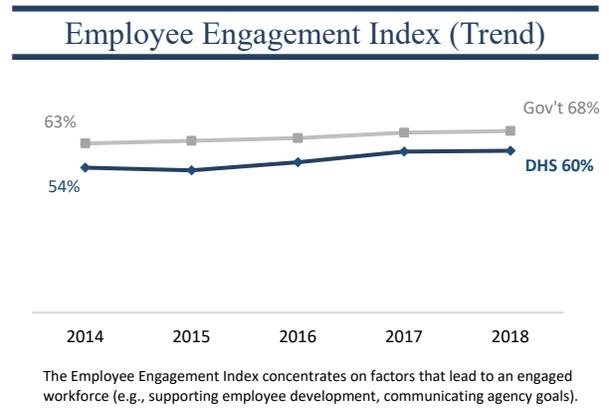
On average, DHS trails the Government by 8 percentage points across the 5 Habits of Inclusion, from a high of 12-percentage point difference in Cooperative to a five-percentage point difference in Supportive.

Component scores were compared to the Department overall as well as federal workforce benchmarks. In addition, OPM provided results for the Department by the standard diversity demographics, to include Race, Ethnicity, Gender, Individuals with Disabilities, Generational Groups, LGBT (Lesbian, Gay, Bisexual, and Transgender), and Veterans identification. Across the Department, “Fair” ranks lowest while “Supportive” ranks highest, similar to the Governmentwide results. “Cooperative” and “Empowering” tend to show the most variation across the Components.

U.S. Coast Guard and USCIS were above the 65% benchmark for success. ICE had the most improved results from 42% to 54% in FY 2014 to FY 2018. U.S. Secret Service moved back to 49% in FY 2018 from FY 2014.



The Employee Engagement Index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). As depicted in the chart to the right, the Department is eight percentage points lower than the Governmentwide score; however, DHS is trending positively with a six-percentage point increase since 2014⁶.



By demographic group, DHS has overall results ranging from six to nine percent lower than the Governmentwide average; however, DHS is trending positively within the last five years. Employees who identify as LGBT had a five-percent increase between FY 2014 and FY 2017. Scores for veterans, individuals with disabilities, and Millennials all increased over the last five years.



The annual Best Places to Work in the Federal Government⁷, produced by PPS and Boston Consulting Group, aim to measure employee engagement governmentwide as well as at individual departments, agencies, and subcomponents. PPS calculates rankings with a proprietary weighted formula that looks at responses to three questions in the OPM FEVS. The questions are noted below:

-  I recommend my organization as a good place to work. (Q. 40)
-  Considering everything, how satisfied are you with your job? (Q.69)
-  Considering everything, how satisfied are you with your organization? (Q. 71)

DHS increased 6 percentage points from 46 percent to 52 percent; however, there is still room for improvement.

While the Best Places to Work rankings, surveys, and assessments serve as valuable indicators for the Department and the Federal Government, it does not adequately depict the progress demonstrated throughout this report.



PPS named the U.S. Secret Service “Most Improved Federal Agency Subcomponent” in 2018 as a result of an 11 percentage point increase.

⁶ As of FY 2018, Fair was at 40 percent and Cooperative was at 46 percent for DHS overall; therefore, it ranks the lower for Fair than Cooperative.

⁷ 2018 Partnership for Public Service Annual Best Places to Work in the Federal Government Rankings: <https://bestplacestowork.org/#>

Next Steps

Keeping up momentum with Connected Culture, the Department is focusing on the following activities in FY 2019 and beyond:

- Launch the DHS Inclusive Diversity Dialogues Program (IDDP), modeled after successful programs at NASA, DOJ, and OPM. The IDDP is a facilitated dialogue process where small groups of employees come together in an open, non-judgmental environment to gain a deeper understanding of Inclusive Diversity among employees and become change agents, leading to increased employee engagement.
- Develop and deliver Inclusive Diversity training, in partnership with Components, on such topics as the impact of implicit bias in the workplace, inclusive leadership, and the New IQ.
- Develop and execute DHS Employee Association guidance. DHS will continue efforts to improve the Department's ability to provide support and collaborate with our recognized EAs, create a DHS EA Council to collaborate on current activities and projects, and implement ways to more effectively partner with EAs across the Department. Develop a framework to outline specific goals and activities that will benefit the Department and increase employee awareness of EAs and their activities.
- Leverage the DHS mentoring programs more robustly in FY 2019 to support D&I efforts, beginning with the Women in Federal Law Enforcement mentoring program.
- Examine potential indicators and barriers that may be contributing to the Department's Inclusion Index rankings and identify strategies to address them.

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



The Department understands the importance of connecting workforce planning and recruitment strategies to create a diverse pipeline of talent to meet current and future needs. DHS leverages the Corporate Recruiting Council (CRC), comprised of recruiting representatives from across the Department, to develop the “Top 25” list annually for recruiting and outreach events that target diverse populations and events.

This includes those events focused on law enforcement, which represents approximately 40 percent of positions at DHS. The CRC shares best practices to more efficiently and effectively recruit top talent to DHS and remove employment barriers in Cyber, Pathways/Student Programs, Science, Technology, Engineering, and Math (STEM), and all other DHS positions.

In addition to the CRC, the DHS Veterans Employment Council (VEC) is an internal advisory group that assists OCHCO and Components by providing leadership, recommendations, and assistance in the development and coordination of Departmental programs relating to military veterans in the areas of recruitment, retention, diversity, outreach, program evaluation, cross-cutting recruiting issues, and best practices.

The CRC and VEC:

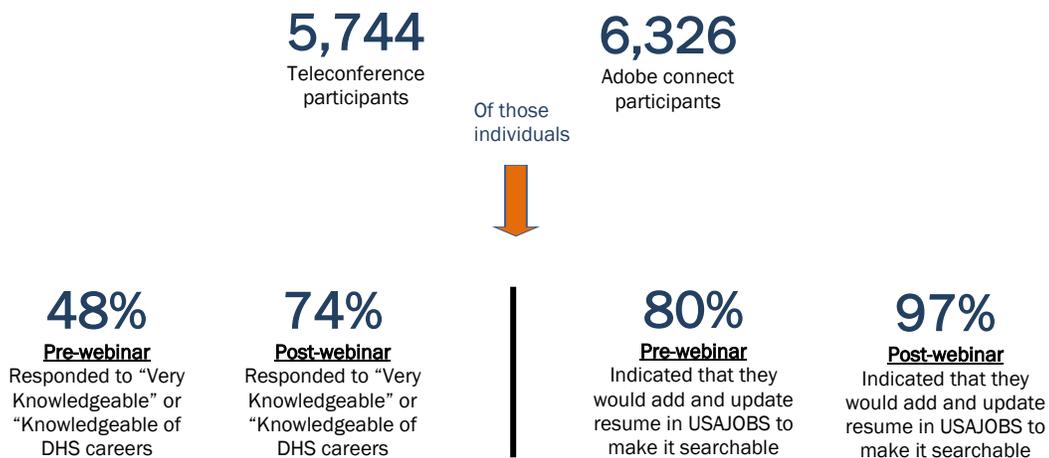
- Create and foster a diverse, high performing workforce, using data-driven approaches to recruitment, including analyzing applicant flow data.
- Execute the DHS Strategic Outreach and Recruitment (SOAR) Plan to ensure outreach to all segments of society.
- Maximize the use of hiring authorities for recruitment and hiring of individuals with disabilities and individuals with targeted disabilities.
- Develop DHS Veterans Recruitment, Retention, and Employment Strategic Plan to achieve DHS hiring goals for veterans and disabled veterans.
- Partner with diverse organizations and institutions to draw from all segments of society.

Noteworthy Accomplishments

The Department is committed to hiring and retaining individuals who reflect the Nation we serve. During FY 2018, OCHCO led the planning effort for a recruiting and hiring event to fill hundreds of critical law enforcement vacancies across the Department.

To address this need, the Department hosted twelve webinars to provide information on DHS career opportunities, the law enforcement hiring process and timelines, special hiring authorities, effective resume writing, how to create a profile on USAJOBS, and how to make resumes searchable. OCHCO will continue to host informational webinars in the future.

Webinars Conducted for Women in Law Enforcement Event 2018⁸



The Department is also hosting joint recruitment and hiring events. DHS is filling mission critical and mission support positions in the areas of law enforcement, business operations, information technology, and cyber. During these events, DHS hiring managers and HR specialists leverage existing HR flexibilities and enable hiring managers to interview and select exceptional candidates.

Women in Law Enforcement Recruiting and Hiring Event in June 2018:



- DHS held a Women in Law Enforcement Recruitment and Hiring event in June 2018 in Arlington, Texas. During and after the event, the Department issued 755 tentative job offers to fill critical

⁸ Note: There is duplicate representation among the Webinar teleconference and Adobe Connect participants.

vacancies across the Department. The Department was also able to shorten the time-to-hire at the event by using direct hire and other special hiring authorities, having HR staff work directly with hiring managers, and bringing candidates through the security process with personnel security specialists on site.

A key element to the event's success, and an identified best practice, has been for the Department to host a series of webinars prior to the event to educate potential candidates about our mission, current job opportunities, and the upcoming recruiting and hiring event.



“Recruiting and hiring events like this one here in Arlington allow our department the opportunity to meet high quality candidates for both current and future vacancies. In addition to the eight individuals we hired as a result of this event, we were able to educate dozens of potential candidates on the federal application process for future openings. The broader exposure increases our pool of applicants, providing competitive hiring for our mission...”

Chief Kenneth Sheppard, Mount Weather Police Department, FEMA

- ICE received a Bona Fide Occupational Qualification (BFOQ) Authority. This BFOQ was a temporary authority granted by OPM allowing ICE to expedite recruitment of women into law enforcement occupations. Due to the DHS-wide hiring event in Texas, ICE has seen an increase in women Deportation Officers of approximately two percent and expects this to rise as additional applicants clear the hiring process.
- DHS developed an enterprise-wide system that captures recruitment, outreach, and marketing data. The Strategic Marketing, Outreach, Recruiting and Engagement (SMORE) is a secure, compliant, Sensitive Personally Identifiable Information (SPII) approved platform that provides transparency to recruitment activities across the enterprise. This tool will serve as the system of record, requiring all Components to provide up-to-date accounting of all activities. The system will also decrease the time to respond to data calls, simplify and standardize data collection, help determine the return on investment of recruitment activities, and foster collaboration and cost-sharing among Components.
- DHS coordinated “One DHS” recruitment presence at numerous events in FY 2018, including the following:
 - Women in Federal Law Enforcement
 - National Asian Peace Officers Association
 - National Organization of Black Law Enforcement Executives
 - National Native American Law Enforcement Association
 - League of United Latin American Citizens
 - Hispanic Association of Colleges and Universities
 - Hispanic American Police Command Officer Association
 - Society for American Indian Government Employees

- Additionally, DHS engaged representatives from the following community outreach groups as presenters/speakers on various panels, workgroups, and meetings: Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and Asian American and Native American Pacific Islander Serving Institutions, veterans organizations, and Women in Federal Law Enforcement.
- DHS continued the use of the Pathways Programs (Pathways), the Federal Government’s primary entry point for students and recent graduates.

In FY 2018, DHS Hired:



- DHS coordinated a recruitment presence at the Congressional Black Caucus Annual Legislative Conference in September 2018 in Washington, DC. Representation from across the Department to include OCHCO, Office of the Chief Procurement Officer, Office of Intelligence and Analysis (I&A), Office of Inspector General, Office of Legislative Affairs, CBP, ICE, U.S. Secret Service, USCIS, CISA, U.S. Coast Guard, FEMA, and TSA attended the event to share information on our mission, recruit for current job opportunities, and potentially hire qualified candidates to fill our critical positions.
- DHS participated in the Federal Tech/Cyber Hiring and Recruitment Event sponsored by the Federal Chief Information Officer Council. The goal of the event was to (1) recruit and hire talent across the Federal Government in cyber and information technology (IT) fields and (2) reduce the hiring time for cyber and IT professionals. The CIO Council partnered with OPM to provide governmentwide vacancy announcements in the following general schedule occupational series: 2210 (IT), 1550 (Computer Science), and 0343 (Management Analyst). The following Components participated: Office of the Chief Information Officer (OCIO), CISA, I&A, USCIS, CBP, OIG, ICE, U.S. Secret Service, and U.S. Coast Guard.
- SRDI presented on innovative ways to recruit and hire talent to assist the Department of Veterans Affairs (VA). PPS, in conjunction with the VA’s Office of Information and Technology, hosted workshops to help improve VA’s recruiting and hiring practices. Presentation topics included: DHS Joint Recruiting and Hiring events, use of resume mining, use of special hiring authorities, reducing time to hire, establishing strategic partnerships with high schools and colleges/universities, establishment of an entry-level hiring goal, and internal and external branding strategies (webinars, virtual career fairs, recruitment videos, and an increased presence on social media).
- SRDI facilitated multiple roundtables focused on the use of social media for recruiting. The key takeaway included the need for the development of a Social Media Playbook that provides a foundation for understanding how, why, and what platforms to use. This document will serve as a guide for Components to use as the Department begins to augment recruitment via social media platforms.

- The Department conducted the DHS 2018 Campaign to Resurvey the Workforce to accurately document and track the Department’s progress in achieving our employment goals for individuals with disabilities, identifying potential barriers to the employment of individuals with disabilities, and adopting appropriate solutions. All Components experienced an increase in the total number of individuals who self-identified as having a disability.

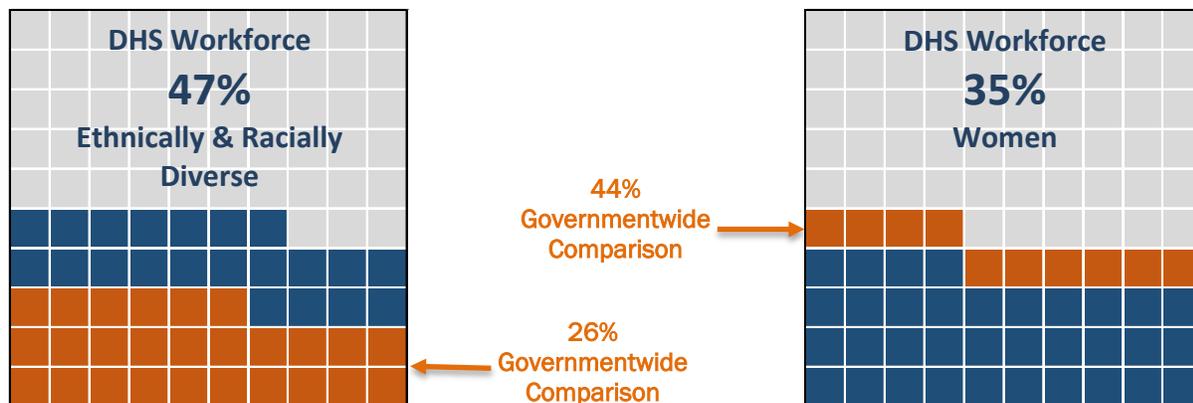
Outcome of the FY 2018 Resurvey Effort⁹:



- Partnered with CRCL to convene an outreach event, “Spring Break: Make Your Impact While DHS Secures the Homeland.” The day-long event included morning and afternoon panels composed of DHS employees in STEM, law enforcement, security, management, administrative, and professional occupations. OPM provided information to students about the Pathways Program. Students from minority serving institutions, two-year colleges, and Gallaudet University attended. Forty-three students participated in person; 69 students had their resumes critiqued by DHS recruiters (online and in-person).

Telling Our Story with Data – Goal 3: Data-Driven Diversity

The DHS workforce is ethnically and racially diverse, far surpassing governmentwide workforce diversity percentages. However, the percentage of women in the DHS workforce lags behind governmentwide percentages, primarily due to the large number of law enforcement-related positions at DHS. Increasing the percentage of women in law enforcement continues to be a priority at DHS.



**Each filled-in square is equivalent to 1% (e.g. 21+26 = 47% & (blue + orange) & 34+10 = 44%).*

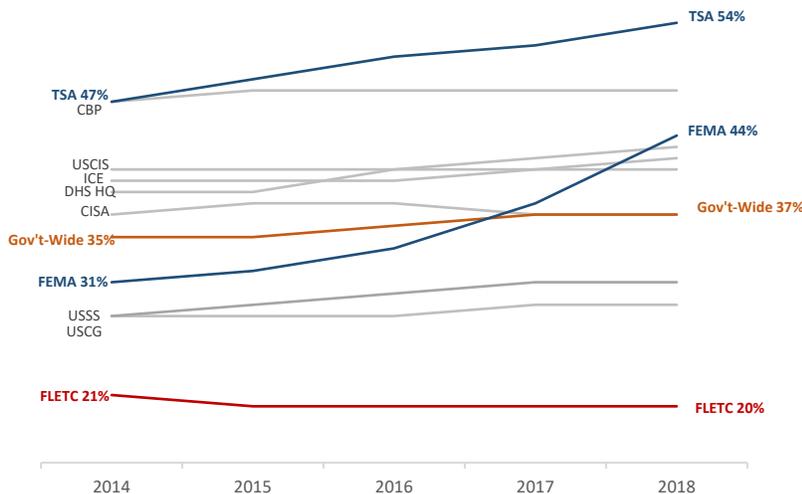
⁹ The outcome of the survey depicts individuals with disabilities in the permanent workforce exceeded 20,000 employees, representing 11 percent of the total workforce, the highest rate to date. DHS will continue to monitor the percentages of employees who choose not to self-identify and promote awareness of self-identification to DHS employees who are veterans.

- The DHS civilian workforce is diverse overall. Approximately 47 percent¹⁰ of the workforce identifies as a member of a diverse racial or ethnic group. Based on an analysis of the FY 2018 Relevant Civilian Labor Force (RCLF)¹¹, the only large demographic groups that have a lower participation rate overall for DHS are White women and Asian American women. A key driver for this is the high percentage of law enforcement related positions at DHS, which generally have a lower representation of women.

*DHS employs the largest percentage of Hispanics in the Federal Government, **22** percent, compared to nine percent for the federal workforce.*

DHS’s largest Components, TSA, CBP, ICE, and USCIS, all have Hispanic representation above 10 percent.

Five-year Workforce Diversity Trends by Components:



TSA has the most diverse workforce across all of DHS Components.

FEMA had the greatest overall increase over the last five years. It’s overall workforce diversity increased by 13 percentage points since 2014.

6 out of 10 DHS Components’ workforce are more diverse than the Federal Government as a whole.

FLETC is the least diverse and showed a slight **1 percentage point decrease**.

Veterans/Individuals with Disabilities

27%
of Veterans
onboard

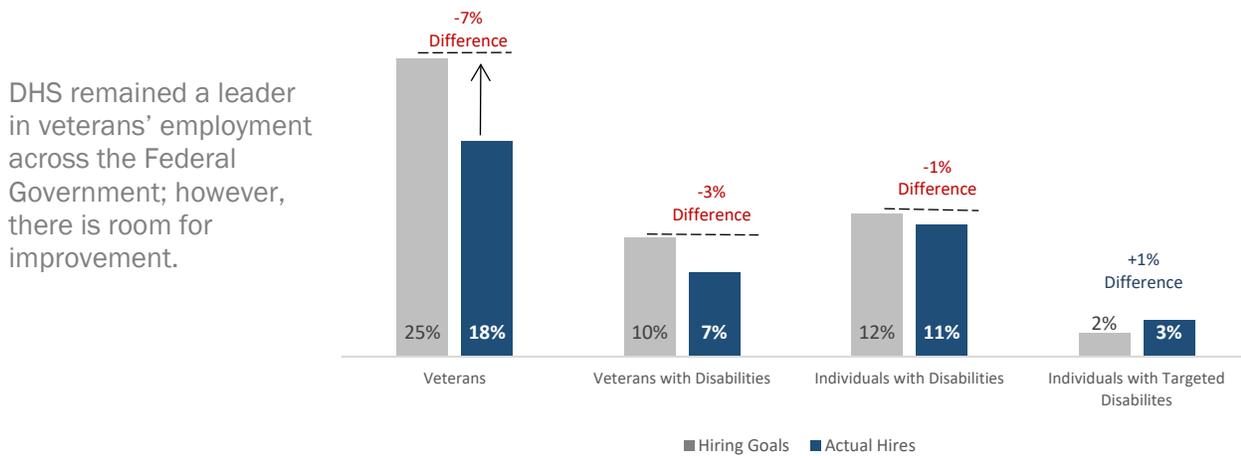
DHS remains a leader in veterans’ employment across the Federal Government. Veterans represented 27 percent of the DHS on-board workforce. Veterans with disabilities targeted goal remained the same since FY 2014. The results show that FEMA and TSA have disproportionate impacts on veterans hiring due to their large temporary and part-time occupations within their workforces.

¹⁰ DHS data is as of FY 2018, accessed from Business Intelligence (BI) AXIS database.

¹¹ 2018 Relevant Civilian Labor Force (RCLF) is a measure, created by the Office of Civil Rights and Civil Liberties (CRCL), to benchmark the DHS workforce population against comparable positions in the civilian labor force.

- DHS strives to be a model employer for individuals with disabilities. Historically, individuals with disabilities comprised less than ten percent of the DHS workforce. However, the further focus in this area has been a significant driver for increases among new hires. **Many DHS Components have new hire rates well above 20 percent.** Employment of individuals with targeted disabilities, or those with the most severe disabilities, remains a challenge at DHS, given the high proportion of law enforcement related positions at DHS and the related fitness for duty requirements.

The following chart depicts the Veterans/Veterans with Disabilities and Individuals with Disabilities/Individuals with Targeted Disabilities:



Applicant Flow Data

SES CDP Placement Rates

55% DHS
33% Gov't-wide

DHS continued to update the Applicant Flow Data (AFD) Analysis Framework. This framework outlines data sources, demographic questions, guidelines for user access and roles and responsibilities, reporting, and other resources. Since gaining access to AFD in FY 2014, the Department has established a phased approach to analyzing the data, focused on certain segments of the DHS workforce such as DHS Senior Executive Service Candidate Development Program (SES CDP). Highlights of the FY 2018 DHS SES CDP Cohort VII Applicant Flow Data:

- Continues to maintain an over 55 percent placement rate at DHS, which is significantly higher than the governmentwide average of 33 percent.
- DHS places graduates of the SES CDP at higher rates than non-graduate peers across the Department.

Next Steps

Keeping up momentum with Data-Driven Diversity, the Department will focus on the following activities in FY 2019 and beyond:

- Conduct joint hiring events using special hiring authorities to fill mission critical occupations with a focus on areas of under-representation such as women in law enforcement, SES diversity, and the cybersecurity pipeline, and reduce time to hire.
- Use the SMORE system to forecast events to ensure short and long-term recruitment planning.
- Design, develop, and implement the automation of recruiting, outreach, and marketing costs to support the SMORE.
- Continue to examine barriers, areas of underrepresentation, attrition rates, hire rates, and onboard percentages by demographic groups to develop strategies to enhance recruitment and retention initiatives on a quarterly basis.
- Produce and analyze semi-annual Inclusive Diversity Dashboard and quarterly scorecards to perform workforce analysis, in coordination with internal and external stakeholders. Complete quarterly reporting to the Secretary, leadership officials, and the workforce, resulting in increased diverse applicant pool.
- Implement Veterans/Women Veterans Recruitment Strategy and release an updated SOAR Plan.
- Continue to explore different venues for reaching candidates with targeted disabilities such as National Technical Institute for the Deaf and Bender Disability Virtual Career Fair.
- Continue to foster collaboration with OPM, Monster Government Solutions, and all other applicant tracking systems.

The Journey Ahead



The Department recognizes the importance of Inclusive Diversity and will continue to strengthen and emphasize our dedication.

As the Department works to secure the Nation, an inclusive and diverse workforce will be critical, now more than ever, to foster innovation, cultivate creativity, and elevate operational effectiveness, which will enhance our capabilities in all mission areas.

Moreover, it is important that we have an agile workforce that can work across boundaries and collaborate to address the Department's most complex and challenging issues. We must continue our efforts to foster inclusive workplaces across DHS, where employees believe they belong and the Department leverages their unique talents.

Engaging the entire workforce and sustaining the highest levels of integrity, accountability, and professionalism will be paramount in promoting and achieving the strategic vision set out in DHS's Inclusive Diversity Strategic Plan. Despite the notable progress that DHS has achieved throughout the years, we understand that we have more work to do to achieve a fully inclusive culture. As we move forward, we will continue to embrace workplace cultures that are fair, respectful, and value the unique contributions of each employee to enable all employees to reach their full potential.

The Department will continue to:

- Partner with our internal and external customers and stakeholders to continue to build the most efficient and effective HR operations program.
- Further embed Inclusive Diversity into our broader strategies and initiatives by raising the bar on Inclusive Diversity, mindfulness, accountability, and transparency.
- Remain committed to extending equitable opportunities to our workforce and future talent; remain highly optimistic about the years ahead as we continue to focus our efforts on championing Inclusive Diversity; and create a workplace culture that encourages employees to believe they are uniquely valued and engaged.

Appendix

Appendix A: Key Definitions

- **Cognitive Diversity:** Differing perspectives, interpretations, heuristics, and predictive models through diverse viewpoints, life experiences, training, and backgrounds.
- **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.
- **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:** An index comprised of 20 items from the yearly Federal Employee Viewpoint Survey, grouped into five habits of inclusion: Fair, Open, Cooperative, Supportive and Empowered.
- **Inclusive Diversity:** a set of behaviors that promote collaboration among a diverse group.
- **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.
- **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 personalized for the Department and focuses on cognitive diversity, the correlation between inclusion and employee engagement, and identifying inclusive behaviors.