

U.S. Department of Justice



WORKING TOGETHER TO ENSURE SUCCESS-MEETING THE MISSION



Department of Justice Equal Employment Opportunity Strategic Plan 2008-2012

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Foreword

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

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

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

Lee J. Lofthus
Assistant Attorney General
for Administration
and
Equal Employment Opportunity Officer

A Message from The Chief Human Capital Officer

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

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

Goal 1: Comply with EEO mandates

Goal 2: Educate the DOJ workforce

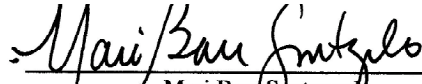
Goal 3: Foster a highly qualified and diverse workforce

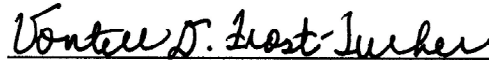
Goal 4: Maximize technology


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


Mari Barr Santangelo
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DOJ Equal Employment Opportunity Community Endorsement



Mari Bari Santangelo
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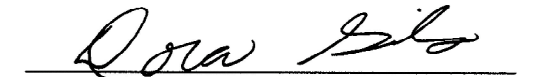

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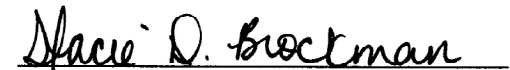

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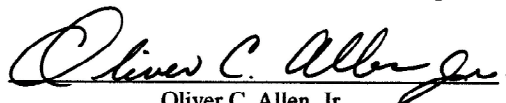

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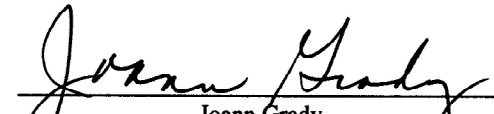

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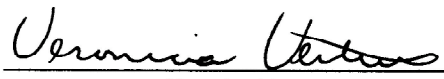

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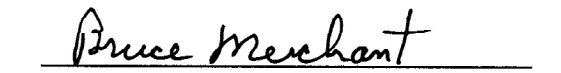

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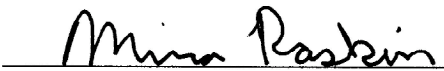

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Introduction

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

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

Management

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

Equal Employment Opportunity Staff Operational Overview

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

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

Vision and Mission

Vision Statement

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

Mission Statement

As essential contributors to DOJ's success, we promote a culture that values diversity and fairness and empowers individuals to contribute to their fullest potential while providing world class customer service.

Department of Justice EEO Strategic Goals Fiscal Years 2008-2012

Goal 1 – Comply with EEO mandates.

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

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

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

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

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

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

Tactic B-2: Partner with the Office of Dispute Resolution (ODR) to create a DOJ Mediator Corps.

Strategy C: Identify and adhere to regulatory reporting requirements.

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

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

Goal 2 – Educate the DOJ workforce.

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

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

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

Tactic A-2: Provide effective diversity training.

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

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

Tactic B-2: Develop and provide competency based specialized training, including e-Learning, for the department-wide EEO Staff.

Strategy C: Identify, develop, and provide educational cultural awareness programs.

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

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

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

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

Goal 3 – Foster a highly qualified and diverse workforce.

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

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

Tactic A-1: Assist in establishing targeted recruitment based on information obtained through various EEO reports.

Tactic A-2: Collaborate with the DOJ Human Resources (HR) community to establish career development training and/or upward mobility programs that align with DOJ's succession planning efforts and generate a diverse pool of candidates to fill mission-critical occupations.

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

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

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

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

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

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

Tactic B-4: In collaboration with HR, market existing DOJ worklife program policies.

Goal 4 – Maximize technology.

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

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

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

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

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

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

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

Tactic B-2: Create a team of DOJ EEO expert trainers for IT EEO community initiatives.

Appendix

DOJ Equal Employment Opportunity Strategic Plan 2008-2012 Implementation Plan and Measures

Goal 1 – Comply with EEO mandates.			
Strategy A: Identify and adhere to EEO complaint process regulatory requirements.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Identify and resolve obstacles and/or barriers to compliance that might exist and develop corrective measures.	EEOS	11/01/08	M-1: DOJ components submit obstacle report to the EEO Strategic Planning Committee (SPC) for review and analysis.
		02/01/09	M-2: SPC will develop a proposal for resolving issues.
		07/31/09	M-3: Sponsor “stakeholder” meeting with senior level DOJ participants for HR/EEO/OGC.
		09/30/09 (Ongoing)	M-4: Offer training and cross training opportunities across component EEO staffs dealing with solutions to obstacles as needed.
A-2: Create Standard Operating Procedures (SOPs) for preparing DOJ EEO community correspondence, procedures, record keeping and electronic filing of reports.	EEOS	02/01/09	M-1: Assure that DOJ records management requirements are met.
		04/01/09	M-2: Share standardized correspondence format with EEO community.

Strategy B: Promote Alternative Dispute Resolution (ADR) as a standard business process throughout DOJ.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Assess each component's ADR program initiatives and develop a DOJ-wide program and marketing plan.	FBI BOP-EEO	07/01/09	M-1: Create an intradepartmental team to develop a DOJ assessment and prepare a comprehensive report.
		01/30/10	M-2: Develop, disseminate and train on DOJ ADR principles and guidelines.
B-2: Partner with the Office of Dispute Resolution (ODR) to create a corps of DOJ mediators.	FBI BOP-EEO	09/30/09	M-1: Create uniform standards and a training module for DOJ mediators using standard business processes and practices.
		09/30/10	M-2: Create a "pilot" DOJ mediation program with ODR to handle DOJ EEO cases.
		09/30/11	M-3: Evaluate the effectiveness of ADR pilot programs using data analysis.

Strategy C: Identify and adhere to regulatory reporting requirements.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
C-1: Identify and resolve obstacles to timely report submissions.	EOUSA BOP-EEO	07/01/09	M-1: Create an intradepartmental team to develop a DOJ assessment tool and prepare a comprehensive report.
		01/30/10	M-2: Develop and disseminate guidelines to DOJ EEO community.
C-2: Develop an electronic template for reports.	EEOS EOUSA BOP-(AEPB)	09/30/09	M-1: Design standard templates for DOJ reports.
		09/30/10	M-2: Implement use of templates for all reports.

Goal 2 – Educate the DOJ workforce.			
Strategy A: Institutionalize a Department-wide education program, championed by senior leadership, on EEO, diversity, the No FEAR Act, and requirements of MD 715.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Develop an annual “State of the Agency” report on MD-715 for the Attorney General and brief the senior leadership and employees.	EEOS	10/30/08	M-1: Develop an executive briefing to educate leadership on the DOJ's EEO and diversity management initiatives, programs, and accomplishments.
A-2: Provide effective diversity training.	EOUSA BOP (AEPB)	11/30/08 03/30/09	M-1: Establish a HR/EEO team to review diversity training and develop a module and a system to monitor and evaluate the program. M-2: Develop a “train the trainer” module to present diversity training.
Strategy B: Share DOJ best practices, including e-Learning, and provide introductory and mandatory training for the EEO community.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Identify DOJ best practices for EEO training.	DEA FBI	11/15/08	M-1: Collect, evaluate and share best practices.
B-2: Develop and provide competency based specialized training, including e-Learning, for the DOJ EEO employees.	EEOS	09/30/09 02/01/10	M-1: Identify a skills gap survey by position for all EEO staff and survey staff proficiency. M-2: Develop, implement, and monitor a program to provide required training.

Strategy C: Identify, develop, and provide educational cultural awareness programs.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
C-1: Develop Special Emphasis Commemorative Month Work Groups to plan educational programs and activities.	DEA ATF	Ongoing	M-1: Conduct educational and entertaining programs and activities to share the heritage of various cultures; develop a method to evaluate the success of the activities.
		Ongoing	M-2: Seek an internal sponsor or champion for each commemorative program.
		01/31/09	M-3: Develop an employee outreach initiative survey to determine interest in the programs and activities.
C-2: Establish and maintain partnerships with diverse professional and educational organizations.	EEOS	Ongoing	M-1: Create an intradepartmental committee by 06/30/09 to develop a recruitment and outreach strategy to attract diverse applicants to seek DOJ as an employer.

Strategy D: Develop a strategic communication plan to share information using various resources including the internet, posters, brochures and electronic media.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
D-1: Develop and implement a system to share marketing and educational materials (posters, brochures, etc.).	USMS EOIR	8/30/08	M-1: Develop and administer a survey on each of the components' current marketing strategies.
		11/30/08	M-2: Share results with EEO community and management.
		03/30/09	M-3: Review practices and capitalize on opportunities for marketing and standardization.
		Ongoing	M-4: Increase internal and external distribution of EEO materials on intranet and internet sites.

Goal 3 – Foster a highly qualified and diverse workforce.			
Strategy A: Ensure that affirmative employment programs focus on recruiting and retaining a highly qualified and diverse workforce.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Assist in establishing targeted recruitment based on information obtained through various EEO reports.	EEOS	1/31/09	M-1: Review targeted recruitment initiatives and job placements annually.
A-2: Collaborate with HR to establish career development training and/or upward mobility programs that align with DOJ’s succession planning and generate a diverse pool of candidates to fill key positions.	EEOS HR	09/30/09 Ongoing	M-1: Partner with HR to design, develop, and market a comprehensive DOJ Career Opportunity Training Agreement (COTA) Program. M-2: Monitor and evaluate participation.
A-3: Partner with HR to create a DOJ virtual marketing and recruitment program.	USMS EOIR	07/01/09	M-1: Increase use of intranet and internet sites to share recruiting materials.
A-4: Develop a DOJ reasonable accommodation reassignment policy.	EEOS BOP-EEO FBI EOUSA	09/30/09 Ongoing Ongoing	M-1: Develop, implement and market a policy on DOJ reasonable accommodations reassignments. M-2: Review the Reasonable Accommodations policy to clarify reassignment under the Rehabilitation Act. M-3: Train Disability Program Managers (DPM) on the Reasonable Accommodations Policy. M-4: Obtain quarterly reports on accommodation requests.

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

Goal 4 – Maximize technology.			
Strategy A: Identify and adopt best practices and increase IT resources for the DOJ EEO community.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Establish a DOJ EEO IT team to identify workload and projected technology needs.	ATF EEOS	09/30/08	M-1: To comply with annual reporting requirements, DOJ will: 1) identify government-wide "best practices" and technology requirements to expedite preparation of annual reports; and 2) prepare a funding request.
A-2: Develop an instrument to assess and consistently measure internal/external EEO IT practices.	ATF EEOS	03/30/09	M-1: Develop and distribute a survey for both DOJ components and external agencies to obtain information on EEO IT capabilities and practices; assess the potential for DOJ-wide implementation.
A-3: Develop a system for effective electronic filing of administrative records.	ATF EEOS	09/30/09	M-1: Establish a DOJ EEO "Selection Committee" to identify internal and external best practices; develop a plan for implementation of selected practices within the DOJ EEO community.

Strategy B: Maximize use of “iComplaints” and “eVersity.”			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Oversee EEO community IT system to assure consistent and effective accountability.	EEOS	09/30/09	M-1: Establish a DOJ EEO IT standard system.
B-2: Create a team of DOJ EEO expert trainers for IT EEO community initiatives.	EEOS	Ongoing	M-1: Provide continuous training to DOJ EEO employees on “iComplaints” and “eVersity.”
B-3: Monitor and analyze “iComplaints” data.	EEOS	Ongoing	M-1: Review “iComplaints” status reports quarterly for accuracy and to identify trends.
		Ongoing	M-2: Prepare a quarterly 462 report from “iComplaints.”

Glossary

ADR – Alternative Dispute Resolution

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

ATF – Bureau of Alcohol, Tobacco, Firearms and Explosives

BOP – Bureau of Prisons

BOP (AEPB) – Bureau of Prisons, Affirmative Employment Programs Branch

COTA – Career Opportunity Training Agreement Program

DEA – Drug Enforcement Administration

DOJ – Department of Justice

EEO – Equal Employment Opportunity

EEOC – Equal Employment Opportunity Commission

EEOS – Equal Employment Opportunity Staff
Justice Management Division

EOIR – Executive Office for Immigration Review

EOUSA – Executive Office for United States Attorneys

FBI – Federal Bureau of Investigation

Form 462 – Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints

HR – Human Resources

MD-715 – Management Directive 715

NDIC – National Drug Intelligence Center

No FEAR Act – Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002

ODR – Office of Dispute Resolution

OGC – Office of the General Counsel

OJP – Office of Justice Programs

SOPs – Standard Operating Procedures

SPC – EEO Strategic Planning Committee

USMS – U.S. Marshals Service