



Diversity and Inclusion

Strategic Plan 2016–2020



U.S. Customs and
Border Protection

Privacy and Diversity Office

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Executive Summary

U.S. Customs and Border Protection (CBP) is America's single, Federal law enforcement unified border agency charged with the national security mission of controlling, managing, and securing our Nation's borders, while simultaneously facilitating legitimate international travel and trade. CBP's workforce interacts with diverse customers each day; therefore, it is imperative that we develop and implement strategies to attract, recruit, hire, train, and retain a flexible and diverse workforce that is capable of accomplishing the mission. To maintain our status as a high-performing Federal law enforcement organization, we must fully utilize the benefits of diversity and inclusion management to ensure that all of our employees receive the tools, and training necessary to develop the requisite skill, and knowledge, to accomplish our present and future mission objectives.

Executive Order 13583 – *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, requires all Federal agencies to establish a plan to improve diversity and inclusion with their workforce. Specifically, 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. The strategic plan 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 (EEO), consistent with merit system principles and applicable law.

Following the extensive, government-wide implementation efforts from 2011 through 2015, the Office of Personnel Management (OPM), in collaboration with the Equal Employment Opportunity Commission (EEOC), issued a draft 2015 Government-Wide Inclusive Diversity Strategic Plan (the Government-Wide Plan) (note that the title has been updated) which outlines the second phase of the implementation of Executive Order 13583. The Government-Wide Plan identifies three (3) goals based on the lessons learned from the implementation of the 2011 Government-Wide and agency-specific Diversity and Inclusion Strategic Plans and provides Federal Departments and agencies a path forward to create and foster a Federal workforce that includes and engages employees who reflect all segments of society. The three (3) goals are as follows:

Goal 1: Leaders Lead

Agency leaders shall intensify and innovate their inclusive diversity efforts through the active participation of leadership to accomplish the agencies' missions.

Goal 2: Connected Culture

Federal agencies shall create and foster cultures that encourage employees to feel uniquely valued and experience a sense of belonging, engagement, and connection to the agencies' missions.

Goal 3: Data-Driven Diversity

Federal agencies shall create and foster diverse, high-performing workforces, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish agencies' missions.



To comply with OPM's 2015 guidance, CBP developed this Diversity and Inclusion Strategic Plan. This Plan acknowledges that the responsibility of establishing and maintaining a diverse workforce is not limited to managerial actions regarding recruiting and hiring; it is also the responsibility of all CBP employees to work to dispel stereotypes and to build a work environment that is based on mutual respect. Therefore, CBP must create and maintain a positive work environment where the similarities and differences of individuals are respected and valued, so that everyone can reach their full potential and maximize their contributions to achieve our strategic goals and objectives.

To ensure that senior executives, managers, supervisors, and employees have the tools they need to meet CBP's mission well into the future, this Plan is designed to continue our efforts to translate EEO into everyday practices and to make diversity and inclusion principles a fundamental part of CBP's organizational culture. By fostering a positive work environment based on diversity and inclusion management, CBP will leverage the strengths of each individual to collectively achieve our homeland security mission. This Plan will ensure that CBP maintains its status as a leader in Federal law enforcement.

Mission Case for Diversity and Inclusion

Diversity and inclusion principles are essential elements in achieving the goals identified in CBP's Vision and Strategy 2020. Increasing workforce diversity can improve the quality of decisions made by CBP employees in addressing current and emerging issues. Fostering an inclusive culture that values diversity will reduce institutional silos and improve information sharing within CBP and with other Law Enforcement and Intelligence Enterprise partners. Ultimately, outstanding Federal law enforcement in an interagency environment requires information sharing partnerships. A culture that recognizes and appreciates diversity and inclusion principles can facilitate this process, while preventing groupthink through encouraging different viewpoints. Ultimately, diversity of informed views enables the achievement of mission objectives, creates viable alternatives which lead to greater efficiencies, and allows for the emergence of effective solutions.

Numerous studies demonstrate that organizations with a diverse workforce, especially within their senior management ranks, outperform their peers over time. Diversity can be foundational to creating a competitive advantage for CBP in our operations and relationships with our interagency and international partners. Research provides support for diverse organizations as being more capable than their counterparts in:

- Attracting top tier talent;
- Developing stronger relationships with customers and stakeholders;
- Improving decision making and innovation; and
- Increasing employee engagement and satisfaction.

A culture of diversity and inclusion can help with the development of common operating procedures arrived at through the consideration of multiple viewpoints. In addition, developing a culture of information sharing and engagement is vital to achieve a "whole-of-government" approach. The complexity of CBP's mission requires leveraging all available resources to effectively operate in the changing global environment. Furthermore, as these procedures are the



result of collaboration, there is likely to be more commitment to them. Constant collaboration with interagency and external partners requires the development of cultural understanding and fluency. Such understanding and fluency are formed through the exposure to different experiences and perspectives – such experiences and perspectives are inherent in a diverse workforce, in which each member provides a different perspective which can be leveraged for improved outcomes. Furthermore, diversity fosters innovation and creativity by providing access to a greater variety of approaches, ideas, and perspectives which can be applied in solving problems, both routine and novel. Leveraging the benefits of diversity and inclusion will assist CBP in realizing the vision of being the global leader in promoting strong security and trade partnerships that foster a safe, secure, and prosperous American and global community.

Diversity and Inclusion Policy Statement (Summary)

It is the policy of CBP to continue our efforts to build and advance a diverse and inclusive Federal law enforcement organization in which the knowledge, skills and abilities of all employees are fully utilized to achieve our demanding mission. Our diverse and professional workforce interacts with international travelers from around the world every day, and we must remember that to these individuals, we represent the United States of America. By reflecting America's diversity, each day CBP is able to provide a wide range of ideas and innovative solutions making us a stronger, more effective organization.

Therefore, to continue to build CBP, and sustain our reputation as the premier border enforcement agency in the world, we must fully utilize the benefits of diversity and inclusion management principles to maintain a positive work environment where both similarities and differences of individuals are acknowledged and valued. To fully integrate the ideals of diversity and inclusion in the workplace, we must enhance our management practices, employee recruitment, and employee engagement including developing policies, training, and practices to improve diversity in all job categories.

Diversity and Inclusion Mission Statement

CBP will recruit, retain, develop and advance a diverse, high-performing workforce that draws from all segments of society and values fairness, diversity, and inclusion.

Diversity and Inclusion Vision Statement

CBP strives to be the Nation's premier law enforcement agency and a model employer by leveraging diversity and fostering inclusion to deliver the best public service.



I. The Challenge

CBP's mission – To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel — is global in nature. Thus, CBP must build and maintain a talented and diverse workforce to effectively meet mission requirements.

II. Guiding Principles

We must advance CBP's mission by:

- a) Integrating diversity and inclusion principles into CBP's organizational culture;
- b) Recruiting, developing, and retaining qualified individuals at all levels within CBP whose diverse backgrounds, experience, education, and skills will advance the mission; and
- c) Implementing policies and measures to leverage the full range of diversity currently present within CBP's workforce.

III. What is Diversity and Inclusion Management?

- a) **Diversity:** Diversity is the collection of attributes, abilities, and experiences that each individual contributes to accomplishing the full scope of CBP's missions.
- b) **Inclusion:** Inclusion is a culture that intentionally, deliberately, and proactively engages in actions that increase organizational performance by making people feel that they “belong” and that their “uniqueness” is valued.
- c) **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.

IV. Goals, Objectives, and Actions

Goal 1: Leaders Lead

CBP leaders shall intensify and innovate their inclusive diversity efforts through the active participation of leadership to accomplish the agencies' missions.

Priority 1.1: CBP leaders must intensify inclusive diversity efforts and create a sense of urgency through frequent communications and support from all levels of leadership within their respective organizations. Specifically, leaders shall provide resources and support to overcome the cognitive, motivational, and structural barriers that slow inclusive diversity efforts.

1.1.a – CBP leaders shall demonstrate leadership commitment and accountability for promoting diversity and inclusion in the workplace through the following actions.



Actions:

1. Incorporate commitment to diversity and inclusion in all CBP strategic planning and workforce hiring, advancement, retention and succession planning efforts.
2. Approve and issue CBP's Diversity and Inclusion Strategic Plan.
3. Establish a senior level Diversity and Inclusion Oversight Council (DIOC).
4. Support the development of Special Emphasis Program Committees with visible leadership engagement.
5. Develop and distribute quarterly diversity assessment reports.
6. Hold all senior leaders, managers, and supervisors accountable for diversity and inclusion in accordance with the guideline outlines in individual performance plans.
7. Continue to implement CBP's Plan to Increase the Employment of Individuals with Disabilities.
8. Publish an annual report documenting the performance of action items identified in CBP's Diversity and Inclusion Strategic Plan.
9. Continue to promote the annual CBP Commissioner's Diversity and Inclusion award.

Deliverables:

- Include support for diversity and inclusion programs and initiatives in all CBP's strategic plans.
- Approve and issue CBP's Diversity and Inclusion Strategic Plan.
- Hold at least two DIOC meetings each year.
- Develop a framework for the successful establishment of Special Emphasis Program Committees.
- Review Senior Executive Service (SES) diversity advocate performance standard.
- Quarterly issuance of Workforce Profile Report.
- Conduct an annual performance assessment of progress towards meeting goals identified in the CBP Plan to Increase the Employment of Individuals with Disabilities.
- Issue annual memorandum documenting performance towards goals identified in the CBP Plan to Increase the Employment of Individuals with Disabilities.
- Publish annual report that identifies accomplishments and progress towards action items identified in the CBP Diversity and Inclusion Strategic Plan.
- Ensure marketing materials for annual CBP Commissioner's Awards include promotion for the Diversity and Inclusion Award.

1.1b – Develop a communication strategy to engage all stakeholders, and integrate diversity and inclusion management as a key strategic priority.



Actions:

1. Commissioner reaffirms policy statement supporting for diversity and inclusion, which references the mission case for diversity and inclusion.
2. Assistant Commissioner, Chief, or Executive Director publishes a statement affirming support for diversity and inclusion.
3. Utilize multiple methods of communication (e.g., CBP Central messages, Information Display System vignettes, etc.) for widest dissemination of diversity and inclusion commitment, accomplishments, and initiatives.
4. Publish an annual diversity and inclusion report which will highlight accomplishments during the fiscal year.

Deliverables:

- Within 90 days, Commissioner reaffirms support for, and promotes, CBP's Diversity and Inclusion Policy Statement through CBP Central posting.
- With 120 days, all senior leaders shall issue a statement to their workforce in support of diversity and inclusion.
- The Privacy and Diversity Office (PDO) shall publish an annual report on diversity and inclusion related accomplishments over the previous fiscal year.

1.1c – Ensure resources to support diversity and inclusion are allocated.

Actions:

1. CBP's Senior Leadership will use existing resources to implement the Diversity and Inclusion Strategic Plan and use the budget formulation process in out years to identify, plan, and budget resources to achieve the long-term diversity and inclusion efforts identified in the Plan.
2. Establish centralized Headquarters and Component funds to support reasonable accommodation requests, so that the cost of accommodations is not a barrier at the unit/office level.
3. Ensure consistent implementation of reasonable accommodation requests by requiring denials of requests be reviewed by the Office of Chief Counsel prior to denying the accommodation.

Deliverables:

- Ensure resources to support diversity and inclusion are identified and allocated each fiscal year.
- Establish a timeline to create a centralized fund to support reasonable accommodation requests.



- Re-issue existing policy to ensure requests for reasonable accommodation are reviewed by the Office of Chief Counsel prior to denial.

Priority 1.2: Foster inclusive diversity programs by applying innovative techniques (*e.g.*, Human Centered Design, Gamification,¹ and Business Model Innovation) to existing systems and programs, including Diversity and Inclusion Councils; diversity, inclusion, and engagement elements in performance plans; employee resource groups; mentoring and coaching; and inclusive diversity training, etc.

Actions:

1. Provide managers, supervisors, and employees with diversity and inclusion training.
2. Encourage participation in Special Emphasis Programs and DHS recognized Employee Associations.

Deliverables:

- Establish policy identifying diversity and inclusion training completion requirements (*e.g.*, new employees – within 6 months; new supervisors – within 6 months; non-supervisory employees – refresher training every 2 years; supervisory employees – refresher training every year).
- Standardize CBP-wide interactive training module created for new employees and new supervisors, which includes harassment and disability awareness.
- Standardize CBP-wide interactive diversity training module created for supervisors, which includes the mission case for diversity and inclusion; knowledge of various diversity dimensions, building trust, conflict resolution, effective communications, and understanding change and unconscious bias.
- Increase the number of employees participating in Employee Associations that are formally recognized by DHS/CBP.

Goal 2: Connected Culture

Federal agencies shall create and foster cultures that encourage employees to feel uniquely valued and experience a sense of belonging, engagement, and connection to the agencies' missions.

Priority 2.1: Create leadership accountability and a culture of inclusion through change management efforts (*e.g.*, the New Inclusion Quotient (New IQ), Diversity and Inclusion Dialogues, *etc.*) and inclusion learning for all employees.

2.1a – Develop a culture of inclusion throughout the Agency.

Actions:

¹ Gamification refers to the application of typical elements of game playing (*e.g.*, point scoring, competition) to other areas of activity to encourage engagement.



1. Develop communication plan to encourage “small acts” of inclusion throughout the workforce.

Deliverables:

- Develop a multi-modal communication plan encouraging small acts of inclusion based on each of five inclusion habits.

2.1b – Fully and timely comply with all Federal laws, regulations, Executive Orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce.

Actions:

1. Timely submit to the White House, Office of Personnel Management (OPM), and the Equal Employment Opportunity Commission (EEOC) reports required by Federal laws, regulations, Executive Orders, management directives, and policies.
2. Develop and implement CBP-wide policy on Special Emphasis Programs outlining their role and identifying resources that will be dedicated to sustain these programs.
3. Include diversity and inclusion criteria in the CBP Self Inspection Program.

Deliverables:

- Timely submit all required reports to the White House, OPM, or the EEOC.
- Develop CBP’s policy regarding Special Emphasis Program Committees; create a Special Emphasis Program Committee handbook and supporting guidance.
- Develop standardized self-inspection tools for diversity and inclusion element in annual audits.

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/organizations of strength and weakness; gathering input from employees; and using the new tools to set targets and identify improvement actions, implementing agreed-upon actions, and reviewing progress to determine what works and to inform future actions.

Actions:

1. Continue to expand use of flexible workplace policies that encourage employee engagement and inclusion (e.g., telework options, alternate work schedules, wellness programs, and other work-life flexibilities and benefits).
2. Develop alternative methods to effectively recognize employees for excellent and sustained performance.
3. Provide a comprehensive onboarding process for new employees and new members of the SES to introduce them to the organizational culture.



4. Support the development of Special Emphasis Program Committees to promote employee engagement and foster diversity and inclusion principles throughout the workforce.
5. Support participation in DHS recognized employee associations and encourage executive sponsorship, if requested, subject to applicable ethics regulations and directives.
6. Develop or expand programs to resolve workplace conflicts through alternative methods.
7. Provide guidance for managers and employees on reasonable accommodation requests and process.
8. Use awards, including non-monetary awards, to recognize exemplary commitment and effort in promoting diversity and inclusion to improve mission accomplishment and outcomes.

Deliverables:

- Increase methods to effectively communicate and provide support for work-life initiatives.
- Develop no- or low-cost methods to effectively recognize employee excellence.
- Increase use of programs to help resolve employee issues and resolve conflict in the workplace.
- Develop onboarding modules for new employees (SES and non-SES) to introduce them to CBP's organizational culture.
- Establish a framework for the development of Special Emphasis Program Committees.
- Increase participation in DHS recognized employee associations.
- Monitor and track awards employed to recognize exemplary commitment and effort in promoting diversity and inclusion to improve established mission outcomes.
- Ensure that reasonable accommodation training is up-to-date (to include information about the process of requesting reasonable accommodations through the Office of Human Resources Management and PDO) and that informational resources on reasonable accommodation are readily accessible to the workforce.

Goal 3: Data-Driven Diversity

Federal agencies shall create and foster diverse, high-performing workforces, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish agencies' missions.

Priority 3.1: Create a diverse, high-performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data; educating hiring managers; utilizing applicable hiring authorities (*e.g.*, Schedule A for People with Disabilities, Veterans' hiring authorities, *etc.*); partnering with diverse organizations and institutions to draw from all segments of society and generate cognitive diversity; and conducting a review of potential implicit biases within the organization.

3.1a - Maximize use of hiring authorities for recruitment and hiring of persons with disabilities.



Actions:

1. Ensure job opportunity announcements contain language emphasizing hiring for individuals with disabilities (IWD) and the availability of reasonable accommodations, where appropriate.
2. Track and monitor the employment of IWDs and Individuals with Targeted Disabilities (IWTD) on a quarterly basis.
3. Expand use of special hiring authorities for IWDs.
4. Annually review progress towards meeting goals identified in CBP's Plan to Increase the Employment of Individuals with Disabilities and incorporate updates to the plan as necessary.

Deliverables:

- All non-frontline job opportunity announcements include language to promote the hiring of IWDs and the availability of reasonable accommodations.
- Increase recruitment efforts to expand the hiring of IWDs and IWTDs throughout CBP.
- Include data regarding the employment of IWDs and IWTDs in the quarterly Workforce Profile.
- Encourage the use of Schedule A hiring authority to increase the percentage of IWTDs in the workforce.
- Internally issue annual memorandum documenting performance toward goals identified in CBP's Plan to Increase the Employment of Individuals with Disabilities.

3.1b - Maximize use of hiring authorities to achieve the DHS hiring goals for veterans and disabled veterans.

Actions:

1. Track the hiring of veterans and veterans with disabilities and publicize results on at least a semi-annual basis.
2. Expand use of DHS Wounded Warrior Program, Department of Defense Operation Warfighter (OWF), and Department of Veterans Affairs Vocational Rehabilitation and Employment (VR&E) and Non-Paid Work Experience (NPWE) no-cost internship programs to recruit veterans to CBP.
3. Develop and execute a multi-year recruitment and outreach plan to support the recruitment of veterans and disabled veterans.

Deliverables:

- Include the percentage of veterans and disabled veterans among all new hires for each Program Office in the quarterly Workforce Profile.



- Achieve OPM and DHS-based annual goals for veterans and disabled veterans among all new hires.
- Increase number of participants from the Department of Defense, OWF, and Department of Veterans Affairs, VR&E NPWE no-cost internship programs.
- Ensure compliance with, and monitor training completion rates of, OPM mandated training for hiring managers on veterans hiring authorities.

3.1c - Enhance student programs and expand strategic relationships with institutions for higher education.

Actions:

1. Annually issue a plan identifying strategies to be employed to expand strategic relationships with Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), Tribal Colleges and Universities (TCU), and other institutions for higher education (IHE) with significant enrollment of underrepresented groups, including students with disabilities.
2. Participate in college fairs and related recruitment outreach activities, including those targeted at underrepresented groups.
3. Expand use of Pathways programs.
4. Analyze demographics of student internship and fellowship programs and ensure outreach to all segments of the country.

Deliverables:

- Issue a plan identifying strategies to be employed to develop and expand strategic relationships with HBCUs, HSIs, TCUs, and other targeted IHEs.
- Establish and document strategic relationships with HBCUs, HSIs, TCUs, and other targeted IHEs.
- Implement targeted strategies to build diverse applicant pools for internships and fellowships.
- Conduct annual analysis of student internship and fellowship programs as compared to demographics of the CBP workforce.
- Increase percentage of applicants from underrepresented groups for internships and fellowships.

Priority 3.2: Foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion and career development, including analyzing applicant flow data; developing career enhancement opportunities; utilizing appropriate collaborative practices and social media technologies; and collaborating with Special Emphasis Program Managers, employee resource groups, and affinity groups.

3.2a - Promote diversity and inclusion in leadership and career development programs.



Actions:

1. Review participation and applicant flow for CBP/DHS leadership development programs to determine whether they draw from all segments of the workforce.
2. Develop and monitor succession plans for SES positions to identify potential leaders from all relevant pools to fill leadership positions.
3. Provide opportunities for executive mentoring and coaching.
4. Support development of career paths for the top five CBP mission critical positions (i.e. Border Patrol Agent, CBP Officer, Agriculture Specialist, Air Interdiction Agent, and Marine Interdiction Agent).
5. Continue to utilize, promote, and improve formal mentoring program for all employees.
6. Develop or enhance career development programs (including fellowship opportunities, cross-organization job rotations or exchange programs, and special projects) to ensure opportunities are available to all qualified CBP employees.
7. Review career development programs and develop strategies to eliminate barriers(s) where they exist, which includes ensuring broad communication and targeted outreach to underrepresented groups.

Deliverables:

- Monitor and measure the diversity of applicant pools for leadership development programs.
- Conduct targeted outreach to underrepresented groups to promote knowledge of, and participation in, leadership development programs.
- Develop and implement a framework for providing executive mentoring and coaching.
- Develop and monitor succession plans for SES positions on an annual basis.
- Establish leader development tracks for CBP's mission critical positions.
- Increase the percentage of employees participating in mentoring programs (to include a review of participation by demographic group).
- Establish and enhance career development programs and structured mentoring.
- Develop communication plans to inform all employees about career development programs and structured mentoring.
- Create a targeted outreach campaign to underrepresented groups for career development programs at all levels.

3.2b - Utilize data-driven approaches to actively recruit and foster a high-performing workforce.

Actions:

1. Develop a targeted recruitment and outreach strategy to enhance efficiency and effectiveness of CBP's recruitment efforts.



2. Establish diversity recruitment goals for members of underrepresented groups within CBP.
3. Establish a diversity recruitment performance dashboard.
4. Establish and maintain strategic partnerships with diverse professional and affinity organizations.
5. Participate in hiring fairs and recruitment outreach activities, including those targeted at underrepresented groups.
6. Collect and analyze applicant flow demographics for SES and mission critical positions.
7. Analyze demographic data for new hires and employee separations to identify and assess potential barriers to workforce diversity.
8. Provide training for all new hiring managers to fully utilize hiring authorities.
9. Ensure reasonable accommodations and accessibility issues are considered where needed.

Deliverables:

- Develop and implement a targeted recruitment and outreach plan which identifies recruitment goals for underrepresented groups within CBP.
- Develop a diversity recruitment performance dashboard which provides relevant statistics and related performance metrics to evaluate progress towards achievement of recruitment goals.
- Annually issue a report identifying ongoing relationships with diverse professional and affinity organizations to include: activities, events and functions.
- Implement targeted strategies to build diverse and qualified applicant pools for all positions, including SES and mission critical positions.
- Monitor and measure diversity of applicant pools, particularly for SES and mission critical occupations, to assess effectiveness of outreach and recruitment initiatives.
- Develop and implement policy to ensure diverse interview panel members, where such panels are used.
- Complete an analysis of demographic data for new hires and employee separations.
- Track completion rates for hiring manager training on special hiring authorities.
- Update CBP Directive No. 51713-007A Reasonable Accommodation Procedures for Applicants and Employees with Disabilities.

V. Conclusion

To develop as a culturally competent organization, CBP maintains a fundamental commitment to valuing its diversity and ensuring the inclusion of all employees. CBP's commitment to diversity extends beyond what is legally required. CBP values require excellence in all areas of the work environment including diversity and inclusion of all employees. By focusing on diversity and looking for more ways to be truly inclusive, CBP will sustain its position as a high performing organization in which individuals excel in all facets of our homeland security mission.



VI. CBP’s Diversity and Inclusion Strategic Plan

To implement the strategic objectives identified by the Office of Personnel Management (OPM) and DHS, CBP’s Inclusive Diversity Strategic Plan FY 2016 – FY 2020 is outlined below **CBP Diversity and Inclusion Strategic Plan – Goal 1: Leaders Lead**

CBP leaders shall intensify and innovate their inclusive diversity efforts through the active participation of leadership to accomplish the agencies’ missions.

Priority 1.1: CBP leaders must intensify inclusive diversity efforts and create a sense of urgency through frequent communications and support from all levels of leadership with their respective organizations. Specifically, leaders shall provide resources and support to overcome the cognitive, motivational, and structural barriers that slow inclusive diversity efforts.

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|--|--|--------------------------------------|--|-------------------------|
| Priority 1.1a: CBP leaders shall demonstrate leadership commitment and accountability for promoting diversity and inclusion in the workplace through the following actions. | 1.1a.1 Incorporate commitment to diversity and inclusion in all CBP strategic planning and workforce hiring, advancement, retention and succession planning efforts. | Lead: OPP | Include support for diversity and inclusion programs and initiatives in all CBP strategic plans. | FY 2016, Q4 |
| | 1.1a.2 Approve and issue CBP’s Diversity and Inclusion Strategic Plan. | Lead: PDO | Issue CBP Diversity and Inclusion Strategic Plan. | FY 2016, Q2 |
| | 1.1a.3 – Establish a senior level Diversity and Inclusion Oversight Committee (DIOC). | Lead: PDO | Hold two DIOC meetings each year. | FY 2016, Q4 |
| | 1.1a.4 Support the development of Special Emphasis Program Committees with visible leadership engagement. | Lead: PDO Support: USBP, OFO, AMO | Develop a framework for the successful establishment of Special Emphasis Program Committees. | FY 2017, Q2 |

CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|------------------|--|--------------------------------|--|--------------------------------|
| | 1.1a.5 Develop and distribute quarterly diversity assessment reports. | Lead: HRM Support: PDO | Quarterly issuance of Workforce Profile. | FY 2016, Q1 |
| | 1.1a.6 Hold all senior leaders, managers and supervisors accountable for diversity and inclusion in accordance with established performance standards. | Lead: HRM | Review SES diversity advocate performance standard. | FY 2016, Q4 |
| | 1.1a.7 Continue to implement CBP Plan to Increase the Employment of Individuals with Disabilities. | Lead: PDO Support: HRM | Internally issue annual memorandum documenting performance towards goals identified in the Plan by Program Office. | FY 2017, Q1 |
| | 1.1a.8 Publish an annual report documenting the execution of the CBP Diversity and Inclusion Strategic Plan. | Lead: PDO | Issue an annual report identifying achievements from CBP's Diversity and Inclusion Strategic Plan. | FY 2017, Q2 |
| | 1.1a.9 Continue to promote the annual CBP Commissioner's diversity and inclusion award. | Lead: HRM Support: OPA, PDO | Ensure marketing materials for annual CBP Commissioner's Awards include promotion for the Diversity and Inclusion Award. | FY 2016, Q4 |



CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|--|---|---------------------------|---|-------------------------|
| Priority 1.1b: Develop a communication strategy to engage all stakeholders, and integrate diversity management and inclusion as a key strategic priority. | 1.1b.1 Commissioner re-affirms policy statement supporting diversity and inclusion, which references the mission case for diversity and inclusion. | Lead: PDO | Commissioner re-affirms support for, and promotes, CBP's Diversity and Inclusion Policy Statement through CBP Central posting within 90 days. | FY 2017, Q1 |
| | 1.1b.2 Assistant Commissioner, Chief, or Independent Office Director issue a statement affirming support for diversity and inclusion. | Lead: All Program Offices | All senior leaders issue communication or policy statements in support of diversity and inclusion within 120 days after officially assuming a senior level position, and every year thereafter. | FY 2016, Q4 |
| | 1.1b.3 Utilize multiple methods of communication (e.g., CBP Central messages, Information Display System vignettes, etc.) for widest dissemination of diversity and inclusion commitment, accomplishments, and initiatives. | Lead: PDO Support: OPA | Within 120 days of issuance of CBP's Diversity and Inclusion Strategic Plan. | FY 2017, Q1 |
| | 1.1b.4 Publish a two-page annual diversity and inclusion report with highlights of accomplishments from the fiscal year. | Lead: PDO | PDO shall publish annual report on diversity and inclusion related accomplishments over the previous fiscal year. | FY 2017, Q1 |

CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|--|---|---|---|-------------------------|
| Priority 1.1c: Ensure resources to support diversity and inclusion are allocated. | 1.1c.1 CBP’s Senior leadership shall use existing resources to implement the Plan and use of the budget formulation process in out years to identify, plan, and budget resources to achieve the long-term diversity and inclusion efforts identified in the Plan. | Lead: PDO Support: All Program Offices | Ensure resources to support diversity and inclusion are identified and allocated each fiscal year. | FY 2016, Q4 |
| | 1.1c.2 Establish centralized HQ and Component funds to support reasonable accommodation requests, so that the cost of accommodations is not a barrier at the unit/office level. | Lead: OA | Establish a timeline to create a centralized fund to support reasonable accommodation requests. | FY 2017, Q4 |
| | 1.1c.3 Ensure consistent implementation of reasonable accommodation requests by requiring denials of requests be reviewed by the Office of Chief Counsel prior to denying the accommodation. | Lead: PDO Supporting: OCC | Re-issue existing policy to ensure requests for reasonable accommodation are reviewed by the Office of Chief Counsel prior to denial. | FY 2016, Q3 |



CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

Priority 1.2: Foster inclusive diversity programs by applying innovative techniques (*e.g.*, Human Centered Design, Gamification, and Business Model Innovation) to existing systems and programs, including Diversity and Inclusion Councils; diversity, inclusion, and engagement elements in performance plans; employee resource groups; mentoring and coaching; and inclusive diversity training, *etc.*

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|---|--|--|---|-------------------------|
| Priority 1.2: Engage employees as responsible agents of diversity and inclusion. | 1.2.1 Provide managers, supervisors and employees diversity and inclusion training. | Lead: PDO Supporting: OTD | Establish policy identifying diversity and inclusion training completion requirements (<i>e.g.</i> , new employees – within 6 months; new supervisors – within 6 months; non-supervisory employees – refresher training every 2 years; supervisory employees – refresher training every year). Standardize CBP-wide interactive training module created for new employees and new supervisors, which includes harassment and disability awareness. Standardize CBP-wide interactive diversity training module created for supervisors, which includes the mission case for diversity and inclusion; knowledge of various diversity dimensions, building trust, conflict resolution, effective communications, and understanding change and unconscious bias. | FY 2018, Q2 |
| | 1.2.2 Encourage participation in Special Emphasis Programs and DHS recognized Employee Associations. | Lead: PDO Supporting: All Program Offices | Increase the number of employees participating in Employee Associations that are formally recognized by DHS/CBP. | FY 2018, Q4 |

CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

CBP Diversity and Inclusion Strategic Plan – Goal 2: Connected Culture

Federal agencies shall create and foster cultures that encourage employees to feel uniquely valued and experience a sense of belonging, engagement, and connection to the agencies’ missions.

Priority 2.1: Create leadership accountability and a culture of inclusion through change management efforts (e.g., the New Inclusion Quotient (New IQ), Diversity and Inclusion Dialogues, etc.) and inclusion learning for all employees.

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|--|--|------------------------------|---|--------------------------------|
| Priority 2.1a: Develop a culture of inclusion | 2.1a.1 Develop a communication plan to encourage “small acts” of inclusion throughout the workforce. | Lead: PDO Supporting: OPA | Develop a multi-modal communication plan encouraging small acts of inclusion based on each of five inclusion habits. | FY 2017, Q4 |
| Priority 2.1b: Fully and timely comply with all Federal laws, regulations, Executive Orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce. | 2.1b.1 Timely submit to the White House, OPM, and the Equal Employment Opportunity Commission (EEOC) reports required by Federal laws, regulations, Executive Orders, management directives, and policies. | Lead: PDO | Timely submit all required reports to the White House, OPM, or the EEOC. | FY 2017, Q2 |
| | 2.1b.2 Develop and implement CBP-wide policy on Special Emphasis Program Committees outlining their role and identifying resources that will be dedicated to sustain these programs. | Lead: PDO | Develop CBP’s policy regarding Special Emphasis Program committees; create a Special Emphasis Program Committee handbook and supporting guidance. | FY 2016, Q3 |
| | 2.1b.3 Include Diversity and Inclusion criteria in CBP Self Inspection Program. | Lead: PDO Supporting: HRM | Develop standardized self-inspection tools for diversity and inclusion element in annual audits. | FY 2016, Q2 |

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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/organizations of strength and weakness; gathering input from employees; and using the new tools to set targets and identify improvement actions, implementing agreed-upon actions, and reviewing progress to determine what works and to inform future actions.

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|---|--|---|---|--------------------------------|
| Priority 2.2: Incorporate diversity and inclusion as a vital tool in increasing employee performance, productivity, engagement, and retention. | 2.2.1 Continue to expand use of flexible workplace policies that encourage employee engagement and empowerment (e.g. telework options, alternate work schedules, wellness programs, leave of absence, and other work-life flexibilities and benefits). | Lead: HRM Support: All Program Offices | Increase methods to effectively communicate and provide support for work-life initiatives. | FY 2016, Q4 |
| | 2.2.2 Develop alternative methods to effectively recognize employees for excellent and sustained performance. | Lead: HRM | Develop no- or low-cost methods to effectively recognize employee excellence. | FY 2016, Q4 |
| | 2.2.3 Provide comprehensive onboarding process for new employees and new members of the SES to introduce them to the organizational culture. | Lead: HRM, OTD | Develop onboarding modules for new employees (SES and non-SES) to introduce them to CBP's organizational culture. | FY 2018, Q3 |
| | 2.2.4 Support Special Emphasis Program Committees to promote employee engagement and foster diversity and inclusion principles throughout the workforce. | Lead: PDO Support: All Program Offices | Establish a framework for the development of Special Emphasis Program Committees. | FY 2016, Q3 |
| | 2.2.5 Support participation in employee associations and encourage executive sponsorship, if requested, subject to applicable ethics regulations and directives. | Lead: HRM Support: All Program Offices | Increase participation in DHS recognized employee associations. | FY 2018, Q4 |

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| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|------------------|---|---|--|--------------------------------|
| | 2.2.6 Develop or expand programs to resolve workplace conflicts through alternative methods. | Lead: HRM Support: PDO | Increase use of programs to help resolve employee issues and resolve conflict in the workplace. | FY 2017, Q4 |
| | 2.2.7 Provide guidance for managers and employees on reasonable accommodation requests and process. | Lead: PDO | Ensure that reasonable accommodation training is up-to-date (to include information about the process of requesting reasonable accommodations through HRM and PDO) and that informational resources on reasonable accommodation are readily accessible to the workforce. | FY 2016, Q2 |
| | 2.2.8 Use awards to recognize exemplary commitment and effort in promoting diversity and inclusion to improve mission outcomes. | Lead: HRM Support: All Program Offices | Monitor and track awards employed to recognize exemplary commitment and effort in promoting diversity and inclusion to improve established mission outcomes. | FY 2018, Q2 |



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CBP Diversity and Inclusion Strategic Plan – Goal 3: Data-Driven Diversity

Federal agencies shall create and foster diverse, high-performing workforces, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish agencies' missions.

Priority 3.1: Create a diverse, high-performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data; educating hiring managers; utilizing applicable hiring authorities (e.g., Schedule A for People with Disabilities, Veterans hiring authorities, etc.); partnering with diverse organizations and institutions to draw from all segments of society and generate cognitive diversity; and conducting a review of potential implicit biases within the organization.

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|---|---|---------------------------|---|--------------------------------|
| Priority 3.1a: Maximize use of hiring authorities for recruitment and hiring of persons with disabilities. | 3.1a.1 Ensure job opportunity announcements contain language emphasizing hiring for individuals with disabilities (IWD) and the availability of reasonable accommodations, where appropriate. | Lead: HRM | All non-frontline job opportunity announcements include language to promote the hiring of IWDs and the availability of reasonable accommodations. | FY 2016, Q2 |
| | 3.1a.2 Track and monitor employment of IWD and Individuals with Targeted Disabilities (IWTD) on a quarterly basis. | Lead: HRM Support: PDO | Quarterly issuance of Workforce Profile that includes data regarding the employment of IWDs and IWTDs. | FY 2016, Q1 |
| | 3.1a.3 Expand use of special hiring authorities for IWDs. | Lead: HRM Support: PDO | Increase recruitment efforts to expand the hiring of IWDs and IWTDs throughout CBP. Encourage use of Schedule A hiring authority to increase the percentage of IWTDs in the workforce. | FY 2016, Q3 |

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| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|--|---|---|--|-------------------------|
| | 3.1a.4 Annually review progress towards meeting the goals identified in CBP’s Plan to Increase the Employment of Individuals with Disabilities and incorporate updates to the plan as necessary. | Lead: PDO Support: HRM | Internally issue annual memorandum documenting performance towards goals identified in the Plan by Program Office. | FY 2017, Q1 |
| Priority 3.1b: Maximize use of hiring authorities to achieve the DHS hiring goals for veterans and disabled veterans. | 3.1b.1 Track the hiring of veterans and veterans with disabilities and publicize results on at least a semi-annual basis. | Lead: HRM Support: PDO | Quarterly issuance of Workforce Profile that includes percent of veterans and disabled veterans among all new hires for each Program Office. | FY 2016, Q1 |
| | 3.1b.2 Expand use of DHS Wounded Warrior, DoD Operation Warfighter (OWF) and Department of Veterans Affairs Vocational Rehabilitation and Employment and Non-Paid Work Experience (NPWE) programs to recruit veterans to CBP. | Lead: HRM Support: All Program Offices | Increase number of participants from the OWF and NPWE programs. | FY 2017, Q1 |
| | 3.1b.3 Develop and execute a multi-year Veterans employment plan to support the recruitment and retention of veterans and disabled veterans. | Lead: HRM Support: All Program Offices | Ensure compliance with, and monitor training completion rates of, OPM mandated training for hiring managers on veterans hiring authorities. Achieve OPM and DHS-based annual goals for veterans and disabled veterans among all new hires. | FY 2017, Q1 |

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| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|---|---|---|--|-------------------------|
| Priority 3.1c: Enhance student programs and expand strategic relationships with institutions for higher education. | 3.1c.1 Annually issue a plan identifying strategies to be employed to expand strategic relationships with Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), Tribal Colleges and Universities (TCU), and other institutions for higher education (IHE) with significant enrollment of underrepresented groups, including IWDs. | Lead: HRM Support: All Program Offices | Issuance of plan identifying strategies to be employed to develop and expand strategic relationships with HBCUs, HSIs, TCUs, and other targeted IHEs. Document strategic relationships with HBCUs, HSIs, TCUs, and other targeted IHEs. | FY 2016, Q3 |
| | 3.1c.2 Participate in college fairs and related recruitment/outreach activities, including those targeted at underrepresented groups. | Lead: HRM Support: All Program Offices | Implement targeted strategies to build diverse applicant pools for internships and fellowships. | FY 2016, Q3 |
| | 3.1c.3 Enhance use of Pathways programs. | Lead: HRM Support: All Program Offices | Increase percentage of applicants from underrepresented groups for internships and fellowships. | FY 2017, Q1 |
| | 3.1c.4 Analyze demographics of student internship and fellowship programs and ensure outreach to all segments of the country. | Lead: HRM Support: PDO | Conduct annual analysis of student internship and fellowship programs as compared to demographics of the CBP workforce. | FY 2017, Q1 |

CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

Priority 3.2: Foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion and career development, including analyzing applicant flow data; developing career enhancement opportunities; utilizing appropriate collaborative practices and social media technologies; and collaborating with Special Emphasis Program Managers, employee resource groups, and affinity groups.

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|---|---|---|---|--------------------------------|
| Priority 3.2a: Promote diversity and inclusion in leadership development programs. | 3.2a.1 Review participation and applicant flow for CBP/DHS leadership development programs to determine whether they draw from all segments of the workforce. | Lead: PDO Support: OTD, HRM | Monitor and measure the diversity of applicant pools for leadership development programs. Conduct targeted outreach to underrepresented groups to promote knowledge of and participation in leadership development programs. | FY 2018, Q3 |
| | 3.2a.2 Develop and monitor succession plans for SES positions to identify potential leaders from all relevant pools. | Lead: HRM | Develop and monitor succession plans for SES positions on an annual basis. | FY 2019, Q2 |
| | 3.2a.3 Provide opportunities for executive mentoring and coaching programs. | Lead: OTD Support: All CBP Offices | Develop and implement a framework for providing executive mentoring and coaching. | FY 2017, Q4 |
| | 3.2a.4 Support CBP development of leader development tracks for top five CBP mission critical positions. | Lead: HRM Support: All CBP Offices | Establish leader development tracks for CBP mission critical positions. | FY 2017, Q4 |
| | 3.2a.5 Continue to utilize, promote and improve formal mentoring program for all employees. | Lead: OTD Support: All Program Offices | Increase the percentage of employees participating in mentoring programs (to include a review of participation by demographic group). | FY 2018, Q1 |



CBP Diversity and Inclusion Strategic Plan (Fiscal Years 2016 – 2020)

| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|--|--|---|---|-------------------------|
| | 3.2a.6 Develop or enhance career development programs, including fellowship opportunities, cross-organization job rotations or exchange programs, and special projects. | Lead: HRM Support: All Program Offices | Establish and enhance career development programs and structured mentoring. | FY 2018, Q4 |
| | 3.2a.7 Review career development programs and develop strategies to eliminate barrier(s) where they exist, which includes ensuring broad communication and targeted outreach to underrepresented groups. | Lead: PDO Support: OTD | Develop communication plans to inform all employees about career development programs and structured mentoring. Create a targeted outreach campaign to underrepresented groups for career development programs at all levels. | FY 2019, Q2 |
| Priority 3.2b: Utilize data-driven approaches to actively recruit and foster a high-performing workforce. | 3.2b.1 Develop a targeted recruitment and outreach strategy to enhance the efficiency and effectiveness of recruitment efforts. | Lead: HRM Support: All CBP Program Offices | Develop and implement a targeted recruitment and outreach plan which identifies recruitment goals for underrepresented groups within CBP. | FY 2016, Q3 |
| | 3.2b.2 Establish diversity recruitment goals for members of underrepresented groups within CBP. | Lead: HRM Support: All CBP Program Offices | Develop and implement a targeted recruitment and outreach plan which identifies recruitment goals for underrepresented groups within CBP. | FY 2016, Q3 |
| | 3.2b.3 Establish a diversity recruitment performance dashboard. | Lead: HRM Support: PDO | Develop a diversity recruitment performance dashboard which provides relevant statistics and related performance metrics to evaluate progress towards achievement of recruitment goals. | FY 2016, Q4 |



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| Objective | Action Items | Responsible Office | Deliverables | Targeted for Completion |
|------------------|--|---|--|--------------------------------|
| | 3.2b.4 Establish and maintain strategic partnerships with diverse professional and affinity organizations. | Lead: HRM Support: PDO | Annually issue a report identifying ongoing relationships with diverse professional and affinity organizations to include: activities, events and functions. | FY 2017, Q1 |
| | 3.2b.5 Participate in hiring fairs and recruitment outreach activities, including those targeted at underrepresented groups. | Lead: HRM Support: All CBP Program Offices | Implement targeted strategies to build diverse and qualified applicant pools for all positions, including senior executive and mission critical positions. | FY 2016, Q4 |
| | 3.2b.6 Collect and analyze applicant flow demographics for SES and mission critical positions. | Lead: HRM (Collection), PDO (Analysis) | Monitor and measure diversity of applicant pools, particularly for SES and mission critical occupations, to assess effectiveness of outreach and recruitment initiatives. | FY 2017, Q4 |
| | 3.2b.7 Analyze demographic data for new hires and employee separations to identify and assess potential barriers to workforce diversity. | Lead: HRM (Data), PDO (Analysis) | Complete an analysis of demographic data for new hires and employee separations. | FY 2018, Q3 |
| | 3.2b.8 Provide training for all new hiring managers to fully utilize hiring authorities. | Lead: HRM, OTD | Track completion rates for hiring manager training on special hiring authorities. Develop and implement policy to ensure diverse interview panel members, where such panels are used. | FY 2017, Q1 |
| | 3.2b.9 Ensure reasonable accommodations and accessibility issues are considered where needed. | Lead: PDO Support: All CBP Offices | Update CBP Directive No. 51713-007A Reasonable Accommodation Procedures for Applicants and Employees with Disabilities. | FY 2017, Q1 |



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