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Foreword

The Department of Justice (DOJ) takes its responsibilities seriously, and steadfastly works to provide the highest level of service to the American people and promote the Nation’s security. The Department also strives to attract, hire, and retain a talented, diverse, and highly qualified workforce as reflected in the 2007-2012 DOJ Strategic Plan (see http://www.usdoj.gov/jmd/mps/strategic2007-2012/index.html) and now the first DOJ EEO Strategic Plan.

This Plan aligns with the DOJ Human Capital Plan and EEO mandates. We, at the Department, are committed to providing a focused EEO program that prevents and eliminates discrimination and ensures equality in the workplace. This is vital to our mission. This commitment also makes it clear that collaboration between DOJ’s human capital partners is fundamental to our success.

Our pursuit of justice and fulfillment of our national mission will benefit from the wide spectrum of experience inherent in a diverse workforce. The Department is committed to the principles of EEO and diversity and will actively advance the goals and strategies defined in this blueprint for DOJ’s EEO program.

Lee J. Lofthus
Assistant Attorney General
for Administration
and
Equal Employment Opportunity Officer
A Message from The Chief Human Capital Officer

I am pleased to present the DOJ EEO Strategic Plan for 2008-2012, a first collaborative effort of this nature, resulting from the work of the entire DOJ EEO community. This Plan was developed by DOJ’s senior EEO officials and its focus, “Working Together to Ensure Success—Meeting the Mission” was designed to support the Department in ensuring a workplace that values the principles of equity, fairness, and diversity.

This Plan will serve as a blueprint for the DOJ EEO community to promote inclusiveness and foster a culture that values diversity. The Plan is aligned with the DOJ Strategic Plan, the Equal Employment Opportunity Commission’s (EEOC) Management Directive 715 (MD-715), DOJ regulations (Section 42.1(a) of 28 C.F.R. Part 42, Subpart A) and the Notification and Federal Employee Antidiscrimination Act of 2002 (No FEAR Act). This living document will be reviewed regularly and updated to ensure continuous alignment with the Department’s goals, mission and needs. Our four strategic goals are:

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

Over the next five years, the EEO community will engage and collaborate with its DOJ partners and stakeholders. Our shared vision is to work together to ensure equal opportunity for all.

Mari Barr Santangelo
Deputy Assistant Attorney General
for Human Resources and Administration
DOJ Equal Employment Opportunity Community Endorsement

Mari Barr Santangelo
DOJ Chief Human Capital Officer

Vontell D. Frost-Tucker
Director, Equal Employment Opportunity Staff
Justice Management Division

Marcus Williams
Deputy Director, Equal Employment Opportunity Staff
Justice Management Division

Anthony N. Torres
Executive Assistant
Office of Equal Opportunity
Bureau of Alcohol, Tobacco, Firearms and Explosives

Dora Silas
Deputy Executive Assistant
Office of Equal Opportunity
Bureau of Alcohol, Tobacco, Firearms and Explosives

Oliver C. Allen, Jr.
Equal Employment Opportunity Officer
Drug Enforcement Administration

Veronica Venture
Equal Employment Opportunity Officer
Federal Bureau of Investigations

Mina Raskin
Equal Employment Opportunity Officer
Senior Counsel for Dispute Resolution
Federal Bureau of Prisons

Sandra Burks Farrior
Chief, Affirmative Employment Programs Branch
Federal Bureau of Prisons

Wanda A. Smith
Equal Employment Opportunity Program Manager
Executive Office for Immigration Review

Rita Sampson
Assistant Director
Equal Employment Opportunity Staff
Executive Office for United States Attorneys

Stacie Brockman
Equal Employment Opportunity Program Manager
Office of Justice Programs

Joann Grady
Equal Employment Opportunity Officer
U.S. Marshals Service

Bruce Merchant
Chief Intelligence Service Branch and EEO Coordinator
Intelligence Service Branch
National Drug Intelligence Center
Introduction

The Department of Justice (DOJ) employs approximately 104,000 talented and diverse men and women to help meet its mission and goals. In its *FY 2007-2012 Strategic Plan – “Stewards of the American Dream,”* the Department recognizes the importance of “Managing the DOJ Mission” by positioning itself to attract the best and the brightest workforce to fulfill DOJ’s essential mission.

To help achieve its core objective of meeting any challenge to the liberty of the American people, DOJ ensures a fair and level playing field without regard to race, color, sex, religion, national origin, age, physical or mental disability, sexual orientation, marital status, or status as a parent; including prohibiting discrimination on the basis of political affiliation.

Management

The Assistant Attorney General for Administration is the EEO Officer for the Department of Justice. This position has delegated responsibility for developing policy, methods, and procedures to implement DOJ’s EEO program to the Equal Employment Opportunity Staff (EEOS) Director, Justice Management Division. The EEOS is under the direct leadership of the Deputy Assistant Attorney General for Human Resources and Administration who also serves as DOJ’s Chief Human Capital Officer. EEOS partners with the DOJ EEO Community to provide advice, technical assistance, and support to senior leaders, managers, and employees.

Equal Employment Opportunity Staff Operational Overview

The EEOS is responsible for developing policies to implement and enforce, within the agency, the mandates of various antidiscrimination laws such as Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, Section 501 of the Rehabilitation Act of 1973 and the Equal Pay Act of 1963, as well as DOJ Orders and other policy directives mandating equal employment opportunity in the Federal sector.

The DOJ EEO Community works diligently to ensure that statutory and legal requirements are met for discrimination complaints processing, affirmative employment, reasonable accommodation, and accessibility. EEOS monitors DOJ’s compliance with various EEO and Office of Personnel Management policy directives, such as EEOC Management Directive 715, which provides guidance for Federal managers to ensure that all employment decisions are free from discrimination. The DOJ EEO Community also coordinates annual Special Emphasis Programs to educate DOJ employees on diverse cultures.
Vision and Mission

Vision Statement

The DOJ EEO community strives to maximize the partnership between leadership and employees to optimize fairness, equality, opportunity and inclusiveness in the workplace.

Mission Statement

As essential contributors to DOJ’s success, we promote a culture that values diversity and fairness and empowers individuals to contribute to their fullest potential while providing world class customer service.
Goal 1 – Comply with EEO mandates.

The DOJ leadership and EEO community expect the EEO program to be robust and fully compliant with all Civil Rights laws, rules and regulations, including MD-715 and the No FEAR Act.

**Strategy A: Identify and adhere to EEO complaint process regulatory requirements.**

**Tactic A-1:** Identify and resolve obstacles and/or barriers to compliance that might exist and develop corrective measures.

**Tactic A-2:** Create Standard Operating Procedures to help prepare EEO-related correspondence and to facilitate accurate record keeping and electronic filing of reports.

**Strategy B: Promote Alternative Dispute Resolution (ADR) as a standard business process throughout DOJ.**

**Tactic B-1:** Assess each component’s ADR program initiatives and develop and implement a DOJ-wide program to include a marketing plan.

**Tactic B-2:** Partner with the Office of Dispute Resolution (ODR) to create a DOJ Mediator Corps.
Strategy C: Identify and adhere to regulatory reporting requirements.

Tactic C-1: Identify and resolve obstacles to timely report submissions.

Tactic C-2: Develop an electronic template for all required EEO reports.

Goal 2 – Educate the DOJ workforce.

DOJ’s leadership and EEO community are committed to: producing effective, outstanding outreach opportunities; educating employees on their rights and responsibilities; eradicating any discrimination that might exist in the workplace; improving ancillary business processes to more effectively achieve our core mission; and, promoting inclusion and diversity.

Strategy A: Institutionalize a Department-wide education program, championed by senior leadership, on EEO, diversity, the No FEAR Act, and the requirements of MD-715.

Tactic A-1: Develop an annual “State of the Agency” report on MD-715 for the Attorney General and a briefing for senior leadership and employees.

Tactic A-2: Provide effective diversity training.

Strategy B: Share DOJ best practices, including e-Learning, and provide introductory and mandatory training for the EEO community.

Tactic B-1: Identify DOJ best practices for EEO training.

Tactic B-2: Develop and provide competency based specialized training, including e-Learning, for the department-wide EEO Staff.
Strategy C: Identify, develop, and provide educational cultural awareness programs.

Tactic C-1: Develop Special Emphasis Commemorative Month Work Groups to plan educational programs and activities.

Tactic C-2: Establish and maintain partnerships with diverse professional and educational organizations.

Strategy D: Develop a strategic communication plan to share information using various resources including the internet, posters, brochures, and electronic media.

Tactic D-1: Develop and implement a system to share marketing and educational materials (e.g., posters, brochures).

Goal 3 – Foster a highly qualified and diverse workforce.

The DOJ leadership and the EEO community are committed to partnering with HR professionals and managers to maintain a highly qualified, diverse, and motivated workforce. Effective recruitment and outreach efforts support the Department’s critical mission of ensuring fair and impartial administration of justice for all Americans.

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

Tactic A-1: Assist in establishing targeted recruitment based on information obtained through various EEO reports.
Tactic A-2: Collaborate with the DOJ Human Resources (HR) community to establish career development training and/or upward mobility programs that align with DOJ’s succession planning efforts and generate a diverse pool of candidates to fill mission-critical occupations.

Tactic A-3: Partner with DOJ HR to create a DOJ virtual marketing and recruitment program.

Tactic A-4: Develop a DOJ reasonable accommodation reassignment policy.

Strategy B: DOJ advisory councils serve as a liaison for constituents, management, and the EEO community.

Tactic B-1: Create a framework for DOJ advisory councils for affinity groups to report to management and discuss issues and concerns with the EEO community.

Tactic B-2: Develop proposed roles and responsibilities for affinity council members and representatives and issue a Department-wide call for members.

Tactic B-3: Conduct and analyze workforce statistics, in collaboration with HR, to determine if barriers to hiring and retention exist and develop corrective actions for any identified.

Tactic B-4: In collaboration with HR, market existing DOJ worklife program policies.
**Goal 4 – Maximize technology.**

DOJ recognizes the critical role of technology in helping the EEO community improve its overall efficiency. The DOJ EEO community will research and implement successful best practices to ensure the overarching goal of providing excellent customer service.

**Strategy A: Identify and adopt best practices and increase information technology (IT) resources for the DOJ EEO community.**

**Tactic A-1:** Establish a DOJ EEO IT team to identify workload and projected technology needs.

**Tactic A-2:** Develop an instrument to assess and consistently measure internal/external EEO IT best practices.

**Tactic A-3:** Develop a system for effective electronic filing of administrative records.

**Strategy B: Maximize use of “iComplaints” and “eVersity.”**

**Tactic B-1:** Assess department-wide use of IT systems to assure consistent and effective accountability.

**Tactic B-2:** Create a team of DOJ EEO expert trainers for IT EEO community initiatives.
## Goal 1 – Comply with EEO mandates.

### Strategy A: Identify and adhere to EEO complaint process regulatory requirements.

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Lead/Support Responsibilities</th>
<th>Due Date</th>
<th>Performance Measures/Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1: Identify and resolve obstacles and/or barriers to compliance that might exist and develop corrective measures.</td>
<td>EEOS</td>
<td>11/01/08</td>
<td>M-1: DOJ components submit obstacle report to the EEO Strategic Planning Committee (SPC) for review and analysis. 02/01/09</td>
</tr>
<tr>
<td>A-2: Create Standard Operating Procedures (SOPs) for preparing DOJ EEO community correspondence, procedures, record keeping and electronic filing of reports.</td>
<td>EEOS</td>
<td>02/01/09</td>
<td>M-1: Assure that DOJ records management requirements are met. 04/01/09</td>
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</tbody>
</table>
**Strategy B:** Promote Alternative Dispute Resolution (ADR) as a standard business process throughout DOJ.

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Lead/Support Responsibilities</th>
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</tr>
</thead>
<tbody>
<tr>
<td>B-1: Assess each component’s ADR program initiatives and develop a DOJ-wide program and marketing plan.</td>
<td>FBI BOP-EEO</td>
<td>07/01/09</td>
<td>M-1: Create an intradepartmental team to develop a DOJ assessment and prepare a comprehensive report. M-2: Develop, disseminate and train on DOJ ADR principles and guidelines.</td>
</tr>
<tr>
<td></td>
<td>FBI BOP-EEO</td>
<td>01/30/10</td>
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<tr>
<td>B-2: Partner with the Office of Dispute Resolution (ODR) to create a corps of DOJ mediators.</td>
<td>FBI BOP-EEO</td>
<td>09/30/09</td>
<td>M-1: Create uniform standards and a training module for DOJ mediators using standard business processes and practices. M-2: Create a “pilot” DOJ mediation program with ODR to handle DOJ EEO cases. M-3: Evaluate the effectiveness of ADR pilot programs using data analysis.</td>
</tr>
</tbody>
</table>
**Strategy C:** Identify and adhere to regulatory reporting requirements.

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<tr>
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<th>Performance Measures/Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-1: Identify and resolve obstacles to timely report submissions.</td>
<td>EOUSA, BOP-EEO</td>
<td>07/01/09</td>
<td>M-1: Create an intradepartmental team to develop a DOJ assessment tool and prepare a comprehensive report. M-2: Develop and disseminate guidelines to DOJ EEO community.</td>
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<tr>
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<td>01/30/10</td>
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</table>
**Goal 2 – Educate the DOJ workforce.**

**Strategy A**: Institutionalize a Department-wide education program, championed by senior leadership, on EEO, diversity, the No FEAR Act, and requirements of MD 715.

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<thead>
<tr>
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<th>Performance Measures/Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1: Develop an annual “State of the Agency” report on MD-715 for the Attorney General and brief the senior leadership and employees.</td>
<td>EEOS</td>
<td>10/30/08</td>
<td>M-1: Develop an executive briefing to educate leadership on the DOJ’s EEO and diversity management initiatives, programs, and accomplishments.</td>
</tr>
<tr>
<td>A-2: Provide effective diversity training.</td>
<td>EOUS A BOP (AEPB)</td>
<td>11/30/08</td>
<td>M-1: Establish a HR/EEO team to review diversity training and develop a module and a system to monitor and evaluate the program. M-2: Develop a “train the trainer” module to present diversity training.</td>
</tr>
</tbody>
</table>

**Strategy B**: Share DOJ best practices, including e-Learning, and provide introductory and mandatory training for the EEO community.

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</thead>
<tbody>
<tr>
<td>B-1: Identify DOJ best practices for EEO training.</td>
<td>DEA FBI</td>
<td>11/15/08</td>
<td>M-1: Collect, evaluate and share best practices.</td>
</tr>
<tr>
<td>B-2: Develop and provide competency based specialized training, including e-Learning, for the DOJ EEO employees.</td>
<td>EEOS</td>
<td>09/30/09</td>
<td>M-1: Identify a skills gap survey by position for all EEO staff and survey staff proficiency. M-2: Develop, implement, and monitor a program to provide required training.</td>
</tr>
</tbody>
</table>
**Strategy C:** Identify, develop, and provide educational cultural awareness programs.

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<tr>
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</thead>
</table>
| C-1: Develop Special Emphasis Commemorative Month Work Groups to plan educational programs and activities. | DEA ATF | Ongoing | M-1: Conduct educational and entertaining programs and activities to share the heritage of various cultures; develop a method to evaluate the success of the activities.  
M-2: Seek an internal sponsor or champion for each commemorative program.  
M-3: Develop an employee outreach initiative survey to determine interest in the programs and activities. |
| C-2: Establish and maintain partnerships with diverse professional and educational organizations. | EEOS | Ongoing | M-1: Create an intradepartmental committee by 06/30/09 to develop a recruitment and outreach strategy to attract diverse applicants to seek DOJ as an employer. |
**Strategy D:** Develop a strategic communication plan to share information using various resources including the internet, posters, brochures and electronic media.

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</thead>
<tbody>
<tr>
<td>D-1: Develop and implement a system to share marketing and educational materials (posters, brochures, etc.).</td>
<td>USMS, EOIR</td>
<td>8/30/08</td>
<td>M-1: Develop and administer a survey on each of the components’ current marketing strategies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11/30/08</td>
<td>M-2: Share results with EEO community and management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>03/30/09</td>
<td>M-3: Review practices and capitalize on opportunities for marketing and standardization.</td>
</tr>
<tr>
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<td></td>
<td>Ongoing</td>
<td>M-4: Increase internal and external distribution of EEO materials on intranet and internet sites.</td>
</tr>
</tbody>
</table>
Goal 3 – Foster a highly qualified and diverse workforce.

**Strategy A:** Ensure that affirmative employment programs focus on recruiting and retaining a highly qualified and diverse workforce.

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</thead>
<tbody>
<tr>
<td>A-1: Assist in establishing targeted recruitment based on information obtained through various EEO reports.</td>
<td>EEOS</td>
<td>1/31/09</td>
<td>M-1: Review targeted recruitment initiatives and job placements annually.</td>
</tr>
<tr>
<td>A-2: Collaborate with HR to establish career development training and/or upward mobility programs that align with DOJ’s succession planning and generate a diverse pool of candidates to fill key positions.</td>
<td>EEOS HR</td>
<td>09/30/09</td>
<td>M-1: Partner with HR to design, develop, and market a comprehensive DOJ Career Opportunity Training Agreement (COTA) Program. M-2: Monitor and evaluate participation.</td>
</tr>
<tr>
<td>A-3: Partner with HR to create a DOJ virtual marketing and recruitment program.</td>
<td>USMS EOIR</td>
<td>07/01/09</td>
<td>M-1: Increase use of intranet and internet sites to share recruiting materials.</td>
</tr>
<tr>
<td>A-4: Develop a DOJ reasonable accommodation reassignment policy.</td>
<td>EEOS BOP-EEO FBI EOUUSA</td>
<td>09/30/09</td>
<td>M-1: Develop, implement and market a policy on DOJ reasonable accommodations reassignments. M-2: Review the Reasonable Accommodations policy to clarify reassignment under the Rehabilitation Act. M-3: Train Disability Program Managers (DPM) on the Reasonable Accommodations Policy. M-4: Obtain quarterly reports on accommodation requests.</td>
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</table>
**Strategy B:** The DOJ affinity councils serve as liaison for constituents, management, and the EEO community.

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<tr>
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</thead>
<tbody>
<tr>
<td>B-1: Create a framework for DOJ advisory councils for affinity groups to report to management and discuss issues and concerns with the EEO community.</td>
<td>EEOS FBI OJP</td>
<td>09/30/08</td>
<td>M-1: Assure that members of the constituent group represent a broad spectrum of diverse individuals.</td>
</tr>
<tr>
<td>B-2: Develop proposed roles and responsibilities for affinity council members and representatives and issue a Department-wide call for members.</td>
<td></td>
<td>Ongoing</td>
<td>M-2: Assure that concerns of and barriers faced by constituent groups are shared with appropriate DOJ officials.</td>
</tr>
<tr>
<td>B-3: Conduct and analyze workforce statistics, in collaboration with HR, to determine if barriers to hiring and retention exist and develop corrective actions for any identified.</td>
<td>EEOS OJP BOP(AEPB)</td>
<td>Ongoing</td>
<td>M-1: Assess DOJ’s current status and identify possible barriers using accurate and complete population of data fields.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing</td>
<td>M-2: Brief agency leadership and affinity groups on workforce analysis and report on progress.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing</td>
<td>M-3: Develop, implement, and evaluate strategies to eliminate any barriers identified.</td>
</tr>
<tr>
<td>B-4: In collaboration with HR, market existing DOJ worklife program policies.</td>
<td>EEOS HR</td>
<td>09/30/08</td>
<td>M-1: Improve marketing of worklife programs to enhance recruitment and retention.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing</td>
<td>M-2: In collaboration with HR, monitor and evaluate diversity of participation in the alternate work schedule and worklife programs.</td>
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</tbody>
</table>
### Goal 4 – Maximize technology.

**Strategy A:** Identify and adopt best practices and increase IT resources for the DOJ EEO community.

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</tr>
</thead>
<tbody>
<tr>
<td>A-1: Establish a DOJ EEO IT team to identify workload and projected technology needs.</td>
<td>ATF EEOS</td>
<td>09/30/08</td>
<td>M-1: To comply with annual reporting requirements, DOJ will: 1) identify government-wide &quot;best practices&quot; and technology requirements to expedite preparation of annual reports; and 2) prepare a funding request.</td>
</tr>
<tr>
<td>A-2: Develop an instrument to assess and consistently measure internal/external EEO IT practices.</td>
<td>ATF EEOS</td>
<td>03/30/09</td>
<td>M-1: Develop and distribute a survey for both DOJ components and external agencies to obtain information on EEO IT capabilities and practices; assess the potential for DOJ-wide implementation.</td>
</tr>
<tr>
<td>A-3: Develop a system for effective electronic filing of administrative records.</td>
<td>ATF EEOS</td>
<td>09/30/09</td>
<td>M-1: Establish a DOJ EEO &quot;Selection Committee&quot; to identify internal and external best practices; develop a plan for implementation of selected practices within the DOJ EEO community.</td>
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</table>
### Strategy B: Maximize use of “iComplaints” and “eVersity.”

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<tr>
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</thead>
<tbody>
<tr>
<td>B-1: Oversee EEO community IT system to assure consistent and effective accountability.</td>
<td>EEOS</td>
<td>09/30/09</td>
<td>M-1: Establish a DOJ EEO IT standard system.</td>
</tr>
<tr>
<td>B-2: Create a team of DOJ EEO expert trainers for IT EEO community initiatives.</td>
<td>EEOS</td>
<td>Ongoing</td>
<td>M-1: Provide continuous training to DOJ EEO employees on “iComplaints” and “eVersity.”</td>
</tr>
</tbody>
</table>
| B-3: Monitor and analyze “iComplaints” data.                          | EEOS                           | Ongoing    | M-1: Review “iComplaints” status reports quarterly for accuracy and to identify trends.  
|                                                                       |                                |            | M-2: Prepare a quarterly 462 report from “iComplaints.” |
Glossary

ADR – Alternative Dispute Resolution
Affinity Council - Employee advisory groups which assist with outreach and recruitment initiatives to promote the Department as an employer; share information with the organization's leadership through appropriate protocol; share employees’ issues and concerns; and suggest opportunities to better serve the DOJ community, with specific focus on the affinity communities through the EEOS.

ATF – Bureau of Alcohol, Tobacco, Firearms and Explosives
BOP – Bureau of Prisons
BOP (AEPB) – Bureau of Prisons, Affirmative Employment Programs Branch
COTA – Career Opportunity Training Agreement Program
DEA – Drug Enforcement Administration
DOJ – Department of Justice
EEO – Equal Employment Opportunity
EEOC – Equal Employment Opportunity Commission
EEOS – Equal Employment Opportunity Staff
Justice Management Division
EOIR – Executive Office for Immigration Review
EOUSA – Executive Office for United States Attorneys
FBI – Federal Bureau of Investigation
HR – Human Resources
MD-715 – Management Directive 715
NDIC – National Drug Intelligence Center
No FEAR Act – Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002
ODR – Office of Dispute Resolution
OGC – Office of the General Counsel
OJP – Office of Justice Programs
SOPs – Standard Operating Procedures
SPC – EEO Strategic Planning Committee
USMS – U.S. Marshals Service