



Diversity and Inclusion

Strategic Plan

Fiscal Years 2012-2015



Homeland
Security



Message from the Secretary

It is my honor to present the U.S. Department of Homeland Security's (DHS) Diversity and Inclusion Strategic Plan for Fiscal Years 2012-2015. This plan reaffirms the Department's commitment to advancing diversity and inclusion throughout DHS, and recognizes its value in accomplishing the full scope of the Department's missions.

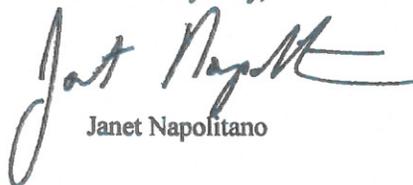
Following the September 11, 2001 terrorist attacks, DHS was established to bring together 22 separate agencies and offices into a single, Cabinet-level department with the goal of protecting the American people from terrorism and other threats. Today, men and women from the Department interact with millions of people from across the country and around the world in order to manage the immigration process; secure airports, borders, and the nation's financial infrastructure; provide protective and investigative support; lead search and rescue missions; and respond to disasters. Our success in accomplishing these missions requires us to work closely with our state, local, tribal, private sector, and international partners.

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 attributes, abilities, and experiences that each individual 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 experiences. We must continue to focus on creating a culture of inclusion that values each individual and promotes collaboration and fairness.

This plan was developed in collaboration with the Office of the Chief Human Capital Officer, the Office for Civil Rights and Civil Liberties, the Office of the General Counsel, and DHS Operational Components. It provides the framework for recruiting a diverse workforce, creating an inclusive workplace, and ensuring management accountability. It also serves as a road map to guide our efforts in making DHS a leader in creating and sustaining a high-performing workforce.

I am fully committed to implementing this plan and to advancing diversity and inclusion throughout the Department. Our collective efforts will enable us to more effectively engage with the public we serve, and enhance our ability to secure and protect our homeland.

Yours very truly,



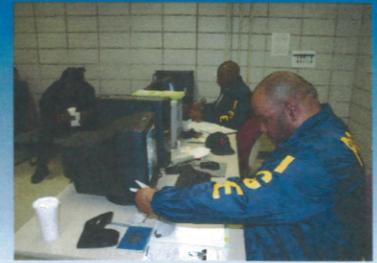
Janet Napolitano

DHS Diversity and Inclusion Strategic Plan

FY 2012-2015

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Executive Summary

In August 2011, the President issued Executive Order 13583 – Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. The Executive Order directs 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. This approach should include a continuing effort to identify and adopt best practices to promote diversity and inclusion and to identify and remove any barriers to equal employment opportunity, consistent with merit system principles and applicable law. Following the Executive Order, the Office of Personnel Management (OPM) tasked DHS with creating the Department's first Diversity and Inclusion Strategic Plan (the plan).

This plan is the result of a collaborative effort between the Office of the Chief Human Capital Officer, the Office for Civil Rights and Civil Liberties, the Office of the General Counsel and staff from Operational Component Human Capital and Civil Rights/Equal Employment Opportunity offices. The goals of this plan are:

Goal 1: Secure a high-performing workforce drawn from all segments of American society.

Goal 2: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and feel valued and supported.

Goal 3: Institutionalize diversity and inclusion as a key strategic priority, through continued leadership commitment, accountability, and total workforce engagement.

As described in the following Mission Case for Diversity and Inclusion, DHS interacts 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 the full scope of its missions. Achieving true diversity and inclusion at DHS is a team effort. Together we can create a workplace that offers every individual the opportunity to attain his or her professional goals, develop professionally, and contribute to accomplishing our missions.

Mission Case for Diversity and Inclusion

Diversity is one of the defining strengths of America. DHS is fully committed to diversity and inclusion; it is a mission that enhances the Department's ability to engage with the public it serves. DHS interacts 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, which include: 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.

Understanding and valuing diversity is integral to the day-to-day activities of the Department, including managing the immigration process; securing airports, borders, and the nation's financial infrastructure; providing protective and investigative support; leading search and rescue; responding to disasters; and providing essential support of these functions. Workplace inclusion enables the Department to maximize the talents and abilities of the entire workforce.

This plan will create a more diverse workforce and a more inclusive workplace that will enable DHS to:

Maximize Team Performance: Ensure that all employees have an equal opportunity for development and advancement, resulting in elevated individual and team performance, morale, and productivity.

Attract and Retain High Caliber Employees: Attract and retain knowledgeable, skilled, and diverse professionals dedicated to excellence in securing the homeland.

Elevate Employee Engagement: Foster a fair, inclusive, and collaborative environment that respects, values, and empowers all employees and is recognized as a model workplace where employees are fully engaged in the Department's missions and excellence in public service.

Achieve Organizational Efficiency: Foster effective workforce management by strengthening stakeholder relations, and leveraging diversity to ensure effectiveness while maximizing efficiencies.

Optimize Operational Effectiveness: Cultivate an enterprising-spirit and leverage the diversity of perspectives, talents, and experiences to optimize decision-making and drive innovative solutions.

Enhance Professionalism: Promote integrity and treat all employees, members of the public, and other stakeholders with dignity and respect through greater understanding of the needs, perspectives, and cultures.



Diversity and Inclusion Mission Statement

DHS attracts, develops and retains a talented and diverse workforce to secure America.

Diversity and Inclusion Vision Statement

DHS is the premier employer for top talent necessary to secure the homeland.

(The Diversity and Inclusion Mission and Vision Statements are fully aligned with the DHS Workforce Strategy (FY 2011-2016))

Key Definitions

Diversity: Diversity is the ensemble of attributes, abilities, and experiences that each individual contributes to accomplishing the full scope of DHS' missions.

Inclusion: Inclusion is 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.

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

Diversity and Inclusion Goals, Objectives and Performance Outcomes

Goal 1: Secure a high-performing workforce drawn from all segments of American society.

In December 2011, the Secretary signed the DHS Coordinated Recruiting and Outreach Strategy (CROS) that outlines ways to maximize the Department's ability to recruit from a diverse, broad spectrum of potential applicants, including a variety of geographic regions, academic sources, and professional disciplines. The CROS ensures that outreach and recruitment strategies are designed to draw from all segments of society, including those who are underrepresented, and through the full range of alternative hiring authorities.

Objectives and Performance Outcomes

Objective 1.1: Develop a collaborative, targeted recruitment strategy to promote public service, eliminate barriers, and ensure outreach to all segments of the country.

Performance Outcomes

- Targeted strategies are implemented to build more diverse applicant pools where there are opportunities for growth, particularly for executive positions and mission critical occupations.
- Policy is developed and implemented to ensure diverse interview panel members, where such panels are used.

Objective 1.2: Maximize the use of hiring authorities for recruitment and hiring of individuals with disabilities (IWD) and individuals with targeted disabilities (IWTD).

Performance Outcomes

- Percentage of IWDs and IWTDs is increased throughout DHS.

Objective 1.3: Execute the Veterans Employment Operational Plan to achieve DHS hiring goals for veterans and disabled veterans.

Performance Outcomes

- Secretary's goal of 50,000 veterans onboard is maintained and annual goals are achieved based on the model issued by the Council on Veterans Employment.



Objective 1.4: Enhance student programs and expand strategic relationships with institutions for higher education.

Performance Outcomes

- Strategic relationships with Minority Serving Institutions and other targeted institutions for higher learning are documented.
- Targeted strategies are implemented to build more diverse applicant pools for internships and fellowships.

Goal 2: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and feel valued and supported.

Our workforce is our greatest asset to secure the homeland. We will achieve a high performing workforce and enable all employees to reach their full potential by promoting diversity and inclusion in leadership development programs, enhancing career development for employees at every level, and cultivating a culture of inclusivity.

Objectives and Performance Outcomes

Objective 2.1: Promote diversity and inclusion in leadership development programs.

Performance Outcomes

- Targeted strategies are implemented to build more diverse applicant pools for DHS and Component leadership development programs.
- Succession plans are developed and monitored annually for senior executive positions.

Objective 2.2: Enhance career development for employees at every level of the organization.

Performance Outcomes

- Percentage of employees participating in mentoring programs (including review by demographic group) is increased.
- Targeted strategies are implemented to enhance diversity in career development programs at all levels.

Objective 2.3: Cultivate 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.

Performance Outcomes

- Methods to effectively recognize employees and provide work-life initiatives are increased.
- Awards are established to recognize exemplary commitment and effort in promoting diversity and inclusion to improve mission outcomes.

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Goal 3: Institutionalize diversity and inclusion as a key strategic priority, through continued leadership commitment, accountability, and total workforce engagement.

DHS will develop structures and strategies to equip our leaders with the ability to manage diversity, be accountable, measure progress, refine approaches on the basis of such data, and promote a culture of inclusion. As a result, our employees will be engaged as responsible agents of diversity and inclusion.

Objectives and Performance Outcomes

Objective 3.1: Demonstrate leadership commitment and accountability for promoting diversity and inclusion in the workplace.

Performance Outcomes

- SES diversity advocate performance standard is reviewed by Executive Director for Diversity & Inclusion, OCHCO and Deputy Officer for Equal Employment Opportunity and Diversity, CRCL for HQ SES employees and Component HR and EEO counterparts for SES or equivalent employees in Components.
- DHS Diversity Dashboard is finalized and issued each quarter to monitor and measure progress.
- DHS Diversity Executive Steering Committee meetings are held at least twice each year.

Objective 3.2: Develop a communication strategy to engage all stakeholders, and integrate diversity and inclusion management as a key strategic priority.

Performance Outcomes

- Senior leadership communication is increased regarding the value and importance of diversity and inclusion.
- Annual Report is published by Components and HQ offices, highlighting diversity and inclusion related accomplishments.

Objective 3.3: Full and timely compliance with all federal laws, regulations, Executive Orders, management directives, and policies related to promoting diversity and inclusion in the federal workforce.

Performance Outcomes

- All required reports are timely submitted to the White House, OPM, or Equal Employment Opportunity Commission.
- Department-wide policy is developed regarding the role and support for special emphasis programs.



Objective 3.4: Allocate resources to support diversity and inclusion.

Performance Outcomes

- Sufficient resources are identified and allocated to support diversity and inclusion in the annual budget process.
- Policy is established to ensure requests for reasonable accommodation are reviewed by Component Counsel and EEO office prior to denial.

Objective 3.5: Engage employees as responsible agents of diversity and inclusion.

Performance Outcomes

- Diversity and inclusion councils are established at HQ and all Components by mid-year FY 2013 with each issuing an annual report.
- Standardized interactive EEO training for managers and supervisors and diversity training modules are developed and made available Department-wide.
- Full participation of all DHS SES and equivalent employees in diversity and inclusion training by end of FY 2013 is achieved.

Conclusion

Creating a diverse and inclusive DHS workforce that draws from all segments of society requires sustained commitment to ensuring a level playing field upon which applicants and employees may compete for opportunities within DHS and contribute to achieving all of the Department's missions. Engaging the entire workforce, sustaining the highest levels of integrity and professionalism, and comprehensive talent management are paramount to achieving the strategic vision set out in this plan.

