



**Office of the Commissioner  
Office of Diversity and Civil Rights  
Strategic Implementation Plan**



**Fiscal Years 2010 – 2015**

## MESSAGE FROM THE DIRECTOR

The Office of the Commissioner, Office of Diversity and Civil Rights (DCR) is committed to establishing and implementing the policies, programs, and activities necessary to ensure that U.S. Customs and Border Protection (CBP) is in full compliance with the Federal civil rights and civil liberties laws, regulations and policies and striving to establish and maintain a diverse, inclusive, and highly engaged workforce. CBP employees have the dual mission of safeguarding our nation from terrorism and facilitating lawful international trade and travel, and cannot allow perceived or actual discrimination or unfairness in the workplace, or the performance of our law enforcement responsibilities, to compromise our ability to meet this essential mission.



To achieve the highest level of individual performance and engagement in our homeland security mission, we must strive to build an organizational culture of integrity, in which all individuals are valued and treated with dignity and respect. We must work to build a diverse and inclusive culture in which all employees are committed to ensuring that all individuals are afforded the opportunity to participate in CBP programs and activities without consideration of unlawful factors, and that all personnel practices and employment-related decisions are based solely on individual merit. Ultimately, our efforts will allow all employees to enhance and sustain their commitment to serving our country at the highest possible individual performance level.

Franklin C. Jones  
Executive Director  
Office of the Commissioner  
Office of Diversity and Civil Rights

# TABLE OF CONTENTS

<b>MESSAGE FROM THE DIRECTOR.....</b>	<b>II</b>
<b>TABLE OF CONTENTS .....</b>	<b>III</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>MISSION AND VISION .....</b>	<b>5</b>
<b>DCR ORGANIZATIONAL CHART.....</b>	<b>6</b>
<b>THREAT ASSESSMENT &amp; OPERATING ENVIRONMENT .....</b>	<b>8</b>
<b>DCR STRATEGIC IMPLEMENTATION PLAN GOALS AND OBJECTIVES.....</b>	<b>13</b>
<b>COORDINATION.....</b>	<b>23</b>
<b>DCR STRATEGIC PLANNING PROCESS.....</b>	<b>25</b>
<b>CBP GOALS AND OBJECTIVES AT A GLANCE .....</b>	<b>28</b>
<b>CROSS-CUTTING ENABLERS: .....</b>	<b>29</b>
<b>DCR GOALS AND OBJECTIVES CROSS-WALK TO CBP GOALS, OBJECTIVES, AND CROSS- CUTTING ENABLERS .....</b>	<b>30</b>
<b>APPENDIX A: ORGANIZATIONAL MILESTONES.....</b>	<b>37</b>
<b>APPENDIX B: PERFORMANCE MANAGEMENT .....</b>	<b>41</b>
<b>APPENDIX C: ACRONYMS .....</b>	<b>47</b>

## **EXECUTIVE SUMMARY**

The Office of the Commissioner, Office of Diversity and Civil Rights (DCR), designed this strategic plan to address the challenges CBP faces in executing its ever-expanding mission while not only adhering to civil rights and civil liberties laws, regulations, and policies, but also promoting a culture that is diverse and inclusive. DCR aims to promote an environment in which all CBP employees are fully engaged in their efforts to perform CBP's homeland security mission at the highest possible individual level. This strategic implementation plan (SIP) for DCR addresses fiscal years (FY) 2010 – 2015. In developing this plan, DCR aligned it to the goals and objectives established in the CBP FY 2008 – 2013 Strategic Plan.

In February 2008, the U.S. Office of Personnel Management (OPM) released a study confirming that, although the Federal workforce has grown more diverse, certain minority groups remain underrepresented when compared to the civilian labor force (CLF). The study also identified gaps in the areas of recruitment, employment, and advancement of certain minority groups and especially of employees with disabilities. Race, gender, age, and disability issues will be essential conversation as CBP moves forward as an agency since they continue to underline broader discussions concerning equal employment opportunity. In addition, complaints of discrimination by members of the traveling public and individuals detained for law enforcement purposes are investigated under 6 U.S.C. § 345 and 42 U.S.C. § 2000ee-1.

As such, CBP must implement policies and procedures to ensure compliance with the applicable civil liberties laws, regulations, and policies.

For CBP, DCR has developed a strategy to address these issues and then execute that strategy.

# CBP Mission

We are the guardians of our Nation's borders. We are America's frontline. We safeguard the American homeland at and beyond our borders. We protect the American public against terrorists and the instruments of terror. We steadfastly enforce the laws of the United States while fostering our Nation's economic security through lawful international trade and travel. We serve the American public with vigilance, integrity, and professionalism.

## CBP Core Values

- Through vigilance, we ensure the safety of the Nation. We are continuously watchful and alert to deter, detect, and prevent threats to the Nation. We demonstrate courage and valor in the protection of the Nation.
- Service to country is embodied in the work we do. We are dedicated to defending and upholding the Constitution and the laws of the United States. The American people have entrusted us to protect the homeland and defend liberty.
- Integrity is our cornerstone. We are guided by the highest ethical and moral principles. Our actions bring honor to ourselves, our agency, and our country.

## CBP Vision

Over the next 5 years, we will fundamentally transform our approach to border security and enforcement, operating as a fully integrated, intelligence-driven agency, working seamlessly with our partners. Our officers and agents will be able to increase their focus on ensuring the security and economic vitality of our country by using advance information, intelligence-driven planning, strategically placed tactical infrastructure, and technology to secure our airspace, maritime, and physical borders as the Nation's last line of defense against terrorism and other threats, not the first. Our employees will carry out their duties with excellence, using risk-based approaches and performance management techniques that maximize their strengths to realize CBP's full potential. Most important, CBP will represent the highest standards of integrity in law enforcement, and our entire workforce will be flexible, diverse, fully staffed, and world-class to meet the myriad challenges we will face over the next 5 years and beyond.

# Office of Diversity and Civil Rights

The following statements are the mission, vision, and values that DCR has established:

**Mission** – Promote and ensure compliance with Federal civil rights and civil liberties laws, regulations, and Executive Orders by providing a policy framework for diversity, inclusion, and employee engagement initiatives, civil liberties compliance and complaints management for U.S. Customs and Border Protection.

**Vision** – Foster and maintain a diverse, inclusive, and engaged workforce where the Agency treats all employees equitably and empowers them to achieve their full potential in support of U.S. Customs and Border Protection’s mission.

**Values** – (1) Diversity, Inclusion, and Engagement, (2) High Performance, and (3) Forward Thinking.

In striving to achieve its vision and to execute its mission, DCR’s strategic plan focuses on the following major goals and objectives for the organization:

Goals	Objectives
1. Cultivate and nurture a DCR workforce that exhibits the full spectrum of civil rights and civil liberties knowledge, skills, and abilities	<ul style="list-style-type: none"> <li>▪ Optimize the size, structure, and competencies of DCR to maximize the overall performance of the Office</li> <li>▪ Develop and implement the necessary tools and procedures to facilitate a workforce focused on continuous improvement</li> </ul>
2. Facilitate efforts to create a more diverse, inclusive, and engaged CBP workforce through increased employment and advancement opportunities	<ul style="list-style-type: none"> <li>▪ Develop and implement a plan that strives to meet departmental goals for a diverse, inclusive, and engaged CBP workforce</li> <li>▪ Develop and implement an agency-wide outreach program to educate the CBP workforce on EEO issues</li> <li>▪ Coordinate with Human Resources Management and other relevant offices to ensure that policies and procedures meet departmental goals for a diverse, inclusive, and engaged CBP workforce</li> <li>▪ Develop and implement strategies to ensure CBP’s compliance with all Federal civil liberties laws and DHS policies</li> </ul>

Goals	Objectives
<p>3. Maintain an efficient and effective civil rights and civil liberties complaint processing program focused on resolution at the lowest possible level</p>	<ul style="list-style-type: none"> <li>▪ Coordinate with key stakeholders and offices to strive for excellence in the area of complaint processing</li> <li>▪ Publish and communicate standardized procedures for complaint processing Agency wide</li> <li>▪ Conduct tracking and reporting complaint activities as efficiently and effectively as possible</li> <li>▪ Implement procedures to ensure that remedial actions are implemented in a timely manner</li> </ul>
<p>4. Expand CBP's diversity management and accountability to ensure compliance with all civil rights and civil liberties requirements</p>	<ul style="list-style-type: none"> <li>▪ Facilitate the development and implementation of a diversity and inclusion plan</li> <li>▪ Examine hiring results for inclusiveness and, if necessary, assist HRM in the development and implementation of initiatives to broaden the applicant pool throughout the year</li> <li>▪ Conduct workforce data analysis to identify trends, issues, and challenges associated with diversity and inclusion for each of CBP's offices</li> <li>▪ Educate CBP workforce and stakeholders on diversity management trends, issues, and challenges</li> </ul>
<p>5. Create and foster a CBP environment wherein persons with disabilities can thrive</p>	<ul style="list-style-type: none"> <li>▪ In concert with HRM, develop and implement an effective affirmative employment plan to recruit, hire, promote, and retain persons with targeted disabilities and veterans with a 30% or disability rating</li> <li>▪ Enhance awareness and appreciation of the capabilities and contributions of persons with disabilities to the CBP mission.</li> <li>▪ Maintain a work environment that provides reasonable accommodations to individuals with disabilities.</li> </ul>

In working to achieve its goals and objectives, DCR will coordinate regularly with relevant offices across CBP. The key stakeholders include the following: CBP Commissioner's Office and Senior Leadership, Office of Human Resources Management (HRM), Office of Policy and Planning (OPP), Office of Public Affairs (OPA), Office of Training and Development (OTD), Office of Internal Affairs (IA), Office of Chief Counsel, and the Office of Information Technology (OIT).

As DCR continues to make progress toward its goals and objectives, it will measure its success both against high-level strategic performance expectations and against measures that are more detailed. For additional information on performance measures, please see Appendix B.

## MISSION AND VISION

The following section outlines the mission, vision, and core values of DCR.

### DCR Mission Statement

Promote and ensure compliance with the applicable Federal civil rights and civil liberties laws, regulations, and Executive Orders by providing a policy framework for diversity, inclusion, and employee engagement initiatives, civil liberties compliance and EEO complaints management for U.S. Customs and Border Protection.

### DCR Vision Statement

Foster and maintain a diverse, inclusive, and engaged workforce where the CBP treats all employees equitably and empowers them to achieve their full potential in support of U.S. Customs and Border Protection's mission.

### DCR Core Values

DCR core values reflect the dedication and professionalism of its workforce. DCR employees will operate in accordance with these values as they seek to implement and attain the mission of their organization and serve the CBP community:

**Diversity, Inclusion, and Engagement** – At its core, DCR is a community of employees from a multitude of backgrounds, serving CBP together and valuing the rich intellectual, cultural environment, which they share. DCR reflects, through its employees—both at headquarters and in the field offices—a diverse multicultural and multinational cohort of individuals that serve as a model for the entire agency.

**High Performance** – Central to DCR mission is the provision of high-quality programs carried out by employees of diverse backgrounds and interests, who protect civil rights laws, regulations, and Executive Orders.

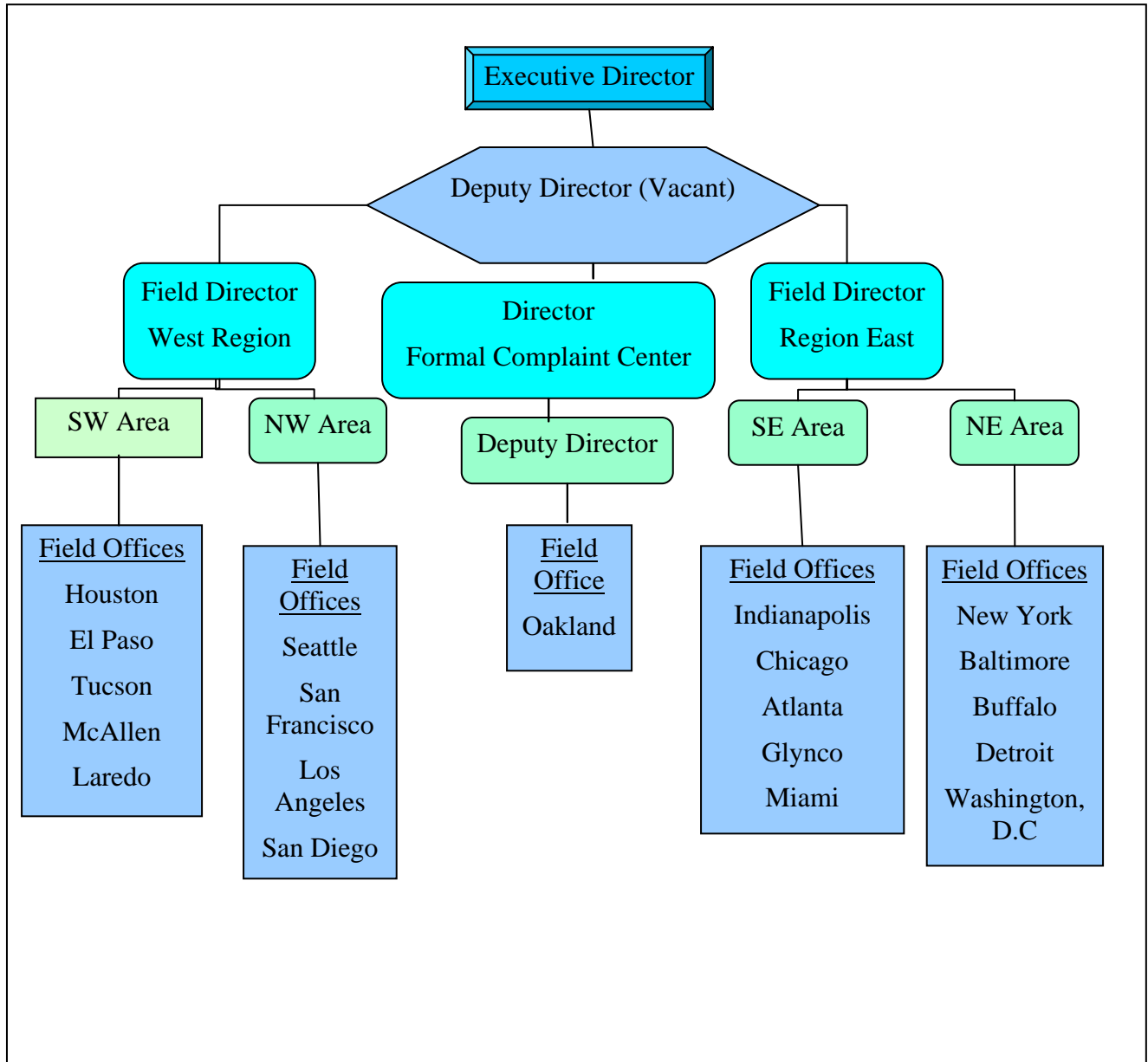
**Forward Thinking** – Given the mission of DCR and its overall impact on agency stakeholders, it is essential for DCR employees to correctly interpret and apply civil rights laws across CBP.





## DCR ORGANIZATIONAL CHART

This section describes the current DCR organizational structure. DCR is comprised of an Executive Director and three divisions: Headquarters, Complaints Processing Center and regional offices, and Mediation Program (Mediation is no longer a division. This program was subsumed in the Regions). Below is a brief description of each category and its high-level role. Figure 1 displays an organizational chart for DCR. Amend the flow chart as follows: southwest Region falls under Field Director – West. El Paso (OFO and OBP), Atlanta, Houston, Tucson, and Artesia Academy come under the southwest region.



**Figure 1: DCR Organizational Chart**

- The **Executive Director** provides executive leadership and oversight for the effective establishment and management of internal policies and programs.
- The **Field Directors** report directly to the Executive Director. These positions each oversee and manage two regional offices. Currently, the DCR has four regions (Northeast, Southeast, Northwest, and Southwest). The two Field Directors (East and West) are responsible for all field activities.
- The **Assistant Field Directors** manage the local equal opportunity officers who are responsible for providing leadership and support for DCR programs in their assigned areas. DCR provides field staff services to all CBP Offices.
- The **Complaints Processing Center**, located in Oakland, CA, managed by a Field Director, is responsible for managing the formal equal employment opportunity (EEO) complaint process. The Field Director reports directly to the Executive Director.



- **DCR Headquarters**, located in Washington, D.C., is comprised of the Mission Support Division and the Diversity and Inclusion Division both provide services to customers in the field. The Diversity and Inclusion Division is responsible for diversity and inclusion, affirmative employment and special emphasis and outreach initiatives. The Mission Support Division responds to executive correspondence, maintains the office budget, provides technical support to the field directors and regional offices on reporting requirements, and maintains DCR webpage.



## THREAT ASSESSMENT & OPERATING ENVIRONMENT

According to a 1998 study prepared for OPM by the Hudson Institute<sup>i</sup>, “the pool of workers from whom the new Federal employees will be drawn will change significantly over the next 12 years.” The most important shifts will include the following:

- The national workforce is growing more slowly than it has in recent years, and the number of young workers is declining.
- The average age of the workforce will rise. As the baby boom age and the baby bust enter the workforce, the median age of the workforce will climb from 39 today to 49 by 2012.
- More women will enter the workforce. Almost two thirds of the new entrants into the workforce will be women, and 61 percent of all women of working age will be concentrated in jobs that pay less than similar jobs held by men, but they will rapidly enter many higher-paying professional and technical fields.
- A larger share of new entrants into the labor force will be minorities. Hispanics will comprise an even greater fraction of the growth, with some six million Hispanic workers added to the workforce over the next 10 to 15 years.

Since OPM released these forecasts, the average age of the Federal workforce has indeed risen. According to FY 2008 data, 58 percent of the Federal workforce is age 40 or older.<sup>ii</sup> Even though the CBP workforce is younger as compared to Federal agencies overall, almost half of its workforce is age 40 or older.<sup>iii</sup> However, the rate at which the national workforce has grown continues to increase—despite the 1998 study’s prediction that the workforce will grow more slowly.

Additionally, in February 2008, OPM released a study confirming that, though the Federal workforce has grown more diverse, both Hispanics and women are underrepresented when compared to the labor force in private industry<sup>iv</sup>. The report went on to confirm that OPM is woefully behind in the recruitment, employment, and tracking of people with disabilities within the Federal workforce. These shortcomings in representing the changing pool of job candidates become evident through workforce figures. As of September 2008, women represented approximately 44 percent of the entire Federal government workforce, whereas minorities made up 33 percent.<sup>v</sup> These statistics show that, as the role of women and minorities increases, the Federal government needs to continue to expand its efforts to recruit, hire, and retain women and minorities.

## OPERATING ENVIRONMENT

Over the course of the past five years, minorities and women have made tremendous gains throughout CBP. The following are some highlights of this change:

- By the end of FY 2008, women and minorities represented 22 percent and 43 percent of the CBP workforce, respectively. CBP compares favorably to the overall Federal government workforce when considering minority recruitment and retention (33 percent). However, CBP is falling behind with respect to women's participation when compared to the Federal workforce (44 percent). <sup>vi</sup>While CBP has made progress, women remain underrepresented when compared to both the private sector and overall Federal labor force.
- CBP needs to expand its progress in the recruitment, employment, and tracking of people with disabilities. CBP wants to be ahead of the Federal workforce in the participation of people with disabilities within its mission.
- CBP's workforce is facing a spike in the number of retirements, which will provide an opportunity to change the culture of the workforce. In some instances, the retirements will exceed the rate of new hires—particularly at the highest-grade levels. Such occurrences will require CBP to focus on filling these vacancies with the most qualified personnel available.

All of these issues suggest that the role of DCR within CBP is not only essential but will also continue to expand with CBP's mission. It is evident that, for CBP to be successful, DCR workforce must be educated in how to manage, engage, and serve a diverse CBP workforce. It is essential that DCR extend training not only to management and supervisors but to the general staff as well. This expanded training and outreach will enable DCR to hold personnel accountable for their actions, as they will have a clear understanding of what is required of them.

EEO Complaint processing is a core process of DCR. This strategic plan will provide DCR a strategy for processing EEO complaints more efficiently and effectively. In addition, ideally, decisions from in civil liberties cases will be translated into practical tools and training events for CBP employees.

Finally, beyond expanding training initiatives and maintaining an effective complaint-processing program, DCR will initiate further outreach programs focused on developing partnerships and fostering dialogue amongst CBP's workforce. This dialogue will help CBP realize its vision of a diverse, inclusive, and engaged workforce.

## ROLES AND RESPONSIBILITIES

The involvement of DCR’s internal and external stakeholders will be vital to the successful implementation of this strategic plan. Primary stakeholders for DCR function include both internal and external stakeholders. Internally, DCR leadership must be involved in communicating not only the message in this Strategic Plan but also the roles and responsibilities of DCR staff to make it a success. DCR leadership needs to take an active role in emulating the values and principles conveyed in this plan, as well as in implementing its goals and objectives. DCR staff members should know that they play crucial roles in the success of DCR.

Externally, it is DCR’s job to communicate to CBP leadership, supervisors, and staff, that all CBP employees have a stake in the civil rights and civil liberties program as indirect or direct customers. Each CBP employee and member of the trade and traveling public (including individuals detained for law enforcement purposes) is a direct customer of the program and required by regulations to comply with the country’s civil rights laws and policies. A direct customer is an individual or group that utilizes the services provided by DCR, and an indirect customer is an individual or group that is impacted by the activities that DCR conducts.

## INTERNAL PERSPECTIVE: STRENGTHS AND WEAKNESSES

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis identifies the critical issues that an organization—and, in this case, DCR—must address to achieve its mission and vision. DCR developed this SWOT analysis through a facilitated working group with office senior leadership. The following discussion covers the strengths and weaknesses of DCR, and thus focuses on those issues that are internal to its organization.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>▪ Dedication and technical expertise of DCR workforce</li><li>▪ Strong leadership with a clear vision</li><li>▪ Defined performance metrics</li><li>▪ High performance among government agencies</li></ul>	<ul style="list-style-type: none"><li>▪ Data management systems (e.g., EEO Eagle)</li><li>▪ Skill sets of DCR workforce (breadth vs. depth)</li><li>▪ No finalized standard operating procedures (SOPs)</li><li>▪ Headquarters vs. Field perspective</li></ul>

### Strengths

**Dedication and technical expertise of DCR workforce.** One of the major strengths of the DCR organization is its employees. The majority of the staff is well-qualified and skilled individuals who are dedicated to the success of DCR mission and vision, and who embrace the organization’s values.

**Strong leadership with a clear vision.** DCR possesses a strong leadership team that inspires its people to achieve and provides DCR employees with a clear understanding of the organizations purpose and vision

**High performance among government agencies.** DCR conducted a benchmarking assessment in February 2009 to assess its performance as it relates to other equal opportunity offices. According to this assessment, DCR ranks highly against the performance of other government

agencies—both within DHS and within the federal government. Additionally, DCR has implemented an effective array of performance metrics, which the office actively monitors.

**Weaknesses**

**Data management systems.** Problems related to reliability, data quality, and standardized usage are prevalent among various data management systems (e.g., Eagle), and these weaknesses result in manual duplication of work for DCR employees.

**DCR skill set gaps.** Certain DCR locations require more generalists, while other DCR locations lack employees with specialized skills. Currently, no plan is in place to manage the workforce structure and skill set requirements.

**No finalized SOPs.** To realize the benefits of effective, streamlined business processes, DCR would benefit from a set of standardized, organization-wide SOPs.

**Headquarters vs. Field perspective.** In order to enable DCR to reach its full potential, it is important to put into place a seamless communication approach that aligns the Office’s priorities between DCR Headquarters and the Field allowing DCR employees to achieve the DCR vision.

**EXTERNAL FACTORS: OPPORTUNITIES AND THREATS**

The second half of the SWOT analysis covers the opportunities that DCR can leverage, as well as the threats that DCR faces as an organization. Because these issues are external to its organization, DCR has limited control over these factors. However, DCR must take action to mitigate the risks that these issues may bring and take advantage of available opportunities.

Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ DCR workforce training</li> <li>▪ Become a more proactive organization</li> <li>▪ Outreach initiatives</li> <li>▪ Support recruitment efforts</li> <li>▪ Leverage leadership changes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of qualified personnel applying for positions</li> <li>▪ Lack of a communications plan</li> <li>▪ Upcoming retirement concerns</li> <li>▪ Employees with limited skills sets and abilities</li> <li>▪ Redirection from new leadership</li> <li>▪ Political pressure</li> <li>▪ Lack of a process to address civil liberties claims</li> </ul>

## Opportunities

**DCR workforce training.** DCR organization can provide training to its employees in order to develop needed skills, and to motivate the workforce to grow and develop their DCR careers. DCR should actively monitor the skill sets of its workforce and determine the appropriate training regimen to address any gaps.

**Become a more proactive organization.** By locking down the organization's goals and objectives, DCR will dedicate its efforts to proactively working with the CBP workforce in order to educate CBP employees on EEO topics, and to open the lines of communication between DCR, CBP supervisors, and CBP employees.

**Outreach initiatives.** By developing and executing outreach initiatives, DCR can involve key stakeholders in its efforts to build a more diverse, inclusive, and engaged CBP workforce.

**Support Recruitment efforts.** DCR employees can collaborate with HRM, as well as external stakeholders, to recruit the best possible candidates to serve at CBP.

**Leverage leadership changes.** DCR can collaborate with incoming leadership for the new administration—both at CBP and in external agencies—to benefit DCR by gaining support for those efforts that are high priorities for the organization, and to obtain recognition for its accomplishments.

## Threats

**Lack of qualified personnel applying for positions.** The office needs to adjust its approach to recruiting personnel to work in DCR, since the requirements currently in place are not drawing enough qualified candidates.

**Lack of a communications plan.** DCR should develop and implement a robust communications plan in order to achieve organizational goals and objectives.

**Upcoming retirement concerns.** It is critical for DCR to conduct succession planning and take action to prepare for turnover in its workforce.

Employees with limited skills sets and abilities. Several DCR staff members appear to lack the skills necessary to perform at the level necessary to be successful.

**Redirection from new leadership.** DCR must be prepared to demonstrate flexibility and readiness to respond to potential redirection from incoming leadership—both at CBP and in external agencies.

**Political pressure.** DCR leadership must be prepared to respond appropriately to political decisions that affect the organization.

## **DCR STRATEGIC IMPLEMENTATION PLAN GOALS AND OBJECTIVES**

The goals established in this Strategic Implementation Plan address the needs of DCR's staff and the DCR-related needs of CBP's workforce as a whole. DCR's focus on establishing goals will begin to bridge the gap between the current culture of CBP and the vision for its desired state. The following are the five high-level organizational goals for DCR:

1. Cultivate and nurture a DCR workforce that exhibits the full spectrum of civil rights and civil liberties knowledge, skills, and abilities
2. Facilitate efforts to create a more diverse, inclusive, and engaged CBP workforce through increased employment and advancement opportunities
3. Maintain an efficient and effective civil rights and civil liberties complaint processing program focused on resolution at the lowest possible level
4. Expand CBP's diversity management and accountability to ensure compliance with all civil rights and civil liberties requirements
5. Create and foster a CBP environment wherein persons with disabilities can thrive

### **CULTIVATING AND NURTURING A HIGH-PERFORMING DCR WORKFORCE**

#### **STRATEGIC GOAL 1**

**Cultivate and nurture a DCR workforce that exhibits the full spectrum of civil rights and civil liberties knowledge, skills, and abilities.**

**Outcome** – Achieve status as the model organization within the Federal government (based on DCR's internal benchmarking and available Equal Employment Opportunity Commission (EEOC) data).

#### **OBJECTIVE 1.1**

**Optimize the size, structure, and competencies of DCR to maximize the overall performance of the Office.**

**Develop and implement a DCR Human Capital Management Plan (HCMP).** The HCMP should identify the size, placement, and necessary competencies of current and future staff. DCR will base the contents of the HCMP on the approved findings and recommendations that stem from the staffing model and skills assessment performed in FY 2009. The HCMP will take into account the current mission, vision, planning, and budget of DCR. As DCR implements the HCMP, they will continue to analyze workforce trends using the staffing model and skills assessment surveys and make updates to the plan as required.



**Develop and implement an Annual Training Plan (ATP).** The ATP should link and prioritize training initiatives that address the gaps in current DCR competencies with the desired state. The training initiatives can be office wide or targeted for specific employees or series. DCR will plan to assess the success of the plan annually and update it with changing requirements.

**Recruit, hire, and retain a highly skilled and qualified DCR workforce.** Through a national and local strategy, DCR will target both experienced and inexperienced candidates that have an interest in the civil rights and civil liberties field and exemplify those values that permeate its operating principles. DCR will implement these strategies and update them as they identify new requirements.

#### **OBJECTIVE 1.2**

**Develop and implement the necessary tools and procedures to facilitate a workforce focused on continuous improvement.**

**Implement and maintain a DCR Desk Guide.** DCR's Desk Guide will be a compilation of all SOPs and templates developed because of this plan to create standardization across the regions. The Desk Guide will provide current and future employees with a clear understanding of DCR processes. As part of the Desk Guide, DCR will review key processes to assure staff is utilizing the most efficient and effective approach. The Desk Guide will initially include, but will not be limited to, a systematic approach to the informal and formal complaint process, recurring outreach, and SOPs. For more information on specific SOP components in the Desk Guide, please refer to the information laid out through the goals discussion.

**Review the functionality of existing information technology systems.** DCR will conduct a review of how the workforce currently utilizes existing systems to track, update, and report on key DCR activities. The review will focus on the current user issues and problems with the systems, as well as what increased functionality or new systems can be brought to bear for DCR staff use. DCR will develop recommendations for improving user functionality. Additionally, DCR will develop a user guide and training courses to enhance the staff's abilities and understanding of the new systems. This user guide and training courses will be a component in the overall DCR Desk Guide.

### **FACILITATING PROGRESS TOWARD AN OPTIMAL CBP WORKFORCE**

#### **STRATEGIC GOAL 2**

**Facilitate efforts to create a more diverse, inclusive, and engaged CBP workforce through increased employment and advancement opportunities.**

**Outcome** – An organizational culture that leverages diversity and inclusiveness and achieves a high level of employee engagement and commitment to CBP's mission.

#### **OBJECTIVE 2.1**

**Develop and implement a plan that strives to meet departmental goals for a diverse, inclusive, and engaged CBP workforce.**

**Meet diversity goals.** Across government agencies, CBP is a leader in the area of recruiting, hiring, and retaining a well-qualified and diverse workforce. In order to maintain the CBP status of best in class, DCR must continue to strive for excellence in this realm. The organization can work to set diversity goals—in collaboration with other relevant CBP offices (e.g., OTD, HRM, and OPA). DCR and CBP will work together to realize these goals once they are in place.

**Establish professional relationships and partnerships.** DCR should also establish professional relationships and partnerships outside of CBP that result in the implementation of recruitment and diversity efforts.

## **OBJECTIVE 2.2**

### **Develop and implement an agency-wide outreach program to educate CBP’s workforce on EEO issues.**

**Develop and implement a communications plan.** To create a more diverse, inclusive, and engaged CBP workforce, DCR will put into place an outreach plan that meets the needs of CBP personnel and involves the key players that influence the success of DCR efforts. Specifically, DCR will develop and implement a communications plan that addresses the needs of both internal and external stakeholders. This communications plan will cover the full span of communications—both those internal to DCR and those disseminated agency wide to CBP employees.

**Develop and implement a training program.** DCR will develop and implement a training program catered to key stakeholders within CBP (e.g., leadership, supervisors, and employees). The training program would meet the DCR-related training needs of CBP employees, educate the CBP workforce on DCR topics, and provide additional development opportunities for CBP employees.

## **OBJECTIVE 2.3**

### **Coordinate with Human Resources Management and other relevant offices to ensure that policies and procedures to meet departmental goals for a diverse, inclusive, and engaged CBP workforce.**

**Develop and implement diversity initiatives.** Collaboration is an integral success factor in any agency-wide effort, and it is especially important in molding CBP’s workforce as it continues to evolve. In planning and executing efforts to meet goals across CBP, DCR should develop and implement initiatives, in concert with HRM, to create a diverse and inclusive CBP workforce.

**Coordinate with HRM and OTD in executing a mentoring program.** Currently, HRM owns and operates a mentoring program for CBP employees. As EEO issues are an integral part of CBP’s culture, it is important for DCR to play an active role in contributing to the execution of this mentoring program. DCR’s participation in the mentoring program efforts of HRM and OTD will assure that EEO issues are incorporated into the program, and that EEO information is disseminated across the CBP workforce.

**Communicate regularly with field offices and supervisors.** In addition to collaboration with specific offices at CBP, DCR should work with field offices in general. DCR employees should communicate regularly with field offices and supervisors to improve knowledge and awareness of civil rights requirements, as well as the role of DCR and HRM in meeting those requirements. A communication plan will be a key component to successful communication throughout the DCR. The communication plan will address required informal and formal internal communication including necessary timeframes and mediums.

For further detail on how DCR can collaborate with other offices across CBP, please refer to the sub-section “Collaboration with Offices Across CBP” in the section titled *Linking the Strategic Plan to Business Results*.

#### **OBJECTIVE 2.4**

#### **Develop and implement strategies to ensure CBP’s compliance with all Federal civil liberties laws and DHS policies.**

**Develop, implement, and manage a civil liberties claims process.** In concert with the Office of Internal Affairs (OIA), DCR will work to develop, implement, and manage an official process for civil liberties claims in compliance with DHS policy. DCR will also collaborate with OIA to develop and implement reporting and tracking procedures to address civil liberties claims from members of the trade and traveling public, and from individuals detained for law enforcement purposes.

#### **Collaborate with the Office of Training and Development (OTD) on new-hire training.**

DCR will collaborate with OTD to ensure that all CBP personnel receive training upon entry on duty to protect the civil liberties of all customers.

**Collaborate with OTD to provide ongoing training.** DCR will collaborate with OTD to provide ongoing training and guidance to employees and supervisors in areas pertaining to civil liberties requirements. In addition, DCR will work to ensure integration of civil liberties requirements into all pertinent CBP law enforcement-training courses.

## MAINTAINING AN EFFICIENT AND EFFECTIVE COMPLAINT PROCESSING PROGRAM

### STRATEGIC GOAL 3

**Maintain an efficient and effective complaints processing program focused on resolution at the lowest possible level.**

**Outcome** – Achieve status as the model EEO organization within the Federal government in the area of complaint processing (based on DCR’s internal benchmarking and available EEOC data).

#### OBJECTIVE 3.1

**Coordinate with key stakeholders and offices to strive for excellence in the area of complaint processing.**

**Communicate regularly with CBP offices and supervisors.** Because DCR complaints stem from other offices in CBP, it is important to keep all relevant stakeholders informed and involved throughout the complaint process. Thus, agency-wide collaboration is critical to an efficient and effective complaints processing program for DCR. Specifically, DCR employees should communicate regularly with CBP offices and supervisors to improve knowledge and awareness of DCR complaints.

**Collaborate with OIA.** DCR should also collaborate with the Office of Internal Affairs to develop a system to track and respond, when appropriate, to all civil liberties compliance claims and harassment allegations filed against CBP.

**Ensure supervisor involvement.** The complaint process should ensure supervisor involvement, where DCR employees conduct outreach to supervisors that is specific to the complaint process.

**Develop and implement a plan to manage various additional aspects of the complaint process.** In addition, DCR should develop and implement a plan to manage "Special Projects," inquiries, spin-off complaints, and correspondence. DCR should then work with the CBP community to implement this plan, and to assure that all CBP employees are aware of the steps to take in any of these situations.

**Develop and execute continuous education.** Finally, DCR should develop and execute continuous education specific to complaint processing, which would go out to CBP’s workforce. These constant interactions with CBP players will enable all employees across the agency to understand their roles in DCR complaint process, what events lead to complaints, and how to resolve DCR issues most efficiently and effectively.

## **OBJECTIVE 3.2**

### **Engage in counseling, mediation, and investigation activities to address and resolve civil rights and civil liberties complaints at the lowest possible level.**

**Utilize counseling to provide guidance and resolve issues at the lowest level possible.** DCR employees will engage in the counseling process to help complainants understand what constitutes a legitimate EEO complaint or issue. Throughout this counseling process, DCR employees will work to guide incoming complainants to resolve issues using the alternative dispute resolution process or at the lowest possible level.

**Develop and implement guidance for mediation activities.** DCR should take steps to resolve complaints at the lowest level possible. Many times, the office can reach such resolutions through mediation and counseling activities. To maximize the chance of a successful resolution at this level, DCR should develop and implement guidance to ensure the timely and efficient processing and tracking of mediations.

**Develop, recruit, and train additional collateral duty mediators.** Additionally, the organization can take steps to develop, recruit, and train additional collateral duty mediators. Specifically, CBP employees outside of DCR would fill this role and provide surge support to the DCR in the area of mediation, as needed. In addition, the office should develop mediation-specific training for collateral duty mediators once they begin to support DCR.

**Capture complete and accurate information during investigations.** In conducting investigations, DCR employees will take action to gather all material, relevant and reliable information in order to accurately and completely capture the issue at hand. In addition, DCR employees will make an effort to gather all relevant information within the established EEOC timeline standards, or within the timelines set by DCR leadership.

## **OBJECTIVE 3.3**

### **Publish and communicate standardized procedures for complaint processing Agency-wide.**

**Develop and distribute a complaint process guide.** When one complaint process serves as the standard organization wide, DCR employees are able to perform complaints processing work efficiently and effectively—regardless of where they sit in the organization, or where they are located geographically. To achieve this objective, DCR should develop a guide documenting a standardized, streamlined complaint process from beginning to end, and thus enable DCR workforce to conduct business according to this process and continue to meet all complaint processing goals consistently. This complaint process guide will be incorporated into the overall DCR Desk Guide described under Goal 1.

**Develop and implement guidance regarding "Acknowledgment of Formal Complaint Letters" for the EEO Eagle Complaints Tracking System.** From a systems perspective, the DCR should develop and implement guidance to assist the DCR staff in completing, issuing, and attaching all "Acknowledgment of Formal Complaint Letters" to the EEO Eagle Complaints Tracking System in a timely manner. As with the complaint process guide, this formal complaint letters guidance will be incorporated as a component of the overall DCR Desk Guide.

Additionally, guidance will be developed to address other letters such as acknowledgement of receipt of complaint, letters requesting clarification, investigator assignment letters, election notices, etc.

**Develop weekly reports SOP.** Another strategy that DCR should pursue in its efforts to further streamline its complaint processing activities is to develop an SOP for weekly reports in the area of complaint processing, which will be included in the overall DCR Desk Guide.

#### **OBJECTIVE 3.4**

**Conduct tracking and reporting complaint activities as efficiently and effectively as possible.**

**Provide a complaint processing report to the Executive Director of DCR.** To maintain effective communication and assure accurate reporting on a regular basis in the area of complaint processing, the DCR should formalize and closely monitor key reporting requirements. Specifically, DCR employees conducting processing activities should provide a complaint processing report to the Executive Director of DCR.

**Bi-weekly report on compliance actions.** Another key report that applicable DCR employees should provide is the bi-weekly report on compliance actions regarding findings of discrimination, appeals of findings, and remands.

### **EXPANDING CBP'S DIVERSITY AND INCLUSION MANAGEMENT AND ACCOUNTABILITY**

#### **STRATEGIC GOAL 4**

**Expand CBP's diversity and inclusion management and accountability to ensure compliance with all civil rights requirements.**

**Outcome** – Maintain a regular process to check for EEO compliance, and work to continuously identify and close gaps across the agency.

#### **OBJECTIVE 4.1**

**Examine hiring results for inclusiveness and, if necessary, assist HRM in the development and implementation of initiatives to broaden the applicant pool throughout the year.**

**Conduct checks across various CBP offices to ensure DCR compliance.** In its efforts to develop a diverse, inclusive, and engaged CBP workforce, the DCR will proactively analyze the current state of the agency. DCR will work closely with HRM to make the appropriate adjustments to CBP's human capital management strategy in order to yield desired workforce diversity results. Specifically, DCR will conduct checks across various CBP offices to ensure compliance with DCR policies and procedures. DCR will align these compliance checks to the OIA Self-Inspection Program requirements laid out for CBP components as a way to incorporate internal controls into the agency culture.

**Identify areas for improvement.** Upon conducting compliance checks across the agency, DCR employees will understand the present state of those CBP offices and assess the work environment as it relates to EEO issues. DCR employees will then be able to use the findings coming out of these assessments to identify gaps and formulate recommendations for improvement.

#### **OBJECTIVE 4.2**

**Conduct workforce data analysis to identify trends, issues, and challenges associated with diversity and inclusion for each of CBP's offices.**

**Generate internal reports to conduct workforce trend analysis.** In building and managing a human capital management strategy that encourages and nurtures workforce diversity, DCR, with support from the Office of Human Resources Management, will conduct regular analysis of CBP's workforce data across agency offices and geographic locations. The information coming out of these analyses will drive changes in DCR activities based on the needs identified across the agency. Specifically, DCR employees will generate internal reports on a regular basis to evaluate the degree to which DCR goals are being achieved.

**Design and implement corrective actions.** Once the workforce trend analysis is complete, DCR will review results with leadership, and design and implement corrective actions—including adjustments to programs, processes, and procedures—as needed. These activities may focus on implementing corrective actions to realize future improvements in workforce trends, and especially in areas where gaps have been identified.

#### **OBJECTIVE 4.3**

**Educate CBP workforce and stakeholders on diversity and inclusion management trends, issues, and challenges.**

**Collaborate with CBP components on workforce trend analysis and recommended corrective actions.** In order to expand CBP's diversity management and inclusion and accountability, DCR must educate CBP components on key diversity management issues, workforce trends, and potential barriers that exist to specific groups. DCR will also develop recommended corrective actions and provide advice and guidance to each component when implementing the actions. As collaboration increases, DCR may collaborate with specific CBP components to broaden their diversity management and trend analysis to dive deeper into the effect new diversity and affirmative employment programs have on CBP's workforce and stakeholders.

**Update DCR annual outreach and Special Emphasis Plans (SEP).** Based on the workforce trends and barrier analysis, DCR will update their annual plans for both outreach and SEP. Through the trend and barrier analysis, DCR will determine the success of specific outreach and SEP efforts and increase those initiatives producing the best results while decreasing those activities that have little impact on the CBP community.

## **CREATING AND FOSTERING AN ENVIRONMENT FOR PERSONS WITH DISABILITIES**



## **STRATEGIC GOAL 5**

**Facilitate and foster a CBP environment wherein persons with disabilities can thrive.**

**Outcome** – Achieve status as the model EEO organization within the Federal government in creating a culture where persons with disabilities can thrive.

### **OBJECTIVE 5.1**

**In concert with HRM, develop and implement an effective affirmative employment plan to recruit, hire, promote, and retain persons with disabilities.**

**Implement and maintain a formal plan to recruit, hire, and retain persons with disabilities.**

Organizations that are viewed as fair and responsive by all employees appear to be especially beneficial for employees with disabilities. Thus, DCR's organizational culture and practices have a significant impact in creating a welcoming environment where employees with disabilities can thrive. DCR will develop and implement a formal plan to recruit, hire, and retain persons with disabilities.

**Obtain and leverage leadership commitment to build buy-in.** In this case—as in most cases featuring a change in the organizational culture—leadership commitment is necessary for program success, and the office will incorporate this into the strategy.

**Identify and meet training needs for CBP employees with disabilities.** DCR will coordinate with HRM and OTD to confirm that all training needs for employees with disabilities are identified and met.

**Conduct data collection to monitor progress.** Once the plan is in place, DCR should conduct data collection to monitor the organization's progress. Collection methods can be both quantitative (e.g., surveys) and qualitative (e.g., interviews, focus groups, archival data). Once the data is received, the DCR will take steps to track progress via performance measures, and adjustments will be made to the strategy in striving to meet diversity goals for persons with disabilities.



## **OBJECTIVE 5.2**

### **Enhance awareness and appreciation of the capabilities and contributions of persons with disabilities to the CBP mission.**

**Build relationships with networks for professionals with disabilities.** DCR will take various actions to build relationships and actively collaborate with key players to educate the CBP workforce on topics relating to individuals with disabilities. One action is to engage and build relationships with disability networks and affinity groups for professionals with disabilities.

**Train supervisors and coworkers of disabled employees.** Another important aspect of building awareness is to provide specialized training to supervisors and co-workers of disabled employees. This supervisor training will cover how they can effectively manage employees with disabilities, and the coworker training should include how to work effectively with disabled employees. Other training topics should cover sensitivity guidelines, as well as how to best utilize the strengths that disabled employees offer as professionals.

**Conduct community and public outreach activities.** DCR employees should also conduct community and public outreach activities within the CBP community to further connect with those who interact regularly with disabled professionals. Examples of outreach activities include conducting information sessions, distributing literature (e.g., articles, newsletters, pamphlets), and executing Web-based training. Specifically, these activities would serve to recognize the value that disabled members of the CBP community provide.

## **OBJECTIVE 5.3**

### **Maintain a work environment that provides reasonable accommodations to individuals with disabilities.**

**Establish and communicate standardized accommodations processes and procedures.** DCR has and will continue to provide fair and reasonable accommodations to all employees, including individuals with disabilities. In order to continue to excel in this area, the organization should take various actions to assure that the work environment accommodates the needs of disabled employees. Specifically, the DCR should establish and communicate standardized accommodations processes and procedures and incorporate them into its organization-wide DCR Desk Guide.

**Inform the CBP community.** Finally, DCR should work with HRM to develop and disseminate information to the CBP community regarding disability etiquette and advocacy.

## COORDINATION

As a key component within CBP, the DCR must integrate its efforts with those of the other offices across the agency in order to achieve success in executing its mission. Below are the key players at CBP with which DCR will collaborate as well as the roles of each office in its interactions with DCR and the description of DCR's relationship to that player.

**CBP Commissioner's Office, Assistant Commissioners/Directors.** Leadership's role is to champion DCR efforts across the agency. To maximize chances for DCR's success, leadership should actively support DCR initiatives and communicate that support to the CBP workforce. Leadership should also participate in DCR events, as appropriate. Leadership should provide input and approval for major strategies and initiatives, and provide strategic guidance to which DCR would align its direction.

**Office of Human Resources Management (HRM).** DCR will collaborate with HRM on diversity and affirmative employment human capital management efforts. DCR will also collaborate with HRM on developing and executing training for CBP employees, conducting outreach efforts, obtaining workforce data to perform trend analyses, and other internal control activities. DCR will coordinate with HRM to obtain information on processes owned by HRM but that are interdependent with DCR interests. DCR will then coordinate with HRM in planning, developing, and executing communications to CBP employees. DCR will also coordinate with HRM to set and reach diversity goals.

**Office of Policy and Planning (OPP).** DCR will work with OPP to align its efforts to CBP policies and procedures, abide by all agency-wide requirements in conducting business, and seek policy guidance and input on DCR strategic planning efforts. DCR strategic planning products include its strategic plan, communications plan, and staffing model.

**Office of Public Affairs (OPA).** DCR will obtain guidance and input from OPA on outreach efforts and coordinate with OPA on communications efforts external to DCR (i.e., within CBP community and external to CBP). DCR will work with OPA to align outreach and communications approaches with CBP-level strategies.

**Office of Training & Development (OTD).** DCR will collaborate with OTD to identify DCR-related training needs and to develop and execute training to the CBP workforce. DCR will obtain DCR-related training data for the CBP workforce and conduct analysis to identify and close gaps.

**Office of Internal Affairs (OIA).** DCR will coordinate with OIA on investigations related to the EEO complaint process, as well as on the tracking of civil rights and civil liberties issues. These include such matters as discrimination cases, harassment cases, and complaints from the public.

**Office of Border Patrol (OBP), Office of Field Operations (OFO), and Office of Air and Marine Office (AMO).** These offices represent the bulk of DCR's target audience for outreach activities and training efforts, and DCR will work to remain connected to these key stakeholders

as it strives to create a more diverse, inclusive, and engaged CBP workforce. The role of these offices is to execute CBP's mission, and DCR must coordinate with them to assure that all CBP components remain compliant with EEO requirements. DCR should also provide these key players with regular updates on data relevant to DCR topics (e.g., trend analysis, diversity figures, and EEO complaints). In addition, DCR will work to increase involvement from these field offices in EEO-related programs and events (e.g., designing and conducting Special Emphasis Programs (SEPs), affirmative employment programs, recruiting activities).

**Office of Chief Counsel.** This office provides review for legal sufficiency and guidance on policy and compliance issues and represents CBP in EEO and civil liberties matters. This section is a little vague.

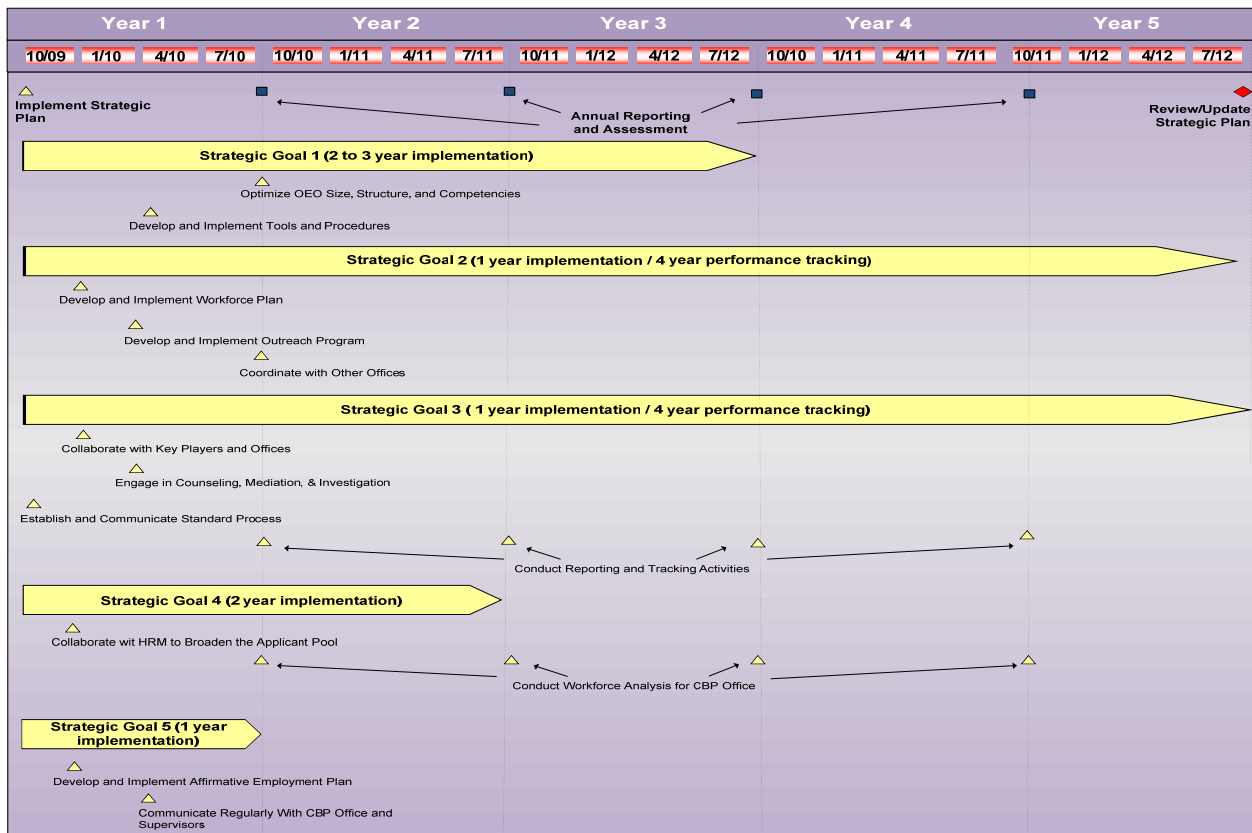
# DCR STRATEGIC PLANNING PROCESS

DCR designed this strategic plan to address the challenges CBP faces in executing its expanding mission while not only adhering to civil rights and civil liberties laws, regulations, and policies, but also promoting a culture that is diverse, inclusive, and engaged in its service to the agency. DCR derived its strategic plan for FY 2010 – 2015 and aligned it to the priorities and goals defined in the CBP FY 2005 – 2010 Strategic Plan.

DCR defined each goal based on future assumptions, previous accomplishments, and the need to integrate diverse priorities effectively. DCR further laid out each goal in terms of objectives and strategies to assist with the implementation and execution of that goal. Finally, the DCR developed clear performance metrics for each goal that flow from the top down and effectively track the office’s overall progress. DCR is currently in the process of determining its resource needs by developing a staffing model. The outputs of that model will be aligned to the objectives and tasks covered in this strategic plan. The DCR Desk Guide will provide specific details on roles and responsibilities, timeframes, and performance measures, as they relate to this strategic plan.

## DCR STRATEGIC GOAL TIMELINES

The following graphic depicts the projected timeframes for each of the five strategic goals.




**Figure 3: DCR Strategic Goal Timelines**

DCR expects to implement all five strategic goals by September 30, 2012, and then maintain the implemented strategies for the remaining two years of the strategic timeline, with the time span of this plan totaling five years. Additionally, the timelines include Annual Reporting and Assessment milestones to update DCR leadership on the progress made in meeting the established goals.

**PERFORMANCE MANAGEMENT APPROACH**

In conducting the strategic planning process, it is not only important to set goals and objectives for which to strive, but it is also critical to map expected results to those goals and objectives. DCR’s approach to performance management links high-level performance expectations on a strategic level. The executive director has ultimate responsibility for this program. However, senior leadership and staff will play key roles in the performance management process. Upon establishing these overarching measures, DCR will then track its progress as an organization against a set of more detailed performance measures, which are covered in **Appendix B** of this document.

Below is a high-level roadmap of the strategic goals that DCR has set for the five-year span of FY 2010 – FY 2015, as well as the results that this organization expects to realize in the future.

<b>Office of Equal Opportunity: Looking to the Future</b>		
FY 2010		FY 2015
Goals	Objectives	Results
<i>Cultivating and Nurturing a High-Performing DCR Workforce</i>	Optimize DCR size, structure, and competencies  Develop and implement necessary tools and procedures	Increased efficiency, skill levels, and work quality of DCR  Completed DCR processes and procedures Desk Guide, and completed review of case tracking system functionality
<i>Facilitating Progress toward an Optimal CBP Workforce</i>	Develop and implement workforce plan Develop and implement outreach program Coordinate with relevant CBP offices  Ensure civil liberties compliance	Completed strategy for meeting diversity goals  Increased scope and quality of outreach activities  Strengthened relationships with and increased participation in DCR activities from partner CBP offices  Improved education on and continued compliance with all Federal laws and DHS policies pertaining to civil liberties

# Office of Equal Opportunity: Looking to the Future

FY 2010

FY 2015



Goals	Objectives	Results
<i>Maintaining an Efficient and Effective Complaint Processing Program</i>	Collaborate with key players and offices Engage in counseling, mediation, and investigation activities Establish and communicate standardized process Conduct reporting and tracking activities	Increased participation of key players in complaint process Increased resolution via ADR, and increased qualifications for DCR personnel in areas of counseling and mediation Published and implemented complaint processes Full compliance with reporting and tracking requirements
<i>Expanding CBP's Human Capital Management and Accountability</i>	Collaborate with HRM to broaden the applicant pool Conduct workforce data analysis for CBP offices	Established DCR compliance checks across CBP offices Designed and implemented actions to close gaps and target areas wherein improvements are needed
<i>Establishing and Implementing a Plan for Individuals with Disabilities</i>	Develop and implement affirmative employment plan Communicate regularly with CBP offices and supervisors Provide needed accommodations to disabled individuals	Completed and implemented affirmative employment plan Increased awareness of topics relating to professionals with disabilities and how they can thrive, and increased involvement of key players Published and implemented processes and procedures to ensure that all accommodations needs are met

## **CBP GOALS AND OBJECTIVES AT A GLANCE**

### **CBP FY 2008-2013 STRATEGIC PLAN**

**GOAL 1**      *“Secure our Nation’s borders to protect America from the entry of dangerous people and goods and prevent unlawful trade and travel.”*

- OBJECTIVE 1.1:**      Establish and maintain effective control of air, land, and maritime borders through the use of the appropriate mix of infrastructure, technology, and personnel.
- OBJECTIVE 1.2:**      Using a risk-based approach, deploy and employ the most effective inspection and scanning technology available at designated land border ports, airports, seaports, permanent Border Patrol traffic checkpoints, and international areas in which CBP operates to detect and prevent the entry of hazardous materials, goods, and instruments of terror into the United States.
- OBJECTIVE 1.3:**      Using a risk-based approach, secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, Border Patrol Stations, permanent checkpoints, and international areas in which CBP operates to detect and prevent the entry of dangerous people into the United States.
- OBJECTIVE 1.4:**      Provide training and resources to field CBP special response teams capable of addressing a wide range of critical missions.
- OBJECTIVE 1.5:**      Identify and target critical points in the import life cycle where product safety risks are greatest to protect consumers from health and safety concerns.

**GOAL 2:**      *“Ensure the efficient flow of legitimate trade and travel across U.S. borders.”*

- OBJECTIVE 2.1:**      Through the use of accurate advance information and modernized systems for cargo processing, expedite the processing of people, products, and conveyances at land border ports, airports, and seaports.
- OBJECTIVE 2.2:**      Fully employ the use of risk management and targeting to detect and deter trade non-compliance and apply consistent enforcement actions.
- OBJECTIVE 2.3:**      Conduct compliance reviews of trade activities to ensure collection of all lawfully owed revenue and to identify delinquencies in the most efficient manner possible, thereby facilitating the release of compliant cargo.

## CROSS-CUTTING ENABLERS:

1. Leverage intelligence and information sharing to maximize the effectiveness of our limited resources
2. Maximize the power of partnerships.
3. Promote achievement and a results-driven culture through an effective management infrastructure that fosters the highest standards of integrity.





## DCR GOALS AND OBJECTIVES CROSS-WALK TO CBP GOALS, OBJECTIVES, AND CROSS-CUTTING ENABLERS

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers										
DCR Goals and Objectives		Goal 1: Secure our Nation’s borders to protect America from the entry of dangerous or illegal people or goods					Goal 2: Ensure the efficient flow of lawful people and goods across U.S. borders			Cross-Cutting Enablers		
		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	1	2	3
<b>1</b>	<b>Cultivate and Nurture a High-Performing DCR Workforce</b>											
	1.1 Optimize the size, structure, and competencies of DCR to maximize the overall performance of the Office.										X	X
	1.2 Develop and implement the necessary tools and procedures to facilitate a workforce focused on continuous improvement.										X	X

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers											
		Goal 1: Secure our Nation's borders to protect America from the entry of dangerous or illegal people or goods					Goal 2: Ensure the efficient flow of lawful people and goods across U.S. borders			Cross-Cutting Enablers			
DCR Goals and Objectives		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.	
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	1	2	3	
2	Facilitate progress towards an optimal CBP workforce												
	2.1 Develop and implement a plan that strives to meet established goals for a diverse, inclusive, and engaged CBP workforce.										X	X	X
	2.2 Develop and implement an agency-wide outreach program to educate the CBP workforce on DCR issues.										X	X	X
	2.3 Develop and implement strategies to ensure CBP's compliance with all Federal civil liberties laws and DHS policies.										X	X	X

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers										
		<b>Goal 1:</b> Secure our Nation’s borders to protect America from the entry of dangerous or illegal people or goods					<b>Goal 2:</b> Ensure the efficient flow of lawful people and goods across U.S. borders			<b>Cross-Cutting Enablers</b>		
<b>DCR Goals and Objectives</b>		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.
			<b>1.1</b>	<b>1.2</b>	<b>1.3</b>	<b>1.4</b>	<b>1.5</b>	<b>2.1</b>	<b>2.2</b>	<b>2.3</b>	<b>1</b>	<b>2</b>
2.4	Develop and implement strategies to ensure CBP’s compliance with all Federal civil liberties laws and DHS policies.									<b>X</b>	<b>X</b>	<b>X</b>

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers										
		Goal 1: Secure our Nation’s borders to protect America from the entry of dangerous or illegal people or goods					Goal 2: Ensure the efficient flow of lawful people and goods across U.S. borders			Cross-Cutting Enablers		
DCR Goals and Objectives		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	1	2	3
3	<b>Maintain an efficient and effective complaint processing program</b>											
	3.1 Collaborate with key players and offices to strive for excellence in the area of complaint processing.									X	X	X
	3.2 Engage in counseling, mediation, and investigation activities to resolve complaints at the lowest possible level									X	X	X
	3.3 Publish and communicate a standardized complaint process organization wide									X	X	X
	3.4 Conduct reporting and tracking activities as efficiently and effectively as possible.									X	X	X

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers										
		Goal 1: Secure our Nation’s borders to protect America from the entry of dangerous or illegal people or goods					Goal 2: Ensure the efficient flow of lawful people and goods across U.S. borders			Cross-Cutting Enablers		
DCR Goals and Objectives		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	1	2	3
4	<b>Expand CBP’s Human Capital Management and Accountability</b>											
	4.1 Examine hiring results for inclusiveness and, if necessary, assist HRM in the development and implementation of initiatives to broaden the applicant pool throughout the year.									X	X	X
	4.2 Conduct workforce data analysis to identify trends, issues, and problems for each of CBP’s Offices.									X	X	X

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers										
		Goal 1: Secure our Nation's borders to protect America from the entry of dangerous or illegal people or goods					Goal 2: Ensure the efficient flow of lawful people and goods across U.S. borders			Cross-Cutting Enablers		
DCR Goals and Objectives		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	1	2	3
5	<b>Create and foster an environment for persons with disabilities</b>											
	5.1 In concert with HRM, develop and implement an effective affirmative employment plan to recruit, hire, promote, and retain persons with disabilities.									X	X	X
	5.2 Communicate regularly with CBP offices and supervisors to improve knowledge and awareness of providing advancement opportunities to and management of persons with disabilities.									X	X	X

STRATEGIC GOALS CROSSWALK		CBP Strategic Goals, Objectives and Cross-Cutting Enablers										
		Goal 1: Secure our Nation's borders to protect America from the entry of dangerous or illegal people or goods					Goal 2: Ensure the efficient flow of lawful people and goods across U.S. borders			Cross-Cutting Enablers		
DCR Goals and Objectives		Establish and maintain effective control of air, land, and maritime borders.	Employ the most effective inspection and scanning technology available (e.g. gamma ray and radiation portal monitors, etc.) at designated land border ports, airports, seaports and international areas in which CBP operates.	Secure use and availability of the best quality and quantity of biometric and biographical information at designated land border ports, airports, seaports, and international areas in which CBP operates.	Provide training tools and mechanisms for CBP special response teams to respond to domestic and international intelligence-driven and anti-terrorism efforts.	Identify and target critical points in the import life cycle where product safety risks are greatest.	Expedite the processing of people, products, and conveyances at land border ports, airports (in the US and abroad) and seaports.	Fully employ the use of risk management and targeting.	Conduct compliance reviews mandated by statute, regulations, or policy of trade activities to ensure collection of all lawfully owed revenue and to identify and pursue delinquencies.	Leverage intelligence and information sharing to maximize the effectiveness of our limited resources.	Maximize the power of partnerships.	Promote achievement and a results-driven culture through an effective management infrastructure, while maintaining the highest standards of integrity.
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	1	2	3
5.3 Maintain a working environment that provides the accommodations that disabled individuals need to thrive, and wherein they have the tools, they need to contribute to CBP's mission.										X	X	X



---

## APPENDIX A: ORGANIZATIONAL FY2010 MILESTONES

**MAJOR MILESTONE(S)/ACTION(S):** List in bulleted format, a series of recommended and measureable activities to implement the Sub-Goals/Objectives identified in the SIP.

**Organizational Goal #1:** Cultivating and nurturing a high-performing DCR workforce.

---

MAJOR ACTIONS	SUCCESS CRITERIA	LEAD	TARGET DATE
Develop and implement a DCR HCMP	By end of FY 2010	Franklin Jones	30 Sep 2010
Develop and implement Knowledge Management Center for DCR Staff	Phase 1 by December 30, 2010	Franklin Jones	30 Sep 2010
Increase DCR staff's counseling, mediation, and investigation certifications	Increase staff with certification by 10% per year	Lois Hofmann and Kristy Montes	30 Sep 2010
Develop and implement training on diversity and inclusion and DHS's Civil Liberties requirements for the DCR staff	Train all law enforcement personnel by end of FY 2013	Kristy Montes	30 Sep 2013
Implement and maintain a Civil Rights and Civil Liberties Desk Guide for the DCR Staff.	By end of FY 2010	Kristy Montes	30 Sep 2010



**Organizational Goal #2:** Facilitating progress towards an optimal CBP workforce

---

MAJOR ACTIONS	SUCCESS CRITERIA	LEAD	TARGET DATE
Implement and track the results of CBP's plans to support White House initiatives: (e.g., Tribal Colleges and Universities, Historically Black Colleges and Universities, and E.O. 13171 "Hispanic Employment in the Federal Government")	100% complete by end of FY 2010	Darlene Sedwick	30 Sep 2010
Increase the number of outreach activities to institutions of higher learning, and national and local advocacy organizations, associations.	Record of substantive efforts by end of FY 2010	Darlene Sedwick	30 Sep 2010
Increase the number of internal diversity and inclusion programs and activities through local SEP Committees.	10% increase from FY 2009 by end of FY 2010	Darlene Sedwick	30 Sep 2010
Increase in number of community outreach activities in which DCR participates. (Visits to institutions of higher learning etc.)	Record of substantive efforts by end of each year	Darlene Sedwick	30 Sep 2010
Develop and implement a communications plan for DCR.	By January 2010	Franklin Jones	30 Sep 2010

**Organizational Goal #3: Maintaining an efficient and effective complaint processing program**

MAJOR ACTIONS	SUCCESS CRITERIA	LEAD	TARGET DATE
Develop and implement a Guide to EEO Complaints for CBP.	By the end of FY 2010	Lois Hofmann and Kristy Montes	30 Sep 2010
Develop and implement a Guide to Addressing Spin-Off Complaints.	By the end of FY 2010	Lois Hoffman	30 Sep 2010
Process informal EEO complaints in accordance with the requirements specified in 29 C.F.R. Section 1614.	100% of informal counseling requests (without mediation) are processed within 30 calendar days from the date of initial request – those with mediation within 90 days.	Kristy Montes	30 Sep 2010
Process formal EEO complaints in accordance with the requirements specified in 29 C.F.R. Section 1614.	100% of all investigations (without amendment) completed within 180 days – those with amendment within 380 days.	Lois Hofmann	30 Sep 2010

**Organizational Goal #4: Expanding CBP’s human capital management and accountability**

MAJOR ACTIONS	SUCCESS CRITERIA	LEAD	TARGET DATE
Quarterly - Conduct workforce data analysis to identify diversity related trends, issues, and problems for each of CBP’s offices (include sub-office location as compared to the local CLF).	DCR performs reviews of all CBP Offices quarterly	Darlene Sedwick	30 Sep 2010
Quarterly - Conduct workforce trend analysis hiring, attrition, promotions and terminations to determine the impact on employees by RNOG (diversity impact).	Quarterly	Darlene Sedwick	30 Sep 2010

**Organizational Goal #5:** Creating and fostering an environment for persons with disabilities

---

<b>MAJOR ACTIONS</b>	<b>SUCCESS CRITERIA</b>	<b>LEAD</b>	<b>TARGET DATE</b>
Develop and implement an effective affirmative employment plan to recruit, hire, promote, and retain persons with disabilities	By the end of FY 2010	Kristy Montes	30 Sep 2010
Develop and implement training specific to the topic of employees with disabilities	By the end of FY 2010	Kristy Montes	30 Sep 2010

## APPENDIX B: PERFORMANCE MANAGEMENT

The following summary table provides all performance measures and their related targets reported both externally and internally.

Goal No.	DCR Performance Measure	Performance Targets					Level	Measure Type (DHS)	Collection Frequency	GPRA Y/N
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
		Target	Target	Target	Target	Target				
1	<b>Outcome:</b> Achieve status as the model EEO organization within the federal government (based on DCR's internal benchmarking and available EEOC data)	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Achieve desired outcome	Strategic	Outcome	Annual	No
1	Increase customer satisfaction levels of CBP non-supervisory staff	Customer satisfaction survey yields an increase in satisfaction from FY 2008 by 10% in beginning of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Outcome	Annual	No
1	Increase customer satisfaction levels of CBP executive, supervisors and managers	Customer satisfaction survey yields an increase in satisfaction from FY 2008 by 10% in beginning of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Outcome	Annual	No
1	Performance against other agencies (details TBD); analyze EEOC 462 report data against other agencies and measure annually	Place among the top 5 agencies by FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Place among top 3 agencies by FY 2015	Strategic	Outcome	Annual	No

Goal No.	DCR Performance Measure	Performance Targets					Level	Measure Type (DHS)	Collection Frequency	GPRA Y/N
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
		Target	Target	Target	Target	Target				
2	<b>Outcome:</b> An organizational culture that leverages diversity and inclusiveness, as well as achieves a high level of employee engagement and commitment to CBP's mission	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Achieve desired outcome	Strategic	Outcome	Annual	No
2	Improved workforce statistics in the area of diversity, inclusiveness, and agency commitment	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Outcome	Quarterly	No
2	Improved survey results in terms of CBP workforce views of diversity, inclusiveness, and commitment	Diversity survey results yield increase from FY 2008 baseline by 10% by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Outcome	Annual	No
2	Implement the plans for the White House initiatives (e.g., Tribal Colleges and Universities, Historically Black Colleges and Universities, and E.O. 13171 "Hispanic Employment in the Federal Government")	100% complete by end of FY 2010	Target Met	Target Met	Target Met	Target Met	Strategic	Output	One-Time	No

Goal No.	DCR Performance Measure	Performance Targets					Level	Measure Type (DHS)	Collection Frequency	GPRA Y/N
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
		Target	Target	Target	Target	Target				
2	Increase the number of affirmative outreach activities by Mail, Email, Fax, Telephone Contact above the organizational totals achieved in FY 2009.	10% increase from FY 2009 by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Annual	No
2	Increase the number of Community Activities (Parades, High School Visits, etc.) above the organizational totals achieved in FY 2009.	10% increase from FY 2009 by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Annual	No
2	Increase the number of SEPM/Committees above the organizational totals achieved in FY 2009.	10% increase from FY 2009 by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Annual	No
2	Increase the number of Commemorative Events and individuals in attendance above the organizational totals achieved in FY 2009.	5% increase from FY 2009 by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Annual	No
2	Increase the number of Training opportunities completed and the number of employees trained above the organizational totals achieved in FY 2009.	5% increase from FY 2009 by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Annual	No
2	Number of training activities conducted	5% increase from FY 2009 by end of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Annual	No

Goal No.	DCR Performance Measure	Performance Targets					Level	Measure Type (DHS)	Collection Frequency	GPRA Y/N
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
		Target	Target	Target	Target	Target				
2	Process and facilitate requests for Religious Accommodation	90% completed within 30 calendar days of receipt of all necessary information.	100% completed within 30 calendar days of receipt of all necessary information.	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Process	Quarterly	No
3	<b>Outcome:</b> Achieve status as the model EEO organization within the Federal government in the area of complaint processing (based on DCR's internal benchmarking and available EEOC data)	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Achieve desired outcome	Strategic	Outcome	Annual	No
3	Increase customer satisfaction levels of CBP staff for complaint processing	Customer satisfaction survey yields an increase in satisfaction from FY 2008 by 10% in beginning of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Outcome	Annual	No
3	Increase customer satisfaction levels of CBP supervisors for complaint processing	Customer satisfaction survey yields an increase in satisfaction from FY 2008 by 10% in beginning of FY 2010	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Meet and maintain targets	Strategic	Outcome	Annual	No

Goal No.	DCR Performance Measure	Performance Targets					Level	Measure Type (DHS)	Collection Frequency	GPRA Y/N
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
		Target	Target	Target	Target	Target				
4	<b>Outcome:</b> Maintain a regular process to check for EEO compliance, and work to continuously identify and close gaps across the agency in area wherein improvement is needed	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Achieve desired outcome	Strategic	Outcome	Annual	No
4	Full compliance with all civil rights requirements	100% compliance with all requirements stated in MD 715	100% compliance with all requirements stated in MD 715	100% compliance with all requirements stated in MD 715	100% compliance with all requirements stated in MD 715	100% compliance with all requirements stated in MD 715	Strategic	Outcome	Annual	No
5	<b>Outcome:</b> Achieve status as the model EEO organization within the federal government in creating a culture where persons with disabilities can thrive	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Conduct activities that help DCR achieve this outcome	Achieve desired outcome	Strategic	Outcome	Annual	No
5	Attitudes and behaviors (e.g., perceptions of fairness, company treatment, loyalty, turnover retention)	Establish baseline survey by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement	Strategic	Outcome	Annual	No
5	Perceptions of disability policies and how employees with disabilities are treated	Establish baseline survey by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement	Strategic	Outcome	Annual	No



Goal No.	DCR Performance Measure	Performance Targets					Level	Measure Type (DHS)	Collection Frequency	GPRA Y/N
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
		Target	Target	Target	Target	Target				
5	Increase customer satisfaction levels of CBP employees with disabilities	Establish baseline survey by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement	Strategic	Outcome	Annual	No
5	Attitudes of co-workers and managers	Establish baseline survey by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement	Strategic	Outcome	Annual	No
5	Hiring (against other agencies and as % of population)	Benchmark (1) internally, (2) against private industry, and/or (3) against other agencies by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement; meet target by FY 2015	Strategic	Outcome	Annual	No
5	Retention (against other agencies and as % of population)	Benchmark (1) internally, (2) against private industry, and/or (3) against other agencies by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement; meet target by FY 2015	Strategic	Outcome	Annual	No
5	Promotion (against other agencies and as % of population)	Benchmark (1) internally, (2) against private industry, and/or (3) against other agencies by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement; meet target by FY 2015	Strategic	Outcome	Annual	No
5	Complaint statistics (against other agencies and as % of population)	Benchmark (1) internally, (2) against private industry, and/or (3) against other agencies by FY 2010	10% annual improvement	10% annual improvement	10% annual improvement	10% annual improvement; meet target by FY 2015	Strategic	Outcome	Annual	No

## APPENDIX C: ACRONYMS

Acronym	Description
AMO	Air and Marine Office
ATP	Annual Training Plan
CBP	U.S. Customs and Border Protection
CLF	Civilian Labor Force
DHS	U.S. Department of Homeland Security
Eagle	EEO Eagle Complaints Tracking System
DCR	Office of Diversity and Civil Rights (Formerly the Office of Equal Opportunity)
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
FY	Fiscal Year
HCMP	Human Capital Management Plan
HRM	Office of Human Resources Management
OIA	Office of Internal Affairs
OBP	Office of Border Patrol
OFO	Office of Field Operations
OIT	Office of Information Technology
OPA	Office of Public Affairs
OPM	U.S. Office of Personnel Management
OPP	Office of Policy and Planning
OTD	Office of Training and Development
SEP	Special Emphasis Program

Acronym	Description
SIP	Strategic Implementation Plan
SOP	Standard Operating Procedure
SWOT	Strengths, Weaknesses, Opportunities, and Threats

---

<sup>i</sup> 1998 Hudson Institute Report, *Building and Maintaining a Diverse, High-Quality Workforce: A Guide for Federal Agencies*, <http://www.opm.gov/diversity/guide.PDF>.

<sup>ii</sup> Statistics calculated using FedScope, <http://www.fedscope.opm.gov/>.

<sup>iii</sup> Statistics calculated using FedScope, <http://www.fedscope.opm.gov/>.

<sup>iv</sup> OPM report was referenced in the GovExec article “Federal workforce growing more diverse, OPM says,” Published on February 14, 2009, <http://www.govexec.com/dailyfed/0208/021408ar1.htm>.

<sup>v</sup> Statistics calculated using FedScope, <http://www.fedscope.opm.gov/>.

<sup>vi</sup> Statistics calculated using FedScope, <http://www.fedscope.opm.gov/>.