



U.S. Department of Justice
Office of the Deputy Attorney General

The Deputy Attorney General

Washington, D.C. 20530

May 6, 2003

MEMORANDUM FOR HEADS OF DEPARTMENT COMPONENTS

FROM: Larry D. Thompson
Deputy Attorney General

SUBJECT: Department of Justice Diversity Initiatives

RECEIVED
DEPT OF JUSTICE
2003 MAY -7 PM 2:44
EXECUTIVE
SECRETARIAT

On February 5, 2003, the Attorney General and I announced a series of new Department of Justice initiatives aimed at strengthening the Department's attorney workforce by intensifying outreach to individuals from different racial, ethnic, economic, and geographic backgrounds, and by creating incentives to enter and remain in public service.

Our pursuit of justice is stronger, and the fulfillment of our national mission more effective, when we bring to bear the experience, judgement, and energy of colleagues from a wide spectrum of backgrounds. The initiatives outlined below represent an investment in the most important asset of the Department—its people.

The Department will take the following actions to implement these initiatives:

- Conduct aggressive and focused outreach to educate law students and young lawyers—especially minority students and lawyers—about the benefits of a career at the Department of Justice.
 - ✓ A new Deputy for Recruitment in the Department's Office of Attorney Recruitment and Management will be appointed who is responsible for proactively identifying ways to recruit a more diverse applicant pool for the Attorney General's Honors Program and lateral vacancies at the Department.
- Make information about attorney and supervisory vacancies more transparent and accessible both to attorneys outside the Department and to current Department personnel.
 - ✓ Effective immediately, all attorney and supervisory vacancies, including vacancies at U.S. Attorney's Offices, will be posted on DOJ's in-house Intranet. In the coming months, all attorney vacancies will be posted on the Internet.

2

- Utilize existing legal authority to assist with the repayment of student loans for qualifying new attorneys entering the Department under the Honors Program or laterally, *and* as a mechanism to retain experienced attorneys.

✓ OPM regulations allow federal agencies to pay up to \$6,000 annually toward the repayment of qualifying federal student loans for an employee who meets the requisite criteria, up to a maximum of \$40,000 per employee. Individuals receiving the benefit of this loan repayment program will, in turn, have a minimum 3-year service obligation to the Department of Justice.

✓ The Department already has reallocated \$300,000 from the Department's Special Project Fund to begin immediate implementation of the loan repayment program for FY03. It will double its commitment to \$600,000 in FY04, enabling the Department to provide financial assistance to as many as 100 qualifying attorneys. By March 7, 2003, the Office of Attorney Recruitment and Management (OARM) will post information about the Attorney Loan Repayment Program on its website. I have appointed a student loan repayment Program Administrative Panel consisting of the Director, OARM; the Director, EOUSA; the DAAG, JMD Human Resources; the DAAG, Office of the Controller, JMD; and an AAG of a Department Component (to rotate every two years), the first to be the AAG of the Civil Division. This Panel will finalize the Department's loan repayment policy and oversee the program.

To meet our statutory requirements to administer the program, I have directed your offices under separate memorandum to identify any attorney posts or positions that are difficult to fill with highly qualified personnel and, if applicable, to identify any skills, qualifications, or background requirements associated with such positions and submit them through OARM to the Program Administrative Panel for appropriate action.

- Institute a mentoring program for all incoming attorneys. This program will begin in October 2003 with the incoming Attorney General's Honors Program attorneys and will gradually phase in all incoming attorneys by the next fiscal year.
- Initiate diversity training throughout the Department to begin Spring 2003.
- Establish a formal career development program for all Department attorneys in collaboration with OPM. This program will be aimed at assessing managerial potential and developing the skill sets and qualifications in attorneys necessary to assume management responsibility at the SBS level. This 18-month program will begin October 2003.

3

- Monitor the Department's progress in achieving the goal of a more diverse attorney workforce.
- Conduct exit interviews with all voluntarily departing attorneys to determine their reasons for leaving and to develop strategies to promote increased retention. These interviews will begin Spring 2003.

I have delegated to the Office of Attorney Recruitment and Management responsibility to administer and manage the outreach effort, the centralization of vacancy announcements, the Student Loan Repayment Program, and the formal mentoring program. I have also delegated to JMD responsibility to administer and manage the Career Development Program, the diversity training, exit interviews, and to assist OARM with the Student Loan Repayment Program.

I am asking that we all work expeditiously to implement these initiatives and that each component name a point of contact (POC) for implementation of these initiatives. That POC will work with Stacey Plaskett Duffy in the Office of the Deputy Attorney General to insure that these programs become an integral part of the Department. That POC will be meeting in the coming weeks with my office and OARM and JMD to discuss in detail implementation of these initiatives.