U.S. Department of Justice

Department of Justice Equal Employment Opportunity

2019 – 2022 Enterprise-wide Strategic Framework for Equal Employment Opportunity

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Foreward

Equal employment opportunity (EEO) is essential to achieving the mission of the Department of Justice (DOJ or Department) and upholding the Department's core values, including respect for the dignity and worth of each human being.

To assist the Department in achieving its important mission, the DOJ EEO Community has developed a new DOJ EEO Strategic Framework for 2019 – 2022. This framework includes four major goals: 1) Comply with EEO Mandates, 2) Educate and Engage the DOJ Workforce, 3) Cultivate and Retain a Highly Qualified and Diverse Workforce, and 4) Leverage Technology.

The framework builds upon the results from the Department's EEO Strategic Plan for 2015 – 2018. The outcomes and lessons learned from implementing this plan reinforced the importance of updating EEO policies and procedures regularly; engaging employees at all levels to support the work of EEO; determining the impact of employment outreach and recruitment activities to develop a diverse and talented workforce; utilizing new technologies to create more efficient and effective EEO programs; and providing sufficient resources to ensure compliance with Federal regulations and the evolving work of EEO.

Every DOJ employee plays an important role in fostering equality and inclusiveness across the Department. Together, we can create more opportunities to learn about the importance of EEO to our daily operations, facilitate dialogue about the benefits of diversity and, through enforcement of clearly defined policies, eliminate barriers to employment and prevent discrimination, harassment and retaliation in the workplace.

Lee J. Lofthus
Assistant Attorney General for Administration and
Department of Justice EEO Officer

Overview

The DOJ EEO Strategic Framework for 2019 – 2022 describes priorities for advancing EEO across the Department and informs stakeholders of the Department's strategic initiatives that will be implemented to achieve four major goals, which are:

Goal 1: Comply with EEO Mandates

Goal 2: Educate and Engage the DOJ Workforce

Goal 3: Cultivate and Retain a Highly Qualified and Diverse Workforce

Goal 4: Leverage Technology

This framework reflects current and emerging EEO related matters and aligns directly with the DOJ Strategic Plan, and Federal statutes, regulations, and Presidential Executive Orders that govern EEO, and promote equal opportunity and diversity management within the workplace. It updates and supersedes the DOJ EEO Strategic Plan for 2015 – 2018.

DOJ EEO Community Endorsement

Lee J. Lofthus
Assistant Attorney General for Administration
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Bureau of Alcohol, Tobacco, Firearms and Explosives	Kelly Lago, Acting Chief, EEO
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Office of Justice Programs	Laura Colón-Marrero, EEO Officer
Executive Office for U.S. Attorneys	Julie S. Lu, Assistant Director, EEO
Executive Office for Immigration Review	Andrew H. Press, EEO Director
U.S. Marshals Service	Marcus Williams, EEO Officer

Vision Statement

Equality, inclusiveness, opportunity, and respect in the workplace for current and future employees, and in support of the Justice mission.

Mission Statement

Enforce employment discrimination laws and create a culture that values diversity, equality, and accountability, and empowers individuals to contribute to their fullest potential.

Goal 1: Comply with EEO Mandates

Goal 2: Educate and Engage the DOJ Workforce

Goal 3: Cultivate and Retain a Highly Qualified and Diverse Workforce

Goal 4: Leverage Technology

Goal 1: Comply with EEO Mandates

Strategy A: Process EEO complaints of discrimination consistent with Federal regulations and Departmental policy.

Tactic A-1: Maintain and/or improve compliance with regulatory timeframes through regular assessment and improvement of operations.

Tactic A-2 Compile and report on EEO complaints activity via the Annual Federal EEO Statistical Report of Discrimination Complaints due to the Equal Employment Opportunity Commission (EEOC) and the Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act) Report due to the U.S. Congress on an annual basis.

Tactic A-3: Review EEO complaint processing policies and revise as appropriate.

Tactic A-4: Provide appropriate training to EEO practitioners and share best practices for processing EEO complaints and preparing reports.

Strategy B: Promote and increase use of Alternative Dispute Resolution (ADR) to resolve EEO disputes.

Tactic B-1: Engage in proactive marketing of the benefits of ADR to resolving EEO disputes.

Tactic B-2: Evaluate the effectiveness of ADR practices annually and use findings to make improvements.

Tactic B-3: Convey the results of ADR through annual briefings on EEO to DOJ senior leadership.

Tactic B-4: Work with JMD to explore the possibility of launching a pilot ADR program to address non-EEO matters, with an eye towards resolution of workplace complaints outside of the EEO process.

Tactic B-5: Provide training on DOJ's ADR process for the DOJ Mediator Corps.

Strategy C: Support the recruitment, employment, and accommodation of persons with disabilities consistent with Federal regulations and Departmental policy.

Tactic C-1: Develop and implement an affirmative action plan to recruit, hire, promote, retain, and accommodate persons with disabilities as required by Section 501 of the Rehabilitation Act, and report on progress via the EEOC Management Directive (MD) – 715 Report due to the EEOC on annual basis.

Tactic C-2: Track agency response to requests for reasonable accommodation to ensure compliance with Federal regulations and Departmental policy.

Tactic C-3: Collaborate with stakeholders, including the DOJ Office of the Chief Information Officer and the Civil Rights Division (CRT), to ensure information technology (IT) is accessible to persons with disabilities.

Goal 2: Educate and Engage the DOJ Workforce

Strategy A: Convey the importance of EEO and diversity to the mission of DOJ and in support of current and future employees.

Tactic A-1: Develop an EEO policy statement and diversity policy statement for issuance by the Attorney General and Heads of DOJ Bureaus as appropriate.

Tactic A-2: Develop and present a "State of the Agency" report to DOJ senior leadership annually.

Tactic A-3: Conduct EEO training for managers, supervisors, and employees annually or as requested. Essential training topics include harassment prevention, complaint processing, civility in workplace, and reasonable accommodations.

Strategy B: Use various communication tools, including the Internet, DOJ Intranet, posters, brochures, and electronic media, to increase awareness of EEO.

Tactic B-1: Develop a marketing strategy that will leverage communication resources and tools to share information about EEO with stakeholders.

Tactic B-2: Identify best practices that utilize varied technologies to inform, educate, and engage with employees about EEO topics.

Goal 3: Cultivate and Retain a Highly Qualified and Diverse Workforce

Strategy A: Focus affirmative employment programs on recruiting and retaining a highly qualified and diverse workforce.

Tactic A-1: Partner with HR to collect and analyze workforce data and results from employee exit surveys to identify employment trends and possible barriers to employment, and to guide affirmative employment activities.

Tactic A-2: Assess affirmative employment activities to determine their effectiveness in the recruitment and retention of a diverse workforce in accordance with EEOC MD – 715.

Tactic A-3: Partner with internal and external stakeholders to conduct employment outreach in support of developing diverse and highly qualified applicant pools, prioritizing efforts for mission-critical occupations while also addressing less critical positions as needed.

Strategy B: Leverage professional developmental programs and resources to afford employees the equal opportunity to advance within their careers.

Tactic B-1: Partner with HR to identify and develop professional development training and programs that will foster career advancement for employees and support DOJ's succession planning objectives.

Tactic B-2: Coordinate informal and formal mentoring programs to facilitate career development and advancement for employees.

Tactic B-3: Partner with HR to explore options for gathering demographic data on employee participation in training and professional development programs.

Strategy C: Develop and implement diversity management activities that can foster inclusive work environments.

Tactic C-1: The JMD EEO Staff will manage and conduct the DOJ Diversity and Inclusion Dialogue Program (DIDP) with support from DOJ Components.

Tactic C-2: Conduct training on diversity and inclusion topics. Essential training topics include: diversity management for new supervisors, managing multiple generations in the workplace, unconscious bias, microagressions, and managing conflict in a diverse workplace.

Tactic C-3: Analyze results from the Federal Employment Viewpoint Survey about diversity and use findings to guide diversity management activities.

Tactic C-4: Partner with employee affinity groups to raise awareness of the Department's work to develop a diverse workforce.

Goal 4: Leverage Technology

Strategy A: Increase the use of IT to improve the efficiency of EEO operations and to analyze trends in EEO complaint processing and in workforce demographics.

Tactic A-1: Identify, develop, or procure appropriate IT systems, software and hardware.

Tactic A-2: Upgrade iComplaints, the Department's EEO complaint database, to improve the tracking and reporting of EEO complaint processing data.

Tactic A-3: Provide training on frequently used IT systems and applications pertinent to EEO work.

Tactic A-4: Leverage the use of shared digital platforms among EEO offices to increase collaboration, share best practices, and reduce redundancies.

Strategy B: Increase awareness and support use of assistive technologies as a reasonable accommodation for individuals with a qualified disability.

Tactic B-1: Conduct informal and formal training on Department of Defense Computer/Electronic Accommodations Program, DOJ Assistive Technology Resource Center, and other Federal and state assistive technologies resources.

Strategy C: Build a digital first culture that prioritizes stakeholder interactions and experiences.

Tactic C-1: Issue EEO documents in a secure digital format.

Tactic C-2: Retain and dispose of digital records in accordance with established Federal Government records management regulations and Department policy.

Tactic C-3: Engage EEO stakeholders in support of building a digital first culture within the DOJ EEO Community.

Accomplishments: 2015 – 2018 DOJ EEO Strategic Plan[1]

Goal 1: Comply with EEO Mandates

- ✓ Analyzed DOJ's EEO compliance with Federal regulations, identified areas needing improvement, and outlined appropriate actions to expand and improve programs. DOJ Component EEO Offices captured their findings in the following reports: EEOC MD – 715 Report, Annual Federal EEO Statistical Report of Discrimination Complaints, and the No FEAR Act Report.

- ✓ Developed or updated standard operating procedures for processing EEO complaints of discrimination to improve compliance with Federal regulations.

- ✓ Utilized the DOJ Mediator Corps to address and, when possible, resolve workplace disputes. The DOJ Mediator Corps is managed by the Federal Bureau of Investigation (FBI) EEO Office with support from the EEO Offices of the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Federal Bureau of Prisons (BOP), Drug Enforcement Administration (DEA), Executive Office for Immigration Review (EOIR), JMD, Office of Justice Programs, and the U.S. Marshals Service (USMS), and includes collateral duty mediators from DOJ Components.

- ✓ Informed DOJ Heads of Components and management about regulatory requirements to offer ADR, including mediation, to help resolve workplace disputes.

- ✓ Coordinated training on EEO complaint processing for DOJ Bureau EEO Counselors.

- ✓ Coordinated training for DOJ EEO Complaint Program Managers on how to prepare an EEO complaint dismissal justification.

- ✓ Updated DOJ and DOJ Component policies on providing reasonable accommodations and conducted training on the reasonable accommodation process for managers, supervisors, and employees.

- ✓ Informed DOJ Heads of Components about a final rule implementing Section 501 of the Rehabilitation Act.

- ✓ Developed affirmative action plans to meet new requirements of Section 501 of the Rehabilitation Act.

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[1] Encompasses a select list of work undertaken by the JMD EEO Staff and DOJ Bureau EEO Offices.

Goal 2: Educate the DOJ Workforce

✓ Conducted briefings on affirmative employment and EEO complaint processing to Departmental leadership, including the Assistant Attorney General for Administration and Heads of DOJ Bureaus.

✓ Conducted EEO complaint processing, diversity, and harassment training and workshops for managers, supervisors, and employees. Examples include:

- Training on the No FEAR Act for new employees within 90 days after entry on duty and every two years in compliance with the No FEAR Act.
- The JMD EEO Staff conducted training on the EEO complaints process for several DOJ Offices, Boards, and Divisions, including the DOJ Office of Information Policy, Office of Violence Against Women, Office of the Pardon Attorney, Civil Division, and the Environment and Natural Resources Division.
- The JMD EEO Staff in partnership with CRT conducted a "Lesbian, Gay, Bisexual and Transgender (LGBT) Symposium" to discuss emerging issues pertaining to the employment of LGBT individuals.
- The JMD EEO Staff and the DOJ Association of Hispanic Employees for Advancement and Development conducted a panel session titled "Preparing for the Senior Executive Service," to assist DOJ employees who aspire to become SES members and to help develop a diverse pool of applicants for DOJ leadership positions.
- The JMD EEO Staff and the DOJ Native American Association facilitated a screening of the documentary "Return of the River," which tells the story of the largest dam removal and river restoration project in U.S. history.
- ATF coordinated a training titled "Maintaining Impartiality, Neutrality, and Confidentiality in the EEO Process and the Benefits of Using Mediation to Resolve EEO Complaints."
- DEA updated and provided diversity and inclusion training for managers, supervisors, and employees.
- EOIR developed new and refresher EEO training for new employees at headquarters and in all immigration courts. EOIR used Skype Business or Televideo to conduct the training.
- The Executive Office for U.S. Attorneys (EOUSA) EEO and Diversity Management Staff (DMS) routinely trained managers, supervisors and employees. On average, the EOUSA EEO/DMS conducted about three to five trainings on EEO related topics annually. As an example, in 2018, the EOUSA EEO/DMS conducted trainings for: First Assistant U.S. Attorneys/Administrative Officers, managers in the District of Alabama; all

employees in the District of Guam/Northern Mariana Islands; and managers in the Southern District of Florida. The topics covered in these trainings were EEO, diversity, sexual harassment prevention, and reasonable accommodation.

- FBI developed and conduct a training titled "Mythbusters: EEO Edition," to help raise awareness of the EEO complaints process and to help address employee misperception of the process. In addition, the FBI developed training on sexual harassment, which is provided at the request of a division and/or is offered proactively to FBI leaders if data indicates a problem may exist within an office.
- USMS instituted web-based diversity and harassment prevention training titled, "Diversity and Harassment Prevention" for all USMS employees, and in collaboration with the Community Relations Service conducted a training on implicit bias entitled "Building and Strengthening Community Capacity."

✓ Conducted quarterly meetings with DOJ EEO Complaints Managers to discuss emerging trends pertaining to the processing of EEO complaints.

✓ Held quarterly meetings between the JMD EEO Staff and DOJ Bureau EEO Officers to discuss emerging EEO matters, including progress to implement the implement the DOJ EEO Strategic Plan for 2015-2018.

✓ Conducted Departmental and DOJ Component special observance programs in collaboration with employee affinity groups to raise employee awareness about the Department's diverse workforce.

Goal 3: Foster a Highly Qualified and Diverse Workforce

✓ Coordinated training on applicant flow data for DOJ EEO practitioners.

✓ Coordinated participation in employment outreach events targeting women, minorities, persons with disabilities, and LGBT individuals when funding was available. Outreach activities helped to support Department-wide objectives to develop diverse applicant pools for DOJ mission-critical occupations, including current and anticipated vacancies. Select list of employment outreach events attended by the JMD EEO Staff and DOJ Bureau EEO Offices include: Women in Federal Law Enforcement, National Latino Peace Officers Association, National Organization of Black Law Enforcement Executives, National Image, INC., National Native American Law Enforcement Association, Federally Employed Women, Blacks In Government, League of United Latin American Citizens (LULAC), National Association of Women Law Enforcement

Executives, National Asian Peace Officers Association, Federal Asian Pacific American Council, Society of American Indian Government Employees, Gallaudet University, Ft. Meade, Historically Black Colleges and Universities Week, Bender Consulting Virtual Career Fair for Persons with Disabilities, Recruit Military Career Fairs, and Joint Recruiting Operations Summit at Fort Bragg, North Carolina, American University Intern Career Fair, and Morgan State University

✓ Developed and implemented EEO programs to increase the participation rate of persons with disabilities within the DOJ workforce. Examples of activities that supported the employment of persons with disabilities include:

- Conducted Department-wide meetings of DOJ Component EEO and HR Directors, Selective Placement Coordinators, and Disability Employment Program Managers to discuss Federal and DOJ requirements to support the employment of persons with disabilities, including persons with targeted disabilities.
- Conducted a series of training on the employment of persons with disabilities, including the Schedule A, section (u) appointment authority.
- Coordinated a Disability Employment Roundtable Discussion Series to address such topics as disability awareness and etiquette, effective use of Schedule A, Section (u) appointment authority, and reasonable accommodations.
- Coordinated a resurvey of the DOJ workforce to determine employee disability status.
- EOUSA and many U.S. Attorney's offices partner with governmental and non-governmental organizations to identify, recruit, and hire persons and veterans with disabilities, including the Department of Labor, Veterans Administration (VA), State Veterans Affairs Offices, National Organization on Disability, the American Association of People with Disabilities, Employer Assistance and Resource Network on Disability Inclusion (EARN), the Workforce Recruitment Program (WRP), and state rehabilitation commissions.
- USMS continued outreach activities targeting persons with disabilities by participating in disabled Veterans recruitment fairs, the Wounded Warrior Program, and Operation Warfighter. In addition, the USMS continued to partner with Gallaudet University's Career Center to inform disabled college students of career opportunities within the USMS.

✓ EOIR developed and issued guidance on how to incorporate questions on diversity into the hiring process.

✓ Conducted numerous career and professional development activities for employees, including "flash mentoring," career coaching, networking, and resume building. Examples include:

- The JMD EEO Staff conducted flash mentoring for DOJ employees in GS 7-12 and GS 13-15 administrative and professional positions.
- The JMD EEO Staff conducted training for Administrative Professionals on such topics as career coaching, networking, and resume writing.
- The JMD EEO Staff conducted an agency training forum for DOJ employees participating in the LULAC Federal Training Institute. The training provided DOJ employees an opportunity to learn about DOJ's support for the Hispanic Community, including ongoing recruitment and hiring activities targeting Hispanics.
- USMS conducted employee "Lunch and Learn" workshops, exploring work-life issues facing women, and informal mentoring for career development.

✓ Conducted the DOJ DIDP, which allows small groups of DOJ employees to come together to discuss commonalities and differences based on many dimensions of diversity that are represented in our workforce. Since the launch of the DOJ DIDP in 2014, 470 employees from 22 DOJ Components in various grade levels and occupations have participated. In addition, the DOJ DIDP offered "micro" sessions to DOJ Components, focusing on the foundational topics of the program, including self-identity, unconscious bias, micro-behaviors and privilege.

Goal 4: Maximize Technology

✓ Optimized use of iComplaints through a Department-wide refresh of the data fields, and conducted training for users of iComplaints.

✓ Increased use of IT tools, including SharePoint and Justice Enterprise File Sharing, to improve efficiency of operations and information sharing with relevant customers and stakeholders. Select examples include:

- The JMD EEO Staff created a SharePoint site to share resource materials pertaining to the processing of EEO complaints with DOJ EEO Counselors.
- ATF created a reasonable accommodation tracking system.
- DEA established a SharePoint site to create a Schedule A database and an automated reasonable accommodation tracking system.
- EOIR utilized a variety of IT tools, including Skype and Televideo to train, inform and engage employees about EEO matters.

- EOUSA created a video about the EEO process, and an aggrieved person's rights and responsibilities during the EEO process. The video may be accessed through the EOUSA EEO/DM webpage. In addition, EOUSA created an interactive web-based training module on reasonable accommodation, where participants were asked about various scenarios involving the accommodation process.
- USMS instituted web-based training in the LearnUSMS system to train all District and Division EEO representatives.