



The 2015-2018 Department of Justice Equal Employment Opportunity Strategic Plan

An Enterprise-Wide Strategic Approach
to Equal Employment Opportunity



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Foreword

The Attorney General and Department leadership support the Department of Justice (DOJ) Equal Employment Opportunity (EEO) Community in its work to ensure that current and future DOJ employees are afforded an equal opportunity to compete for employment, contribute to the Justice mission, and do so without fear of harassment or retaliation.



In 2008, the Department issued its first EEO Strategic Plan, which set forth a roadmap to ensure equal employment opportunity for all, and compliance with established Federal EEO regulations, Departmental Orders and priorities, and other Government-wide policy directives. The DOJ EEO Community and Directors of recently established diversity management offices within the Bureau of Alcohol Tobacco, Firearms and Explosives and the Federal Bureau of Investigation convened to assess the outcomes and accomplishments of the original Plan, and develop a new enterprise-wide strategic approach to EEO. This new approach, along with the DOJ EEO Community's Vision and Mission statements is captured in this 2015 – 2018 DOJ EEO Strategic Plan.

The DOJ EEO Community, along with its partners and stakeholders, will take action to implement the strategies identified within this new Plan and report on progress toward achieving the Plan's goals over the next three years.

The Department of Justice can successfully achieve its mission and become a more efficient and effective organization when the diverse skills and talents of its workforce are equally utilized. By actively advancing the goals and strategies set forth within the 2015 – 2018 DOJ EEO Strategic Plan, we can foster inclusiveness in all aspects of our work and further our pursuit of equal justice for all.

Lee J. Lofthus
Assistant Attorney General for Administration and
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The 2015 – 2018 DOJ EEO Strategic Plan is predicated on lessons learned and accomplishments from the 2008 – 2012 EEO Strategic Plan (See Appendix). This Plan reflects current and emerging EEO related matters, and aligns with DOJ’s mission and EEO polices, Federal EEO regulations, and Presidential Executive Orders that promote equality in the workplace. The Plan also considers Departmental and Government-wide diversity and inclusion initiatives, which directly link to EEO principles.

The Plan’s four goals are:

- Goal 1: Ensure compliance with EEO mandates
- Goal 2: Educate the DOJ workforce
- Goal 3: Foster a highly qualified and diverse workforce
- Goal 4: Maximize technology

For each goal, there are strategies and corresponding tactics that will be addressed and/or implemented in partnership with internal and external stakeholders, including the DOJ Human Resources Community, DOJ Component Diversity Management Officials, employee affinity groups, and DOJ employees.

DOJ EEO Community Endorsement



Lee J. Lofthus

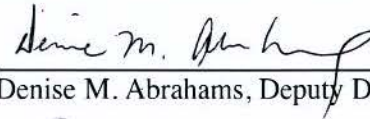
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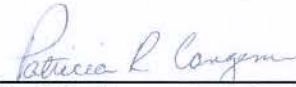
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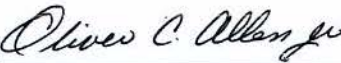
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Vision Statement

Leaders and partners in optimizing equality, fairness, diversity, and inclusiveness in support of the Justice mission, for current and future employees of the Department of Justice.

Mission Statement

The Department of Justice, through its EEO Offices, enforces anti-discrimination laws, and is proactive in implementing policies and programs that ensure individuals from all backgrounds can equally contribute and excel in the workplace.

Goal 1: Ensure Compliance with EEO Mandates

Goal 2: Educate the DOJ Workforce

Goal 3: Foster a Highly Qualified and Diverse Workforce

Goal 4: Maximize Technology

Goal 1: Ensure Compliance with EEO Mandates

Strategy A: Process EEO complaints of discrimination according to Federal regulations and Departmental policies.

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

Tactic A-2: Maintain and/or improve operating procedures to ensure efficiency, accuracy, and institutionalization of operations.

Strategy B: Promote the Alternative Dispute Resolution (ADR) Process to resolve EEO disputes.

Tactic B-1: Evaluate the effectiveness of ADR for resolving EEO disputes and use findings to make improvements.

Tactic B-2: Provide regular training on ADR for the DOJ Mediator Corps.

Tactic B-3: With stakeholder input, explore other forms of ADR for addressing employment concerns.

Strategy C: Respond to all Federal requirements to report on EEO activity per established guidelines and due dates.

Tactic C-1: Identify and eliminate obstacles to submitting accurate and timely EEO reports.

Tactic C-2: Provide appropriate training for EEO practitioners, and share best practices for preparing reports.

Strategy D: Support the timely provision of reasonable accommodations to Persons with Disabilities and in accordance with Federal regulations.

Tactic D-1: Update the “DOJ Manual and Procedures for Providing Reasonable Accommodations.”

Tactic D-2: Provide training for employees, and managers and supervisors on all aspects of the reasonable accommodation process.

Tactic D-3: Collaborate with stakeholders, including the DOJ Office of the Chief Information Officer and the Civil Rights Division, to ensure that electronic and information technology is accessible to Persons with Disabilities.

Goal 2: Educate the DOJ Workforce

Strategy A: With support from DOJ Senior Leadership, institutionalize training and education opportunities on EEO matters, including Management Directive 715, diversity, and the Notification and Federal Employee Antidiscrimination and Retaliation (FEAR) Act.

Tactic A-1: Develop an annual “State of the Agency” report or briefing on EEO for the Attorney General and DOJ Senior Leadership.

Tactic A-2: Provide EEO training to managers, supervisors, employees, and other stakeholders.

Tactic A-3: Develop a competency model for DOJ EEO practitioners, and partner with Human Resources (HR) and other subject matter experts to provide specialized training, including e-Learning.

Tactic A-4: Create opportunities for stakeholders to help identify and share best practices that can expand and refine EEO policies and programs.

Strategy B: Enhance awareness and understanding of the benefits of a diverse and inclusive workplace to ensure EEO.

Tactic B-1: Convene intra-Departmental workgroups to coordinate and conduct special observance commemorative programs, and identify and implement strategies that will encourage employee engagement in these programs.

Tactic B-2: Partner with internal and external affinity groups to coordinate informal and formal programs on EEO, and diversity and inclusion topics.

Tactic B-3: Collaborate with HR, DOJ Component Diversity Offices, Program Managers, and Committees to align EEO and diversity management activities in support of Departmental affirmative employment and diversity management objectives.

Strategy C: Share information about EEO using various communication tools, including the Internet, DOJ Intranet, posters, brochures, and electronic media.

Tactic C-1: Develop and implement a system that can leverage communication resources and tools to efficiently share information about EEO with stakeholders.

Goal 3: Foster a Highly Qualified, Diverse and Inclusive Workforce

Strategy A: Focus affirmative employment programs on recruiting and retaining a highly qualified and diverse workforce that can support the Justice mission.

Tactic A-1: Partner with HR to collect and analyze workforce data to help guide affirmative employment activities that can eliminate barriers to EEO for all.

Tactic A-2: Partner with HR and other EEO stakeholders to design and conduct targeted outreach activities, and recruit, hire, promote, and retain individuals from all backgrounds.

Tactic A-3: Partner with internal and external affinity groups, and academic institutions to help generate diverse and qualified pools of candidates to fill mission-critical occupations.

Strategy B: Leverage professional developmental programs 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 all qualified employees and support DOJ's succession planning objectives.

Tactic B-2: Facilitate informal and formal mentoring programs to promote career development and advancement opportunities.

Goal 4: Maximize Technology

Strategy A: Provide continual training on Information Technology (IT) systems that are used for EEO purposes.

Tactic A-1: Provide training on *icomplaints* at least semiannually.

Tactic A-2: Create a team of EEO experts from within each DOJ Component to enhance use of EEO IT programs Department-wide.

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.

Tactic B-2: Explore opportunities to acquire a suitable IT system that can efficiently and accurately track and report the provision of reasonable accommodations.

Accomplishments: 2008 – 2012 DOJ EEO Strategic Plan

Goal 1: Comply with EEO Mandates

- ✓ As required by the Equal Employment Opportunity Commission (EEOC) Management Directive 715 on an annual basis, DOJ Component EEO Offices continued to analyze employment programs and available workforce and hiring data to: 1) identify potential barriers to EEO, 2) inform management officials of these barriers, and 3) engage internal and external stakeholders to refine and expand programs, thus helping to eliminate barriers.
- ✓ Prepared and submitted in a timely manner, the following annual reports: Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC 462 Report), No FEAR Act Report, Disabled Veterans Affirmative Action Program Report and Plan, the Federal Equal Employment Opportunity Recruitment Program Report, and the Minority Serving Institutions Report.
- ✓ In May 2009, successfully launched the DOJ Mediator Corps with support from the Attorney General. Key aspects of program:
 - Directly satisfies Federal regulations to establish or make available an ADR Program for both the pre-complaint and the formal EEO complaint processes.
 - Collateral duty mediators from all DOJ Components who provide an invaluable means of informal resolution to address and, when possible, resolve workplace disputes.
 - Training for mediators conducted.
 - Operationally managed by the Federal Bureau of Investigation with support from DOJ Component EEO Offices.

Goal 2: Educate the DOJ Workforce

- ✓ Educated DOJ Senior Leadership, managers, supervisors, and employees about EEO policies and programs by conducting EEO activities and training, which were designed to facilitate employee access to EEO resources and full participation in all aspects of EEO programs, including the EEO complaint process. Examples of activities include:

- Inclusion of EEO Policy Statement in new employee orientation packets.
 - Posting of EEO/diversity related information, including EEO policies and procedures, on the Department's website, which is accessible to all DOJ employees and potential job applicants.
 - No FEAR Act training for new employees (within 90 days after entry on duty).
 - EEO complaint training for managers, supervisors, and employees.
 - Proactive use of ADR when requested by complainants.
 - EEO Affirmative Employment workshops/briefings for EEO stakeholders and DOJ employees.
 - Diversity training sessions to address attitudinal biases in the workplace and promote an inclusive work environment for all employees, including women, minorities, Persons with Disabilities, and Lesbian, Gay, Bisexual and Transgender (LGBT) individuals.
 - Expanded training for the recruitment, hiring, promotion, retention, and accommodation of Persons with Disabilities
 - Training on working with Transgender individuals.
 - Executive briefings on EEO complaint activity to the JMD Assistant Attorney General for Administration/DOJ EEO Officer.
- ✓ Conducted Departmental and DOJ Component special observance programs to raise employee awareness about the contributions of women, minorities, Persons with Disabilities, and LGBT individuals. For Departmental observance programs, participant feedback remains positive with average attendance up to 250. (Note: this does not include employees who may have watched programs via the Justice Television Network). In addition, the JMD EEO Staff, in partnership with the JMD HR Learning and Workforce Development Office, established a registration process via *learnDOJ* (DOJ's learning management system), whereby DOJ managers and supervisors in attendance can receive credit for fulfilling the annual diversity training requirement established by the Attorney General's Diversity Initiative.
- ✓ The JMD EEO Staff and DOJ Component EEO Officers met quarterly to discuss EEO emerging issues, best practices and, concerns, and to report on various EEO programs and activities being conducted by DOJ EEO Offices.

Goal 3: Foster a Highly Qualified and Diverse Workforce

- ✓ Coordinated participation in employment outreach events targeting women, minorities, Persons with Disabilities, and LGBT individuals when funding was available, and followed established Departmental policy on participation in non-DOJ sponsored conferences. Outreach activities supported Department-wide objectives to develop diverse applicant pools for DOJ mission-critical occupations, including current and anticipated vacancies.
- ✓ Developed a calendar of “Outreach, Awareness, Recruitment, and Professional Development Events” and distributed to DOJ Components. Information is posted annually on the JMD EEO Staff Internet site.
- ✓ Developed a proposal for the Attorney General to establish, via an internal policy change, a LGBT Special Emphasis Program. The proposal was approved and the program was formally established by the Attorney General on March 21, 2013. The program will help to institutionalize program activities that are currently in place to support the employment of LGBT employees and will complement existing EEO Special Emphasis Programs, which are designed to further develop a diverse and talented workforce. All DOJ Component EEO Offices now have permanent or collateral duty LGBT Special Emphasis Program Managers.
- ✓ With strong support from the Attorney General and Department-wide Senior Leadership, continued to develop and implement EEO programs that help to increase the participation rate of Persons with Disabilities within the DOJ workforce. Examples of activities that support the employment of Persons with Disabilities include:
 - In partnership with the DOJ HR Community, advertised and continued to encourage utilization of the Office of Personnel Management/Bender Disability Registry in support of meeting DOJ’s two percent goal for hiring Persons with Targeted Disabilities.
 - Continued to address the requirements of Executive Order 13548 – *Increasing Federal Employment of Individuals with Disabilities*.
 - Initiated review and update of the “DOJ Manual and Procedures for Providing Reasonable Accommodation.”
 - Facilitated sharing of promising practices to recruit Persons with Disabilities.
 - Raised awareness of Departmental “Return to Work” activities, which helped DOJ retain employees who were injured on the job.

- Raised awareness of DOJ’s responsibilities to meet the requirements of Section 508 of the Rehabilitation Act.
 - Conducted a series of training on the employment of Persons with Disabilities, including sessions on Disability Awareness and Reasonable Accommodations.
 - Participated in outreach and recruitment venues targeting Persons with Disabilities.
- ✓ Strengthened partnerships with employee affinity groups to help advance Departmental EEO objectives, share promising practices, and address potential barriers to EEO employee affinity groups, DOJ Component EEO Offices have developed or strengthened several EEO/diversity related programs, including special observance programs to increase awareness of the Department’s diverse workforce and to help eliminate attitudinal biases.

Goal 4: Maximize Technology

- ✓ Increased use of IT, including the use of *icomplaints* to effectively track and monitor EEO complaints and compliance in a consistent manner across DOJ Component EEO Offices. In FY 2013, DOJ added the Quality Review Management module to its *icomplaints* subscription to enhance the collection and ensure the accuracy of EEO complaint data. The *icomplaints* system also tracks the ADR process, both at the pre-complaint and formal complaint stages. This IT system has proven to be an effective tool to efficiently and accurately monitor and track all EEO complaint activities, including issues and bases of the complaints, the aggrieved individuals and involved management officials, and complaint trends. System users receive annual training and, when necessary, can revise system elements to ensure EEO complaint data is properly maintained.
- ✓ Developed an “E-Filing Contact Form” made available on the JMD EEO Staff internet page. The electronic form allows individuals to initiate the EEO complaint process at any DOJ Bureau/Component via the Internet.