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***Diversity and Inclusion –
Supporting Our Mission, Fostering Change***

Justice Management Division
Preliminary Diversity Management Plan

June 30, 2010

A MESSAGE

FROM THE ASSISTANT ATTORNEY GENERAL FOR ADMINISTRATION

I am pleased to present the Diversity Management Plan for the Justice Management Division (JMD). This Plan was developed in collaboration with all of JMD and builds on the Attorney General's goal of improving the effectiveness of the Justice Department's recruitment, hiring, retention, and professional development. The Plan is a living document that will guide our diversity management in JMD.

While we have made progress toward a more diverse and inclusive workforce, both within our organization and in the Department, improvement is needed. Achieving a diverse workforce requires the commitment of every one of us in JMD. We each have a critical role to play in creating and sustaining a diverse, high performing workforce. I am counting on our JMD managers and supervisors, and our entire workforce to assist in implementing this Plan as we build upon our existing diversity, and work together to address continued challenges.

I am committed to ensuring a fully inclusive workplace that values diversity and allows each employee to fully contribute to accomplishing our mission. I challenge each of you to look for ways you can help JMD in meeting this goal, and thank you for your support of this important initiative.

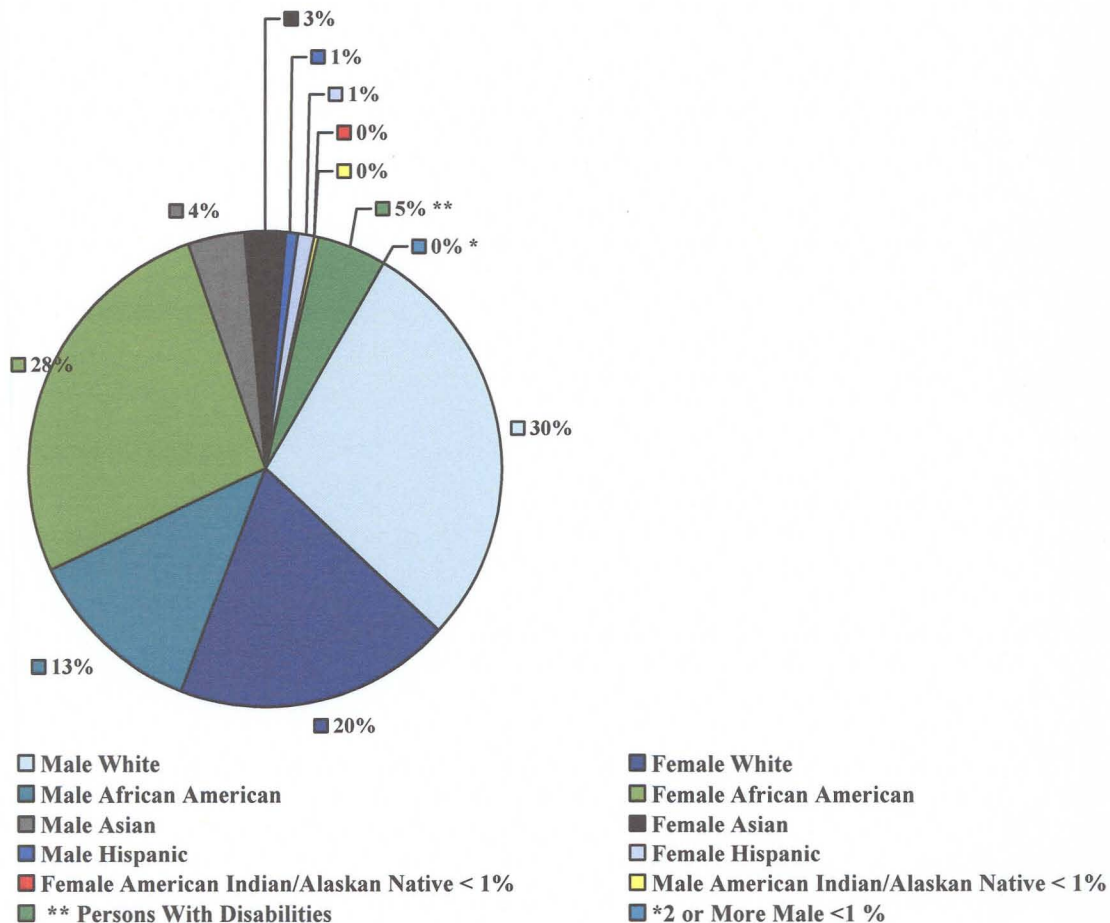


Lee J. Lofthus

SECTION I: DESCRIPTION OF CURRENT WORKFORCE

As of June 1, 2010, the Justice Management Division (JMD) has 1,014 full-time, permanent employees. The diversity of JMD's workforce from a demographic and occupational perspective demonstrates JMD's ongoing commitment to diversity and inclusion. Through continuous monitoring of various recruitment, hiring and retention efforts, JMD strives to ensure a representative workforce.

Within JMD, African Americans and Caucasians (Whites) comprise 91 percent of the workforce; 40.9 percent and 50.1 percent respectively. Asians are seven percent and Hispanics are two percent of the JMD workforce. Persons with Disabilities represent five percent and American Indians/Alaskan Natives represent one percent of the JMD workforce. Women represent 52 percent of the JMD workforce.



* "2 or more" refers to individuals self-identified as being of two or more races.

** Total does not add up to 100% due to the inclusion of persons with disabilities as a category.

In total, the representation of minorities (50 percent) and females (52 percent) is significantly higher when compared to the overall DOJ workforce (e.g., females 39.3 percent; racial/ethnic minorities 34 percent) and the Federal Civilian Workforce (e.g., females 44.2 percent; racial/ethnic minorities 33.2 percent). When compared to the DOJ workforce and the Federal Civilian workforce, representation of Persons with Disabilities within JMD (five percent) is higher than the DOJ workforce (three percent) and slightly lower than the Federal Civilian Workforce (6.8 percent).

As data are dissected into specific areas (e.g., by grade, excepted/competitive service, gender, ethnicity, disability), it is evident that JMD has made progress to increase the representation of women and racial/ethnic minorities within the excepted and competitive service GS 12-15 grade levels. For example, women represent 38 percent of all GS 14 -15, and of these women, African Americans represent almost half at 15.7 percent. Overall, it should be noted that 77 percent of JMD employees fall within the GS 12 – 15 grade levels. Within the Senior Executive Ranks, females comprise 29 percent or (eight of 29) and racial/ethnic minorities comprise 13 percent (three African American males and one Hispanic male) of the JMD Executive Rank. While progress made is positive, JMD will continue its efforts to diversify its workforce by increasing outreach efforts to all segments of the U.S. population, including those groups that have been traditionally under-represented in the JMD workforce, and at the senior and executive ranks with JMD.

Attrition data indicates that despite separations, the number of hires increased significantly; thus ensuring the JMD workforce profile continues to be diverse.

The self-identified workforce data highlighted in the remainder of this section captures only the higher percentage of various ethnic groups within the JMD leadership pipeline (GS 13 -15s). **For a more detailed overview of information of the data captured below, please see the Plan's Appendix.**

Competitive service females (GS 13-15s) without disabilities and within their race/ethnic group:

- 100 percent (6 of 6) – Hispanics
 - 84 percent (21 of 25) – Asians
 - 75 percent (132 of 176) – Whites
 - 53 percent (141 of 267) – African Americans
 - 100 percent (3 of 3) – American Indians/Alaska Natives
- (Note: Total number of competitive service females without disabilities is 477)

Competitive service males (GS 13-15s) without disabilities and within their race/ethnic group:

- 87 percent (33 of 38) – Asians
- 71 percent (187 of 262) – Whites
- 64 percent of (7 of 11) – Hispanics

- 63 percent (76 of 120) – African Americans
- 33 percent (1 of 3) – American Indians/Alaska Natives

(Note: Total number of competitive service males without disabilities is 435)

Competitive service females (GS 13-15s) with targeted disabilities* (5) and within their race/ethnic group:

- 60 percent (3) – Whites
- 20 percent (1) – African American
- 20 percent (1) – Hispanic

* *Targeted disabilities* include: deafness, blindness, missing extremities, partial and complete paralysis, convulsive disorder, intellectual disability, mental illness, and distortion of limbs or spine

Competitive service males (GS 13-15s) with targeted disabilities (5) and within their race/ethnic group:

- 80 percent (4) – Whites
- 20 percent (1) – African American

Competitive service females (GS 13-15s) with disabilities (19) and within their race/ethnic group:

- 71 percent (5 of 7) – Whites
- 17 percent (2 of 12) – African Americans

Competitive service males (GS 13-15s) with disabilities and within their race/ethnic group:

- 100 percent (4 of 4) – African Americans
- 90 percent (9 of 10) – Whites

(Note: Total number of competitive service males with disabilities is 15)

Excepted service females (GS 13-15s) without disabilities and within their race/ethnic group:

- 57 percent (4 of 7) – African Americans
- 50 percent (12 of 20) – Whites

(Note: Total number of excepted service females without disabilities is 28)

Excepted service males (GS 13-15s) without disabilities and within their race/ethnic group:

- 100 percent (1 of 1) – Hispanic
- 65 percent (15 of 23) – Whites

(Note: Total number of excepted service females without disabilities is 24)

There is one male with a targeted disability; GS -13

There is one female and two males that are disabled (i.e., does not have a targeted disability)

FY 2009 Attrition Information:

Competitive Service females without disabilities:

- African Americans: 14 separated; 23 hired
 - Whites: 11 separated; 9 hired
 - Asians: 1 separated; 1 hired
- Overall: 26 separated; 33 hired represents (net 7)

Competitive Service males without disabilities:

- Whites: 22 separated; 22 hired
 - African Americans: 5 separated; 10 hired
 - Asians: 1 separated; 7 hired
- Overall: 28 separated and 39 hired (net 9)

Competitive Service females with targeted disabilities:

- Whites: 2 separated; 1 hired
- African Americans: 1 separated

Excepted Service female with no disabilities

- Whites: 4 hired

Excepted Service male with no disabilities

- Whites: 1 separated; 2 hired (net 1)

SECTION II: CERTIFY COMPLIANCE WITH ACTION ITEMS IN THE DEPARTMENT'S DIVERSITY MANAGEMENT PLAN FOR COMPETITIVE AND EXCEPTED SERVICE PERSONNEL

Action Items due by June 30, 2010

The Assistant Attorney General for Administration established the Justice Management Division Diversity Committee (Committee) on June 28, 2010, to advise him on diversity management with respect to recruitment and hiring, retention, and professional development. *The following lists the membership:*

Alzira Meierling, CIO
Jacqueline Wilson, CIO
Roger Beasley, CIO
Patrice Jones-Washington, PMP
Leisa Bush-Yallah, HRA
Burl Binion, Local #3097

Jeff Sutton, Controller
Melinda Morgan, Controller
Barbara Bush, PMP
Michelle Hackett, HRA
Myriam Skelly, HRA
Christopher Hook, Controller
(Liaison to DOJ Affinity Groups)

Permanent positions on the Committee will be the JMD Directors of Equal Employment Opportunity Staff (EEOS), Human Resources (HR) and the Program Manager for Persons with Disabilities; and Richard Toscano, Rod Markham, and Carlton Coleman, respectively, are appointed.

The disability point of contact for attorney hiring for JMD is *Carlton Coleman*, Disability Program Manager, JMD EEOS. Mr. Coleman will work closely with the Office of Attorney Recruitment and Management (OARM), and JMD managers to attract disabled attorneys for JMD excepted service attorney positions.

JMD did not designate an Attorney Skill Development Coordinator since there are 31 attorneys within its workforce.

Continuing Obligations

Vacancy Announcements: Consistent with Departmentwide policy and guidance on attorney hiring, JMD currently advertises its vacancies for experienced attorneys on the OARM website. In addition, JMD posts all current excepted and competitive service vacancy announcements on *USAJobs*. Within the DOJ careers website, there is a link to all current DOJ and JMD employment opportunities posted on *USAJobs*. JMD, as the human resources (HR) servicing office for DOJ Offices, Boards, and Divisions (OBDs), is responsible for posting job announcements from these organizations.

Beginning on June 30, 2010, JMD will advertise attorney vacancies on the JMD website <http://www.justice.gov/jmd/ps> and *USAJOBS* website <http://www.usajobs.gov>. JMD welcomes applicants for any of these positions, and provides consistent and open competition across the board. Applicants are provided instructions and a point of contact for questions is listed in the vacancy announcement.

Employee Organizations: JMD takes very seriously its responsibility for conducting employee orientation sessions for new employees of JMD and the DOJ OBDs. Through these sessions, new employees are provided important information about DOJ, employee rights and benefits, and the numerous support resources that can help facilitate a smooth transition and productive career in the Department. Through the JMD EEOS website, new employees can find information on the various DOJ employee organizations that help raise awareness of diverse constituent groups and promote diversity and inclusion in the Justice workforce. Recent efforts have resulted in a broader inclusion, and assurance of a regularly updated and current list. Effective June 30, 2010, JMD will ensure this information is included in all new employee orientation packets.

Future Compliance

JMD values the input of its workforce and has shared its preliminary diversity management plan with all JMD employees to ensure transparency in JMD's ongoing efforts to meet the Attorney General's goals for diversity management. JMD will post this plan on its website upon submission to the Deputy Associate Attorney General for Diversity. After review by the DOJ Diversity Council, JMD will post its final diversity plan. The Assistant Attorney General for Administration will provide regular updates to employees on progress made to implement the JMD plan through JCON notices and the JMD website. His first update will include a JMD Diversity Policy Statement, following and in accordance with the Attorney General's statement.

As noted above, JMD currently advertises its vacancies for experienced attorneys on the OARM website. Effective June 30, 2010, JMD will advertise attorney vacancies on the JMD website <http://www.justice.gov/jmd/ps> and USAJOBS website <http://www.usajobs.gov>. JMD welcomes applicants for any of these excepted service positions, and provides consistent and open competition as stated above. Applicants are provided instructions, and a point of contact for questions is listed in the vacancy announcement.

SECTIONS III AND IV: EXCEPTED AND COMPETITIVE SERVICE

Response to Eight Point Plan

As the management arm of the Department, JMD works in concert with all DOJ Components to support the recruitment, hiring, retention and professional development of the Justice workforce, including attorneys. Since the issuance of former Attorney General Janet Reno's "Eight Point" Plan to Enhance Diversity, JMD has worked closely with OARM and Senior Management to provide human resources and equal employment opportunity policy and program guidance to support and promote diversity within the Department's attorney ranks. As a DOJ Component, JMD utilizes the resources of OARM to address its attorney hiring needs and ensure effective outreach for the recruitment of highly talented and diverse individuals for JMD attorney positions.

In response to the "Eight Point" Plan, JMD has partnered or supported attorney hiring the following ways:

- Partnered with OARM to recruit for DOJ and JMD attorney positions.
- In collaboration with OARM, JMD identified disability points of contact for attorney vacancies to assist in recruitment across the Department as well as in JMD. (See Appendix)
- Through the JMD automated recruitment systems, supported OARM's efforts to automate the attorney application process and develop a web portal to raise awareness of DOJ attorney positions, mentoring and internship programs.

- Incorporated legal organizations and academic institutions within JMD electronic recruitment distribution network.
- Partnered with various DOJ legal affinity groups, including the DOJ Association of Black Attorneys and the DOJ Indian Trial Lawyers Association to support JMD diversity management efforts.
- In 2004, participated in an OARM Diversity Training for DOJ supervisors and hiring officials.

Recruitment and Outreach to Persons with Disabilities

On May 27, 2009, Attorney General Eric H. Holder, Jr. issued a memorandum on Hiring Goals for Persons with Targeted Disabilities asking managers, supervisors, and hiring officials to assist in working toward a Departmentwide two percent hiring goal of people with targeted disabilities (deafness, blindness, missing extremities, partial and complete paralysis, convulsive disorder, intellectual disability, mental illness, and distortion of limbs or spine). As the AAG for Administration is the Department's EEO Director by statute, JMD EEOS was proactive in advocating this Departmentwide goal on behalf of the Attorney General with an interest in improving the Department's representation of Persons with Targeted Disabilities. In addition, JMD has continued to support the recruitment, hiring and advancement of all Persons with Disabilities within JMD and throughout the Department.

To assist DOJ's overall disability employment, JMD has coordinated numerous Departmental activities to provide DOJ Components, including JMD, an opportunity to recruit talented individuals from the Disability community. These activities reflect an understanding of unique employment needs of this community, and the appropriate tools that should be utilized in the recruitment. *Examples of JMD's leadership to increase the representation in this area are as follows:*

Outreach and Recruitment

- JMD created and distributed across the Department, a calendar of events that identifies venues whose targeted audiences represent individuals with disabilities, including targeted disabilities so that DOJ components may improve its recruitment. (See Appendix)
- JMD participated in the *disAbled* Career Expo and provided information on careers in the legal profession, administrative management, clerical and support services.
- JMD hosted an exhibit at Gallaudet University's Internship and Job Fair.
- JMD invited DOJ components and it participated in the inaugural Federal Hiring Event for People with Disabilities – 39 DOJ positions were posted, including two positions within JMD (Secretary and Paralegal Specialist). While there were no hires as a result of this event, JMD will work with OPM to improve results in future fairs.

Compliance

- JMD utilized the DOJ Manual and Procedures for Providing Reasonable Accommodations (includes the request, report, and denial forms, respectively).
- JMD tracked and reported information on reasonable accommodations requests via the Equal Employment Opportunity Commission 462 Report.

Leadership Commitment

- JMD hired a Departmental Disability and Selective Placement Program Manager in February 2010 to conduct outreach, recruitment, and training and provide policy guidance on Departmentwide efforts to recruit, hire and appoint Persons with Disabilities.
- JMD issued a memorandum to DOJ Heads of Components on DOJ's Disability Employment Campaign to offer assistance in recruitment and retention.
- JMD issued a memorandum as guidance to DOJ Heads of Components on Hiring Persons with Targeted Disabilities, with emphasis on the Workforce Recruitment Program for College Students with Disabilities.
- Within JMD, the AAG for Administration encouraged his senior leadership to increase hiring of Persons with Disabilities through a memorandum to JMD Deputy Assistant Attorneys General on Hiring Persons with Targeted Disabilities. This included a Plan / Business Case for Disability Employment in JMD – Increasing the Hiring of Persons with Targeted Disabilities. In response to the AAG for Administration request, JMD EEOS conducted a DOJ Disability Employment workshop to support JMD and DOJ Component efforts to recruit and hire Persons with Disabilities. (See Appendix)

Outreach and Awareness

- JMD took the initiative to conduct a DOJ Disability Employment Workshop for DOJ Component HR Officers, featuring presentations from Federal, State, and local government agency representatives, review of data/information, and a dialogue on promising best practices for disability employment offering basic "how to" guidance on improving the Department's representation; 30 JMD managers and supervisors were in attendance. As a result of this workshop, JMD hired an African American male with a targeted disability. (See Appendix)
- JMD met with officials of the Computer/Electronic Accommodations Program (CAP), which included a tour of CAP stations featuring assistive technology for the following disability categories: Blind/Low Vision; Cognitive; Communication; Deaf/Hard of Hearing; and Dexterity.
- JMD received approval to pilot an Assistive Technology Resource Center (ATRC) to identify Section 508 compliant software and hardware for employees with disabilities. The JMD Operations Services Staff (OSS) within the OCIO will have responsibility for implementing and managing the center and will consult regularly with the JMD EEOS. Office space has already been designated at the Two Constitution Square building and a manager has been selected to manage the lab. By September 30, 2010, the lab will be

implemented and staffed to test Section 508 compliancy of software and equipment. JMD OSS and the JMD EEOS will establish quarterly goals to identify the number of Government employees within JMD who require assistive technology and the number who can be accommodated and trained in the new technology. Processes will also be established by September 30 for testing and for requesting assistive technology for individuals, conferences and meetings. Upon determining the success of this pilot program, JMD will expand the lab for use by all DOJ Components.

Current Diversity Management Policies / Programs – Excepted and Competitive Service

(Note: Given the small attorney population within JMD, current diversity management efforts for excepted and competitive service have been combined)

JMD's current human capital policies and programs directly support all DOJ occupations, including attorneys. JMD's efforts respond directly to existing human capital legislation, Administration and Agency goals and priorities, and employee feedback. In addition, JMD's programs and policies reflect an ongoing commitment to proactively anticipate changing workforce demographics and occupational requirements that impact all components and JMD. JMD will monitor, track and evaluate all programs and activities.

Leadership Commitment and Organizational Infrastructure

JMD's leadership in promoting diversity and inclusion is demonstrated throughout the entire continuum of workforce development activities that exist across the Department and is most evident in its ongoing leadership in implementing the DOJ Human Capital and Equal Employment Opportunity Strategic Plans (See Appendix). Created in 2007 and 2008 respectively, these two important plans, which were led by JMD, coordinated the combined energy of the DOJ HR and EEO communities and guide the Department's management of human capital and diversity management.

Each plan reflects Departmentwide commitment and consensus to address and advance a variety of human capital and EEO priorities, including developing diverse applicant pools for DOJ mission-critical occupations; providing professional development opportunities for all employees; developing and offering employee and supervisory training; raising awareness about the benefits of diversity, and ensuring accountability for results. Through ongoing implementation measured quarterly, JMD and all DOJ Components successfully promote and replicate promising practices, bring attention to human capital areas that need improvement, and facilitate positive change in how the Department manages and supports its workforce.

JMD, as a DOJ Component, has developed and implemented several significant policies, programs and activities that directly align and support the goals and objectives of these plans. Many of JMD's efforts are identified below. JMD's activities frequently serve as a model or best practice for how all DOJ Components can respond or support policy requirements that are established by JMD for the entire Department.

Recruitment and Outreach Efforts

Through a strategic partnership, JMD HR and EEOS work closely with DOJ Components and with JMD Staffs to attract a diverse applicant pool for DOJ career opportunities. Their collective efforts help to coordinate Departmentwide outreach and recruitment activities, increase awareness about DOJ mission and excepted and competitive service employment opportunities, and ensure effective utilization of the most current recruitment and hiring tools, resources, and authorities.

In addition, JMD works closely with OARM on a variety of recruitment activities to attract experienced attorneys. When attorney vacancies arise, JMD works with OARM to post vacancy announcements on the OARM website and distribute announcement(s) via DOJ's electronic network of legal organizations and academic institutions. *Examples of Effective Recruitment and Outreach Efforts:*

- JMD electronically distributes DOJ and JMD vacancy announcements to over 1,600 organizations and academic institutions' websites. Included within this distribution network are Minority Serving Institutions, organizations supporting Persons with Disabilities, law schools, and professional associations. All outreach efforts are 'one-click' to broadcast the announcement to all organizations, which has proven to be an effective and timely method to distribute job announcements. The distribution network is updated every 60 days.
- JMD EEOS coordinates Departmentwide participation, including JMD, in numerous outreach and recruitment events to attract individuals from diverse populations, including racial/ethnic minorities, women, Persons with Disabilities, Lesbian, Gay, Bisexual and Transgender (LGBT), and veterans. During these events, JMD EEOS and/or DOJ Components provide information about DOJ job vacancies, internship opportunities, and application procedures. Annually, JMD EEOS posts a list of selected EEO-related outreach events at <http://www.justice.gov/jmd/eeos/events.htm>. (See Appendix)
- JMD recently established a Veterans' Employment Office in direct response to Presidential Executive Order on the Employment of Veterans, and was one of the very first Cabinet agencies to establish a Veterans' Employment Office. Through this office, JMD has and will implement a coordinated and strategic approach for the entire Department to tap the talent pool that exists within this important constituent group.
- To meet Goal 2, "Strengthen the DOJ Workforce", of the DOJ Human Capital Strategic Plan, JMD developed a recruitment supplement to use in JMD as well as to provide guidance to the components. This document identifies a set of recruitment objectives and strategies that supplement ongoing Departmentwide efforts to effectively attract talented individuals from diverse backgrounds for DOJ mission-critical occupations. In addition, a list of recruitment sources is offered to DOJ Components for their possible

consideration when identifying organizations that may help further attract potential job candidates from diverse backgrounds. (See Appendix)

- To meet Goal 3, “Pursue Innovation”, of the DOJ Human Capital Strategic Plan, JMD, in collaboration with DOJ Components, developed the *1st Edition of DOJ Human Capital Promising Practices* which focused on recruitment. The recruitment activities highlighted within this document, including JMD activities, serve as examples of recruitment methods that have been proven effective in the recruitment of talented and diverse applicants for Justice mission-critical occupations. (See Appendix)

Hiring

JMD HR leads Departmentwide efforts to improve all aspects of the hiring process to ensure that DOJ Components, including JMD, adhere to merit systems principles. Through use of the latest hiring technology, appropriate use and promotion of hiring flexibilities, ongoing assessment of hiring practices, effective workforce and succession planning, and continual training, JMD is providing hiring managers throughout DOJ and JMD the tools and resources to hire talented and diverse individuals. Within JMD, supervisors and employees who have hiring responsibilities must receive regular training on merit systems principles and prohibited personnel practices. Training modules satisfying this requirement are available through *learnDOJ*.

From an operational perspective, JMD HR is the servicing office for new hires within DOJ OBDs. JMD HR utilizes an automated recruitment system to develop job announcements. This system, along with HR Specialists, reviews submitted applications to determine the most qualified applicants, which in turn are submitted to the hiring official for interviews and selection. JMD HR Specialists provide hiring managers with guidance on all aspects of the hiring process. For hiring attorneys, JMD relies on OARM for reviewing potential applicants for attorney positions.

To ensure that Persons with Disabilities have every opportunity to be hired and advanced on the basis of merit, JMD provides reasonable accommodation to applicants with disabilities where appropriate. Applicants requiring a reasonable accommodation for any part of the application and hiring process for excepted and competitive positions may notify OARM and JMD respectively. Determinations on requests for reasonable accommodation are made on a case-by-case basis.

Supervisors play a critical role in promoting diversity in any organization, which is one reason JMD created a Quality Ranking Factor for all supervisory vacancy announcements. When applying for supervisory positions, applicants must address the following statement: *Ability to lead a diverse workforce including: creating a culture that fosters high standards of ethics; developing strategies to maximize employee potential; developing performance plans and monitoring performance; resolving conflicts; fostering workforce diversity on the staff; and, recognizing staff contributions.*

Once an employee is selected into a supervisory position, he or she receives a performance work plan that includes a performance element that addresses his/her accountability for promoting diversity, supporting special emphasis programs, and applying EEO principles of fairness and equity in the workplace.

Within JMD, numerous offices have undertaken comprehensive assessments of their respective workforce and identified future operational needs to determine hiring goal and objectives. Through these workforce and succession planning efforts, several JMD offices, including the JMD Budget and Finance Staffs, have developed their entry-level workforce through effective use of several appointing authorities, including the Federal Career Intern Program (FCIP), the Student Career Experience Program (SCEP), the Student Temporary Experience Program (STEP), and the Presidential Management Fellows Program (PMF).

As is noted within the JMD workforce profile, JMD's overall hiring efforts have proven successful. Despite separations, the number of hires, particularly those that reflect diversity, increased JMD's representation significantly, as evidenced in Section I of this Plan.

Retention

Employee separations, including attorneys, from JMD are primarily due to promotions and retirements. As noted within the DOJ workforce profile, the number of separations for 2009 is low, only 56, including one attorney. When an employee separates, the AAG for Administration has asked JMD managers to conduct an exit interview. Feedback obtained from these interviews along with results from various employee surveys, including the Office of Personnel Management *Employee Viewpoint Survey*, help guide JMD's efforts to retain employees. In partnership with JMD HR, the JMD Diversity Management Committee will review survey data and when appropriate, identify strategies to address areas needing improvement.

Following policy, programs and guidance that it establishes for the entire Department, JMD utilizes a variety of tools to retain employees. *Examples of tools utilized include:*

- JMD's Awards Ceremony recognizes outstanding employee contributions. Employees are given an award and monetary recognition up to \$2,000.
- JMD nominates employees for the Annual Attorney General Awards, a highly valued public DOJ recognition.
- JMD employs agency-wide Flexible Work Schedule Program to balance work and family life.
- JMD holds quarterly or biannual all employee meetings per DAAG and presents awards for exceptional employee performance, including valued Customer Service Awards (e.g., Deputy Assistant Attorney General for Human Resources "Star" Award for Customer Service; DAAG/CIO biannual meeting for recognizing years of service).
- DAAG/CIO conducts an annual CIO Employee Climate Survey.
- Employees are provided public recognition for Length of Service with "Pin" Recognition.

- JMD DAAGs provide newsletters, highlighting program successes and employee performance.
- AAG for Administration authorizes recruitment / retention incentives in rare situations to ensure knowledge management and capture of institutional memory.

Professional Development

Over the past few years, JMD has addressed diversity at all levels and occupations by selecting women and minorities to participate in various Departmentwide learning and development activities. JMD has paid attention to ensuring development opportunities for all grades in its Division so that all employees have an opportunity to excel beyond their current positions.

At the supervisory through executive levels, women and racial/ethnic minorities have participated in the DOJ Leadership Excellence and Achievement Program (LEAP) (GS 13-15), DOJ Women's Program Brown Bag Professional Development Workshops (GS 15s), and the Office of Personnel Management (OPM) Federal Executive Institute leadership programs (GS 15). JMD's representation in these programs has been significant. Since the program's inception, JMD has invested in its future workforce by supporting a total of 18 employees (up to six per year, providing monetary support beyond the three per component) in the DOJ LEAP program. Of the 18 employees that have participated in LEAP, there were four racial/ethnic minority males, and ten women, including six racial/ethnic minority women. Since 2007, JMD has supported the participation of 10 employees in the OPM FEI, which included five women and three racial/ethnic minorities. (See Appendix)

To support entry to mid-level DOJ employees, JMD has developed two successful programs in which it also participates. *The two programs are:* the Career Advancement for Administrative Professionals (CAAP) initiative, which is designed to enhance DOJ's efforts towards retention, upward mobility, and skills/competency assessment of employees at various levels; and the DOJ Planning, Assessing and Developing (PAD) Your Career initiative, designed to assist Department employees in pursuing senior managerial positions. Since the inception of each program, 586 DOJ, including 86 JMD employees have participated in CAAP, and 300 DOJ, including a largely diverse group of 30 JMD employees, have participated in the PAD.

Recognizing that professional development encompasses continuous learning in such areas as performance management, JMD also requires performance management training for all JMD managers and supervisors, competitive and excepted service. This biannual mandatory training imparts important information on what drives performance management within JMD and how to properly utilize strategies for employee development, engagement and recognition.

Since 2008, JMD has also offered *Introduction to Supervision* courses to its newly appointed supervisors. During this one-week training, participants engage in interactive discussions, exercises and lectures about their role as a supervisor and share important information on making the transition to a supervisor. Participants learn techniques and strategies that focus on:

communicating clearly and often with employees; delegating, coaching, and team building; managing and fostering diversity; developing plans for motivating performers and nonperformers; performance management and how to properly utilize employee development and recognition; and, identifying specific areas for action and future growth.

Transparency and Sustainability

The AAG for Administration and the JMD Deputy Assistant Attorneys General (DAAGs) are committed to ensuring accountability for results in all aspects of JMD operations, including the support of the management needs of all DOJ Components. Through regular communication with DOJ Component Senior Leadership and all DOJ employees, JMD facilitates an increased awareness of Departmental management goals and priorities

Within JMD, the AAG/A and DAAGs foster open communication and continual improvement of efforts in numerous ways, *including*:

- ***All Employee Meetings:*** JMD wide and DAAGs: Meetings ensure transparency and full accountability to workforce. Focus on JMD support for DOJ mission priorities; internal human capital issues, including diversity management, employee recognition and professional development, and employee feedback.
- ***Regular Workforce Updates from AAG/A:*** Two most recent updates (April and June 2010) focused on a variety of areas including professional development opportunities within JMD and employee benefits for same sex domestic partners of DOJ employees. Quarterly at minimum. These will be issued regularly, as needed. See Appendix.
- ***Quarterly Division Newsletters:*** Newsletters highlight JMD operations, results, program successes, and employee performance.
- ***Employee Surveys:*** Prompt response to employee feedback surveys, including the OPM *Employee Viewpoint Survey* (recently known as the Federal Human Capital Survey). JMD's response to survey results has translated into new performance management training for supervisors and managers and increased communication with employees and among JMD Staffs/Offices.
- ***Strategic Planning efforts within JMD Staffs, inclusive of employee input (e.g., Controller/Finance Staff, HRA/Facilities and Administrative Services Staff):*** These efforts include one-on-one conversations with employees, an employee summit, executive leadership strategic planning workshops, and staff teams engage in action planning.

JMD Vision and Strategies for Diversity Management – Excepted and Competitive Service

As demonstrated above, JMD commitment to diversity and inclusion has fostered the development and implementation of numerous policies, programs and activities in support of its workforce. These efforts help to ensure a greater understanding and appreciation of diverse backgrounds and ideas, and provide opportunities for all employees to effectively support the DOJ and JMD missions.

JMD's work to expand and sustain a diverse workforce is predicated on the continuation and refinement of existing programs, and the development of new initiatives that will increase awareness and involvement of employees in diversity management activities. To ensure that JMD sustains a positive direction in the recruitment, hiring, and retention of a diverse workforce, a performance element will be drafted or enhanced so that senior managers are held accountable for implementing the JMD Diversity Management Plan (Plan). Through the JMD Diversity Management Committee, JMD will monitor and track implementation of the Plan, and identify additional opportunities to ensure that principles of equity, diversity, inclusion are incorporated into all aspects of JMD's operations.

With appropriate funding, JMD will employ a well-defined set of strategies that will facilitate results, transparency, and continuous dialogue on diversity. JMD's goals, strategies and tactics are designed to directly support the Attorney General's intent to improve the effectiveness of recruitment, hiring, retention and professional development.

GOAL 1: CONDUCT EFFECTIVE OUTREACH AND RECRUITMENT EFFORTS TO ENSURE A DIVERSE APPLICANT POOL FOR JMD MISSION CRITICAL OCCUPATIONS, INCLUDING ATTORNEYS

Effective outreach to diverse populations is critical to developing a strong applicant pool for mission-critical occupations. To facilitate effective outreach, JMD will employ the strategies identified below, which are designed to engage managers/supervisors in outreach and recruitment, effectively market JMD careers, and maximize our existing relationships with internal and external partners to increase awareness of JMD and its career opportunities. All of the tools below will be offered to DOJ-at-large as a model for use in their diversity outreach.

Strategies

- ⇒ *Expand recruitment sources to market and announce JMD positions, focusing specifically on Minority Serving Institutions (i.e., Hispanic Serving Institutions, Historically Black Colleges and Universities, Tribal Colleges and Universities), and law schools, and schools with large enrollment of racial/ethnic minorities, and Persons with Disabilities.*

Through close relationships with the institutions, JMD can effectively disseminate job announcements and develop a pipeline of entry level employees by providing development opportunities (e.g., internships) to highly talented and motivated students. These opportunities will allow JMD to discover the abilities of potential future employees while simultaneously educating them about the DOJ and JMD missions.

⇒ *Expand and facilitate new partnerships with National advocacy and legal organizations*

JMD maintains strong relationships with a number of National advocacy and legal organizations that support and address the issues, causes and concerns of Minorities, Persons with Disabilities, Veterans, and the Lesbian, Gay, Bisexual, and Transgender communities. JMD will utilize these relationships and develop new ones to further increase awareness of JMD employment opportunities, particularly at the mid to senior level, including the Senior Executive Service.

⇒ *Engage JMD senior leaders and managers in the outreach and recruitment process*

JMD senior leaders and managers play a critical role in marketing JMD as an employer of choice. Their participation in outreach and recruitment efforts will demonstrate JMD's commitment to sustain and further enhance a diverse applicant pool; and their knowledge and expertise of JMD operations will ensure that potential applicants have a solid understanding of the DOJ and JMD missions.

⇒ *Develop a new JMD recruitment website, and enhanced recruitment materials, including a recruitment tool kit for managers and supervisors.*

Effective outreach and recruitment requires clear, concise, user-friendly, and "eye-catching" marketing tools. JMD will refine, expand, or create new outreach and recruitment materials that will attract diverse applicant pools and ensure that JMD recruiters can effectively market JMD. In addition, JMD will develop recruitment materials in alternative formats, and will utilize the latest web-based technologies to quickly disseminate employment information.

⇒ *Coordinate a structured JMD summer internship program*

JMD will coordinate a structured summer internship program for college students, including law students, to support JMD's workforce and succession planning efforts. Internships will include developmental assignments and mentoring activities. Upon successful conclusion of the program, JMD will maintain contact with students throughout the academic year, encouraging them to reapply for additional internship opportunities or apply for JMD employment opportunities. JMD will work to partner with Minority Serving Institutions, law schools, and National advocacy organizations to advertise this program.

⇒ *Review, and when appropriate, expand use of various appointment authorities (e.g., FCIP, STEP, SCEP, PMF, Schedule A (Section u), Schedule B, Veterans Recruitment Appointment)*

JMD will review current use of various Governmentwide appointment authorities that can help attract diverse candidates for JMD employment opportunities, and meet workforce and succession planning goals. JMD HR and EEOS will conduct this assessment and provide training and information on the appropriate use of these authorities.

GOAL 2: DEVELOP AND RETAIN A DIVERSE CADRE OF TALENTED JMD EMPLOYEES

JMD's important mission to support the management needs of DOJ requires a workforce that can offer diverse ideas and solutions for addressing multiple issues in a timely manner. To ensure that JMD will sustain and expand diversity within all levels of its workforce, JMD will build upon and create several new initiatives that increase awareness of diversity and make available tools and resources to further foster diversity and inclusion.

Strategies:

⇒ *Create and administer mandatory and developmental diversity training for all JMD managers, supervisors and employees*

Effective diversity management requires a strong commitment and understanding of the principles of diversity and inclusion, and the tools and resources that can foster diversity. To ensure the diversity principles are applied at all levels, JMD will conduct a diversity training session by December 2010 for managers, supervisors, and employees. JMD will also conduct mandatory diversity training biannually for JMD Senior Management through blended classroom, and *learnDOJ* training sessions. In addition to addressing diversity principles, affinity groups, and available tools and resources, the training will underscore JMD's commitment to diversity and inclusion, providing progress made to implement the JMD Diversity Management Plan.

⇒ *Develop an online diversity tool kit for managers and supervisors to ensure retention*

To complement the regular diversity training mentioned above, JMD will develop an online diversity management toolkit for managers and supervisors to ensure a welcoming and inclusive workplace. This toolkit will provide managers and supervisors additional information on how to effectively foster diversity within their respective organizations.

⇒ *Promote diversity in higher level excepted service and competitive service positions*

The ability to promote diversity is most effective when an organization's senior leaders represent all segments of society. To ensure that JMD further diversifies its senior ranks, JMD will

continue to support employee participation in senior leadership programs, including DOJ LEAP and OPM's FEI. In addition, JMD is developing plans to pilot a Mentoring Program, a Management Rotation Program and will extend the use of Individual Development Plans to all JMD offices.

A new ***Mentoring Program*** will prepare high-potential employees (all levels) for leadership positions in JMD and the Department. Employees in grades 14 – SES will be trained as mentors. This program will be designed to foster leadership development, expand employee's knowledge, skills, and abilities, and will increase understanding of the Department, its missions and programs. The program will be supported by an online web-based tool.

A new ***Management Rotation Program*** will be designed for employees at the GS 13-15 levels. This program will provide employees with an opportunity to gain broad management experience across the JMD by working with key management officials (i.e., Chief Information Office; Controller; Human Resources/Administration; Policy, Management and Planning). Rotational assignments (in and outside of JMD) will provide program candidates exposure to critical management issues, and help JMD meet succession planning needs while preparing its future leaders.

GOAL 3: ENGAGE ALL EMPLOYEES IN JMD'S EFFORT TO PROMOTE AND FOSTER DIVERSITY AND INCLUSION

Transparency is an essential element to JMD's efforts to successfully support the DOJ/JMD mission. In a manner consistent with ensuring communication with all employees about primary mission priorities, JMD's Senior Management will engage all employees and welcome their input in the ongoing and future plans to ensure diversity and inclusion. Through the strategies list below, JMD will ensure a continuous dialogue of diversity and regular assessment of the effectiveness of implementation of diversity practices.

Strategies:

⇒ *Conduct an assessment of employee perception of diversity within JMD*

JMD will conduct an employee survey to solicit feedback on a range of diversity and EEO-related areas as well as to gauge the current climate. Survey results will be analyzed by the JMD Diversity Committee, and it will share findings and recommendations for improvements with JMD Senior Management. In addition, JMD/HR will review results from the Office of Personnel Management *Employee Viewpoint Survey* and share these results with the Committee to further guide and refine JMD's diversity management programs.

⇒ *Facilitate diversity discussions throughout JMD, covering diversity and EEO-related principles*

Active dialogue on diversity and EEO principles will ensure continuous improvement in the area of diversity management. JMD will foster employee dialogue on diversity during quarterly JMD new employee orientation sessions, all employee meetings, and Deputy Assistant Attorneys General quarterly meetings. In addition, JMD will coordinate diversity-related brown-bag lunch sessions during which JMD Senior Management will discuss their respective efforts to foster diversity and inclusion, and regularly engage DOJ Affinity Groups in JMD diversity related activities.

GOAL 4: ENSURE THAT PROGRESS IS SUSTAINABLE AND CONTINUING

Accountability for results is the cornerstone for JMD's ability to meet the management and administrative requirements of the Department of Justice. In a manner that complements ongoing efforts to develop and implement effective policies and programs, JMD will employ the strategies listed below to sustain and enhance a positive workplace. The strategies are designed to facilitate results, transparency, and continuous dialogue on JMD efforts to integrate diversity management practices in daily operations.

Strategies:

⇒ *Define and address JMD diversity management priorities*

The Assistant Attorney General for Administration will issue an annual diversity statement, patterned after that of the Attorney General, and will continue to communicate the importance of diversity management within JMD. This annual reiteration will be disseminated to all JMD employees and posted on the JMD intranet site.

⇒ *Review, and when appropriate and required, revise existing Departmentwide and JMD EEO-related policies and guidelines*

JMD EEO will conduct a thorough review of all Departmentwide EEO-related policies and guidelines to ensure compliance with current or new Governmentwide EEO policies, mandates and statutes. This includes a review and update to the *DOJ Manual and Procedures for Providing Reasonable Accommodations*.

⇒ *Establish JMD Diversity Management Committee*

The JMD Diversity Management Committee is chaired by the JMD Deputy Assistant Attorney General for Human Resources and Administration, who is also the Chief Human Capital Officer; and permanent members on the Committee include the JMD EEOS and HR Director, the Program Manager for Persons with Disabilities; and two to three senior level representatives

from each DAAG Division (see above). Consideration of Committee membership was given to JMD Staff / Offices that hire regularly for mission-critical occupations.

The Committee will meet more often initially to review JMD's Plan and to ensure the senior leadership receive advice on diversity matters setting a positive tone for the AG's initiative. The Committee will meet on a quarterly basis to review and discuss progress made to implement the JMD Diversity Management Plan and identify additional opportunities to ensure continuous improvement and expansion of JMD diversity efforts. In addition, the Committee will prepare an annual progress report to the JMD Assistant Attorney General for Administration and the DOJ Deputy Associate Attorney General for Diversity. The progress report will be disseminated to JMD employees and posted on the JMD intranet site.

⇒ *Include a diversity element within JMD manager/supervisor performance plans to hold JMD managers and supervisors accountable for meeting JMD's diversity goals and objectives*

The JMD Human Resources and Equal Employment Opportunity Staff will work together to finalize an enhanced performance element that will be included in the performance work plans of Supervisors and Managers; and Senior Executive Service members. The diversity element will foster continuous learning and application of diversity management principles and support of JMD's efforts to recruit a diverse applicant pool for JMD employment vacancies as well as efforts to retain our talented workforce.

Submitted by:



6-30-2010

Assistant Attorney General for Administration

Date

APPENDIX

(In Order of Reference within Plan)

- JMD Workforce Profile Data
- Roster on Disability Points of Contact for Attorney Vacancies
(<http://dojnet.doj.gov/jmd/eeos/disability-pocs-for-attys.php>)
- EEO Calendar of Events
(<http://www.justice.gov/jmd/eeos/events.htm>)
- Assistant Attorney General for Administration's Memorandum for Heads of Department Components on DOJ's Disability Employment Campaign
(<http://dojnet.doj.gov/jmdmemos/disability-employment.pdf>)
- Agenda for Disability Employment Workshop
- Assistant Attorney General for Administration's Memorandum for Deputy Assistant Attorneys General on Hiring Persons with Targeted Disabilities; and Plan for the Business Case for Disability Employment in JMD – Increasing the Hiring of Persons with Targeted Disabilities
(<http://dojnet.doj.gov/jmd/eeos/lofthus-memo.pdf>)
- DOJ Human Capital Strategic Plan
(<http://www.justice.gov/jmd/ps/missionfirst.pdf>)
- DOJ EEO Strategic Plan
(<http://www.justice.gov/jmd/eeos/strategicplan.pdf>)
- DOJ Recruitment Supplement
(<http://www.justice.gov/jmd/ps/docs/recruitment-supplement.pdf>)
- DOJ Promising Best Practices - Recruitment
(<http://www.justice.gov/jmd/ps/docs/promising-practices.pdf>)
- DOJ Leadership Excellence and Achievement Program Participant Data
- Federal Executive Institute Participant Data
- Regular Workforce Updates from Assistant Attorney General for Administration