



U.S. Immigration
and Customs
Enforcement

DIVERSITY EQUITY INCLUSION AND ACCESSIBILITY IMPLEMENTATION PLAN

U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
Office of Diversity and Civil Rights
Diversity Management Division

FISCAL YEARS 2022-2023

CONTENTS

3

INTRODUCTION

4

DEIA DEFINED

5

MISSION CASE FOR DEIA

IMPLEMENTATION PLANS

6

OFFICE OF THE DIRECTOR

17

ENFORCEMENT AND REMOVAL OPERATIONS

22

HOMELAND SECURITY INVESTIGATIONS

25

MANAGEMENT AND ADMINISTRATION

33

OFFICE OF THE PRINCIPAL LEGAL ADVISOR

36

OFFICE OF PROFESSIONAL RESPONSIBILITY

39

APPENDIX A: ACRONYMS

42

APPENDIX B: WLE ACTION PLAN
ACTION ITEMS REFERENCE

INTRODUCTION

On June 25, 2021, President Joseph R. Biden issued [Executive Order \(EO\) 14035](#) establishing a government-wide initiative to promote diversity, equity, inclusion and accessibility (DEIA) in the federal workforce. This directive mandates that the federal government, as the nation's largest employer, must be a model for DEIA where all employees are treated with dignity and respect. The federal government's workforce should reflect the diversity of the American people. A growing body of evidence demonstrates that diverse, equitable, inclusive and accessible workplaces yield higher performing organizations.

As a result of the order, the Office of Personnel Management (OPM), the Office of Management and Budget (OMB) and the Equal Employment Opportunity Commission (EEOC) reestablished a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce and expand its scope to specifically include equity and accessibility. Pursuant to the order, the Department of Homeland Security (DHS) developed its [Inclusive Diversity Strategic Plan](#) and directed all DHS Components to develop their own plans.

The *U.S. Immigration and Customs Enforcement (ICE) Diversity, Equity, Inclusion and Accessibility Strategic Plan* for fiscal years 2022-2026 is the result of a collaborative effort between ICE directorates and program offices, led by the ICE Office of Diversity and Civil Rights (ODCR) and the ICE Executive Diversity and Inclusion Advisory Council (EDIAC). The *ICE DEIA Strategic Plan* outlines the approach ICE will take to reach its goals. The goals represent outcome-based areas of strategic priority that ICE seeks to address and instill into its workforce's daily behaviors and mindsets. From those objectives, directorate leaders, working groups and committees across ICE have aligned implementation strategies for guiding the actions at every level of the organization to achieve intended outcomes. This implementation strategy using a "whole ICE" approach stems from best practices used across the industry to embed DEIA into the fabric of the organization.

This *ICE DEIA Implementation Plan* is a companion document to the *ICE DEIA Strategic Plan* and lists priorities and actions for fiscal years 2022 and 2023. The Implementation Plan will be updated periodically to recognize accomplishments, set new objectives and define additional actions to meet the goals of the Strategic Plan. On November 1, 2022, EDIAC approved the Women in Law Enforcement (WLE) Action Plan.¹

The Implementation Plan focuses on the following goals as detailed in the *ICE DEIA Strategic Plan*:

- Goal 1:** Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.
- Goal 2:** Recruit, engage and retain a diverse talent pipeline.
- Goal 3:** Ensure equity is at the center of an inclusive culture.
- Goal 4:** Leverage consistent, easily accessible programs for the diverse needs of the workforce.

Implementation of this plan reflects ICE's continued effort to improve its workforce dynamics and its ability to serve the public. Everyone in the agency has a role in ensuring successful implementation of the plan.

¹ The WLE Action Plan has been incorporated into this Implementation Plan. WLE Action Items are referenced in Appendix B.

DEIA DEFINED

On June 25, 2021, President Biden signed [Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#), which is the guiding order for the *ICE DEIA Strategic and Implementation Plans*. These plans are backed by a Federal government initiative to cultivate a diverse workforce that advances inclusive environments and equal opportunities for all employees.

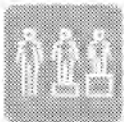
ICE is invested in ensuring diverse employees are supported in the workforce, especially in positions of leadership. With the success of DEIA initiatives, ICE will move closer to becoming a model law enforcement agency built around diversity, equity, inclusion and accessibility.

The *ICE DEIA Strategic and Implementation Plans* are aligned to the *ICE Strategic Plan*, Executive Diversity and Inclusion Advisory Council (EDIAC) Strategic Priorities, as well as the top priorities listed by the Secretary of the Department of Homeland Security (DHS) and the [Office of Personnel Management \(OPM\) government-wide strategic plan](#).



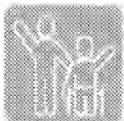
Diversity:

Diversity is the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures and beliefs of the American people, including underserved communities.



Equity:

Equity is the consistent and systematic fair, just and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.



Inclusion:

Inclusion is the recognition, appreciation and use of the talents and skills of employees of all backgrounds.



Accessibility:

The design, construction, development and maintenance of facilities, information and communication technology, programs and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

Definitions are from the [Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#) (November 2021).

MISSION CASE FOR DEIA

Created in March 2003 in the wake of the 9/11 terrorist attacks, ICE is a key component of the department's "layered defense" approach to protecting the homeland. ICE is at the forefront of our country's efforts to strengthen border security and prevent the illegal movement of people, goods and funds into, within and out of the United States. Our broad investigative and enforcement authorities are directly related to our country's ongoing efforts to combat terrorism at home and abroad. As a premier federal law enforcement agency, we are dedicated to detecting and dismantling transnational criminal networks that target the American people and threaten our industries, organizations and financial systems, as well as protecting the homeland through the arrest and removal of those who present a threat to national security, public safety or the integrity of the U.S. immigration system.

ICE has more than 20,000 law enforcement and support personnel in more than 400 offices in the United States and around the world. The agency has an annual budget of over \$8 billion. ICE comprises the Office of the Director, as well as the following directorates and program offices: Enforcement and Removal Operations (ERO), Homeland Security Investigations (HSI), Management and Administration (M&A), the Office of the Principal Legal Advisor (OPLA), and the Office of Professional Responsibility (OPR). ICE is fully committed to DEIA; it is a mission imperative and enhances the agency's ability to engage with the public it serves.

This Implementation Plan will create a more diverse workforce and foster an inclusive workplace environment enabling ICE to meet the following strategic goals:

- Empower the workforce that powers the mission
- Counter threats and protect the homeland
- Safeguard the integrity of our immigration system
- Combat organizations that exploit lawful trade, travel and financial systems
- Strengthen and expand partnerships to advance the mission

Research has shown that a diverse workforce is more productive. ICE recognizes the need for and importance of investing in DEIA as part of its overall talent management process. Creating a workforce and workplace which is diverse and inclusive will aid the agency in establishing greater organizational cohesion and provide a more effective means to accomplish the agency's mission.

ICE will use implementation plans to remain specifically focused on efforts that speak to the unique needs of the directorates and individuals working within those spaces. This approach also allows for investment of resources in the most critical areas and collaborative efforts versus top-down directives. ICE leaders will uphold the responsibility of work culture, inclusion and equitable standards, which are distinctly tied to leaders' success. The *ICE DEIA Strategic Plan* is a multi-year plan, but implementation plans will allow leaders to modify and assess program needs and successes annually.

OFFICE OF THE DIRECTOR

FY 2022-2023 DEIA IMPLEMENTATION PLAN

The Office of the Director (OD) provides leadership and direction to ICE's overall mission. It includes the director of ICE, as well as the deputy director, the chief of staff, and several associated programs, including the Office of the Executive Secretariat (OES), Office of Public Affairs (OPA), Office of Congressional Relations (OCR), the Office of Diversity and Civil Rights (ODCR), the Office of Firearms and Tactical Programs (OFTP), Office of Partnership and Engagement (OPE) and the Office Regulatory Affairs and Policy (ORAP). Together, the OD and its programs help oversee and support areas including the agency's day-to-day operations, personnel, budget, and congressional and public engagement.

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.		
Actions	Metrics	Timeframe
<p>OES supervisors will complete training on diversity, discrimination, anti-harassment, conflict resolution and alternate dispute resolution.</p> <p><i>(ICE DEIA Objective 1.2f)</i> Lead Office: OES</p>	Number of OES supervisors that complete training.	FY 2023 Q4 (July-Sept.)
<p>Encourage and promote participation in ICE workshops, engagements, training and mentoring programs to facilitate the recruitment, retention and promotion of underrepresented groups.</p> <p><i>(ICE DEIA Objective 1.1c)</i> Lead Office: OES</p>	Number of programs OES team members participating in, as well as the number of opportunities socialized to OES team members.	FY 2023 Q3 (April-June)
<p>Socialize and utilize ICE programs that support staff during or after challenging work or personal experiences.</p> <p><i>(ICE DEIA Objective 1.2g)</i> Lead Office: OES</p>	Number of trainings provided to staff on resources available to team members (noting participation is confidential, OES will not track staff who utilize resources).	FY 2023 Q4 (July-Sept.)
<p>Performance management training to promote the consistent and ethical application of guidance related to performance work plans.</p> <p><i>(ICE DEIA Objective 1.1a)</i> Lead Office: OPA</p>	Number of supervisors trained.	FY 2023 Q4 (July-Sept.)

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.

Actions	Metrics	Timeframe
Institute mindfulness practices through the use of the Headspace app to assist OPA employees' capability to address stress. <i>(ICE DEIA Objective 1.2g)</i> Lead Office: OPA	Number of employees utilizing the app.	FY 2023 Q4 (July-Sept.)
OPA supervisors will attend training regarding diversity and inclusion, anti-harassment, alternative dispute resolution and hiring authorities. <i>(ICE DEIA Objective 1.2f)</i> Lead Office: OPA	Number of OPA management staff trained.	FY 2023 Q4 (July-Sept.)
Incorporate DEIA principles into OCR strategic and operational planning. <i>(ICE DEIA Objective 1.3)</i> Lead Office: OCR	Number of initiatives with relevance to DEIA principles in congressional outreach and engagement activities.	FY 2023 Q2-Q4 (Jan.-Sept.)
Establish recognition program for OCR team member efforts to advance DEIA within OCR. <i>(ICE DEIA Objective 1.2b)</i> Lead Office: OCR	Number of employees recognized for promoting and implementing DEIA measures.	FY 2023 Q2-Q4 (Jan.-Sept.)
Completion of ICE's DEIA Implementation Plan. <i>(ICE DEIA Objective 1.3b)</i> Lead Office: ODCR	Addition of the <i>Office of the Director</i> chapter to ICE's DEIA Implementation Plan.	FY 2023 Q2 (Jan.-March)
Continue to support the ICE Executive Diversity Council and Council working group, ensure council members remain engaged with EEO and Diversity issues affecting ICE. <i>(ICE DEIA Objective 1.2c)</i> Lead Office: ODCR	Number of meetings conducted.	FY 2023 (Oct.-Sept.)
Continue to partner with the Department of Defense (DoD) to ensure ongoing capability for ICE personnel to use Defense Equal Opportunity management Institute (DEOMI) training resources and tools. <i>(ICE DEIA Objective 1.2g)</i> Lead Office: ODCR	Number of participants.	FY 2023 (Oct.-Sept.)

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.

Actions	Metrics	Timeframe
<p>Continue to support the Small Steps campaign through leadership training.</p> <p><i>(ICE DEIA Objective 1.2c)</i> Lead Office: ODCR</p>	<p>Number of trainings provided.</p> <p>Number of participants.</p>	<p>FY 2023 Q3-Q4 (April-Sept.)</p>
<p>OFTP evaluation of firearms policies to address recommendations of the Women in Law Enforcement (WLE) Action Plan.</p> <p><i>(ICE DEIA Objectives 1.1c, 2.1b, 4.2d)</i> Lead Office: OFTP</p>	<p>Number of policies reviewed with ORAP and OPLA.</p> <p>Number of policies implemented to address the workforce's needs.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Support the WLE Action Plan.</p> <p><i>(ICE DEIA Objectives 1.2, 2.1b) (WLE RECR L1)</i> Lead Office: OFTP</p>	<p>Development of final plan to increase the number of female tactical and firearms instructors.</p>	<p>FY 2023 Q3 (April-June)</p>
<p>Add DEIA goals to supervisors' Performance Work Plans (PWP).</p> <p><i>(ICE DEIA Objective 1.3)</i> Lead Office: OPE</p>	<p>Evidence of DEIA performance.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Performance Work Plans: Managerial and Supervisory PWP have included DEIA outcomes. Specifically, Core Competencies 4 and 7 of the current PWP include DEIA requirements.</p> <p><i>(ICE DEIA Objectives 1.2b, 1.3c)</i> Lead Office: ORAP</p>	<p>Competencies added into PWPs.</p>	<p>FY 2023 Q1-Q4 (Oct.-Sept.)</p>
<p>Include DEIA questions in the ORAP Employee Engagement survey to assess programs and initiatives.</p> <p><i>(ICE DEIA Objective 1.2a)</i> Lead Office: ORAP</p>	<p>Conduct a new employee engagement survey and invite employees to develop action plans for anything that requires attention.</p>	<p>FY 2023 Q2-Q4 (Jan.-Sept.)</p>
<p>Champion ORAP employee awareness of, and involvement in, DEIA-focused groups by creating engagement opportunities throughout the year.</p> <p><i>(ICE DEIA Objective 1.3a)</i> Lead Office: ORAP</p>	<p>Create a virtual forum for conversation around various special emphasis programs.</p> <p>Host at least one virtual brown bag session with a particular employee resource group or affinity group.</p>	<p>FY 2023 Q2-Q3 (Jan.-June)</p>

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
<p>Expand recruitment strategies and opportunities using special hiring authorities.</p> <p><i>(ICE DEIA Objectives 2.1e, 4.2c)</i> Lead Office: OES</p>	<p>Number of applications received utilizing special hiring authorities and number of applicants selected for positions.</p>	<p>FY 2023 Q2 (Jan.-March)</p>
<p>Review policies and requirements for exit and stay interviews to identify barriers and concerns raised by team members. Form working group to review feedback and identify common areas of satisfaction or dissatisfaction.</p> <p><i>(ICE DEIA Objective 2.3g)</i> Lead Office: OES</p>	<p>Number of stay interviews and exit interviews conducted.</p>	<p>FY 2023 Q3 (April-June)</p>
<p>Develop public facing materials for the agency, including videos, highlighting the important work of the agency and its diverse workforce.</p> <p><i>(ICE DEIA Objective 2.1a)</i> Lead Office: OPA</p>	<p>Final product created.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Develop and highlight women recruitment resources to promote a more diverse workplace to support ICE goals, including the creation and maintenance of the Women in Law Enforcement public facing website and on inSight.</p> <p><i>(ICE DEIA Objective 2.1a)</i> Lead Office: OPA</p>	<p>Video developed, ongoing efforts throughout the year in support of the ICE program offices.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Provide employees with support and resources for professional development and to achieve work-life balance.</p> <p><i>(ICE DEIA Objective 2.1b)</i> Lead Office: OPA</p>	<p>Number of employees trained and number of employees utilizing the Headspace app.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Assist the agency in strengthening and expanding relationships with professional organizations and institutions supporting a range of underrepresented groups (including ethnic, racial, gender, sexual orientation and disability) to create opportunities to attract underrepresented populations.</p> <p><i>(ICE DEIA Objective 2.2b)</i> Lead Office: OPA</p>	<p>Produce marketing materials and attend events alongside ERO and HSI.</p>	<p>FY 2023 Q4 (July-Sept.)</p>

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
<p>Update public facing website and recruiting brochures to incorporate inclusive language and imagery through gender expansive accessibility lenses.</p> <p><i>(ICE DEIA Objective 2.1c)</i> Lead Office: OPA</p>	<p>Review publications quarterly.</p> <p>Update public facing website to ensure that imagery is diverse and inclusive.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Expand recruitment efforts to actively explore potential candidates through supportive DEIA hiring programs and events.</p> <p><i>(ICE DEIA Objective 2.2b)</i> Lead Office: OCR</p>	<p>Number of recruitment and outreach efforts where OCR requested consideration of candidates through DEIA supportive hiring programs and initiatives.</p>	<p>FY 2023 Q2-Q4 (Jan.-Sept.)</p>
<p>Ensure OCR employees are familiar with DEIA principles and equip them with the knowledge to embrace and promote diversity at ICE.</p> <p><i>(ICE DEIA Objective 2.1c)</i> Lead Office: OCR</p>	<p>Number of trainings and informational materials provided to OCR personnel that promote diversity and inclusion.</p>	<p>FY 2023 Q2-Q4 (Jan.-Sept.)</p>
<p>Ensure the Congressional Intern Program is representative of diversity and inclusivity to build a diverse pipeline of future potential OCR/ICE employees.</p> <p><i>(ICE DEIA Objective 2.1e)</i> Lead Office: OCR</p>	<p>Number of HBCUs ICE OCR recruits from.</p> <p>Number of minority applicants selected.</p> <p>Number of outreach events attended to attract minority candidates.</p>	<p>FY 2023 Q2-Q4 (Jan.-Sept.)</p>
<p>Based on FY 2022 ODCR Federal Employee Viewpoint Survey (FEVS) scores, assemble a team of EEO and HR specialists outside ICE to conduct employee interviews and gather information about employee concerns, work satisfaction, work environment and confidence in office leadership. The team will generate a report that guarantees employee anonymity and includes crucial recommendations from employees and the team.</p> <p><i>(ICE DEIA Objective 2.3d)</i> Lead Office: ODCR</p>	<p>Produce ODCR report.</p>	<p>FY 2023 Q1 (Oct.-Dec.)</p>
<p>Assemble a group of ODCR employees representative of every division to review the FEVS measurements and provide insight and recommendations to the assistant director.</p> <p><i>(ICE DEIA Objective 2.3d)</i> Lead Office: ODCR</p>	<p>Number of recommendations implemented.</p>	<p>FY 2023 Q2 (Jan.-March)</p>

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
<p>Assess the long-term staffing needs for ODCR to support full implementation of the WLE Action Plan.</p> <p><i>(ICE DEIA Objective 2.1a) (WLE RECR S2)</i> Lead Office: ODCR</p>	Review ODCR staffing plan.	FY 2023 Q4 (July-Sept.)
<p>Develop budget request for the WLE Action Plan. Staffing needs to be considered for FY 2024 technical assistance and FY 2025 Program Decision Option (PDO).</p> <p><i>(ICE DEIA Objective 2.1a) (WLE RECR S3)</i> Lead Office: ODCR</p>	Draft FY 2024 and FY 2025 budget request.	FY 2023 Q1 (Oct.-Dec.)
<p>Develop a schedule and communications plan for the retention program using existing EAP and policy materials.</p> <p><i>(ICE DEIA Objective 2.1a) (WLE RET S3)</i> Lead Office: ODCR</p>	Draft schedule and communications plan.	FY 2023 Q2 (Jan.-March)
<p>In collaboration with EDIAC, establish annual assessment process for progress and effectiveness of the WLE Action Plan and agency results in achieving greater diversity. Review process would also include ability to update the action plan based on EDIAC's assessment.</p> <p><i>(ICE DEIA Objective 2.1) (WLE RET L1)</i> Lead Office: ODCR</p>	<p>Number and percentage of women 1801 separations year over year.</p> <p>Number and percentage of women 1811 separations year over year.</p> <p>Workforce satisfaction ratings.</p>	FY 2023 Q3 (Aug.-Oct.)
<p>Expand recruitment strategies and opportunities using special hiring authorities such as Pathways Program, Presidential Management Fellows, workforce recruitment efforts, direct hire and others.</p> <p><i>(ICE DEIA Objective 2.1e)</i> Lead Office: OFTP</p>	Track number of applications received using special hiring authorities and number of applicants selected for positions.	FY 2023 Q3 (April-June)
<p>OFTP review of policies and procedures that affect women in the workforce.</p> <p><i>(ICE DEIA Objective 2.1b)</i> Lead Office: OFTP</p>	Engage with Promoting Women in HSI working group to discuss equipment issues and concerns.	FY 2023 Q2 (Jan.-March)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
<p>Increase OFTP's support and encourage OFTP personnel to participate in inclusion programs, including but not limited to ICE Mentoring for Women program, DHS Women in Law Enforcement program and others.</p> <p><i>(ICE DEIA Objective 2.3f)</i> Lead Office: OFTP</p>	<p>Number of OFTP mentors and mentees in program as compared to prior years.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>OFTP will implement exit interviews to determine systemic issues for underrepresented individuals.</p> <p><i>(ICE DEIA Objective 2.3g)</i> Lead Office: OFTP</p>	<p>Conduct interviews of departing personnel and report findings to OFTP senior management.</p>	<p>FY 2023 Q1-Q4 (Oct.-Sept.)</p>
<p>Provide employees with support and resources for professional development and to achieve work-life balance.</p> <p><i>(ICE DEIA Objective 2.1b)</i> Lead Office: OFTP</p>	<p>Number of OFTP personnel using Headspace mindfulness app or participating in the Employee Resilience Unit's WorkLife webinars.</p>	<p>FY 2023 Q2 (Jan.-March)</p>
<p>Strengthen and expand relationships with professional organizations and institutions supporting a range of underrepresented populations.</p> <p><i>(ICE DEIA Objective 2.2b)</i> Lead Office: OPE</p>	<p>Number of recruitment and outreach efforts focused on institutions serving underrepresented populations.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Broaden awareness of employee resilience and assistance programs.</p> <p>Expand mindfulness services to address mental health of employees who have confronted challenging work experiences.</p> <p><i>(ICE DEIA Objective 2.3)</i> Lead Office: ORAP</p>	<p>Number of EAP services referred.</p> <p>Number of WorkLife program participants.</p>	<p>FY 2023 Q1-Q4 (Oct.-Sept.)</p>
<p>Conduct trend analysis of data received through ORAP and exit surveys to determine systemic issues, barriers and triggers for underrepresented individuals.</p> <p><i>(ICE DEIA Objective 2.3g)</i> Lead Office: ORAP</p>	<p>Include exit interview questions relevant to DEIA.</p> <p>Implement on all exit interviews going forward.</p>	<p>FY 2023 Q1 (Oct.-Dec.)</p> <p>FY 2023 Q4 (July-Sept.)</p>

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
Educate supervisors and team members on unconscious bias, the impact of unconscious bias on team productivity and provide sensitivity training. <i>(ICE DEIA Objective 3.1c)</i> Lead Office: OES	Track training and participation rate.	FY 2023 Q4 (July-Sept.)
Foster a culture of inclusion and integrity. <i>(ICE DEIA Objective 3.1c)</i> Lead Office: OPA	Training provided to OPA managers.	FY 2023 Q4 (July-Sept.)
Train hiring managers on how to conduct structured interviews and to be mindful of (and sensitive to) unconscious bias in the interview process. <i>(ICE DEIA Objective 3.1c)</i> Lead Office: OPA	Number of hiring managers trained.	FY 2023 Q4 (July-Sept.)
Ensure all new OPA supervisors receive training on effective communication strategies to create an internal mechanism for productively engaging with subordinates on inclusive knowledge sharing, training and mentorship opportunities, and feedback for program efficiencies. Ensure supervisors across OPA participate in one-on-ones with subordinate staff. <i>(ICE DEIA Objective 3.1d)</i> Lead Office: OPA	Track number of new supervisors trained.	FY 2023 Q4 (July-Sept.)
Develop mechanisms to identify potential lack of equity and create solutions to bring equity and inclusivity to the OCR work environment. <i>(ICE DEIA Objective 3.1c)</i> Lead Office: OCR	Number of trainings provided to OCR employees. Creation of employee input surveys and structured forums.	FY 2023 Q3-Q4 (April-Sept.)
Establish a working group to identify activities that broaden representation and participation to ensure a culture of equity and inclusivity. <i>(ICE DEIA Objective 3.2b)</i> Lead Office: OCR	Number of working group equity recommendations implemented by the OCR team.	FY 2023 Q2-Q4 (Jan.-Sept.)
Update ODCR-related items on OPR self-inspection to require all field leaders to ensure training for supervisors serving on selection boards or panels. <i>(ICE DEIA Objective 3.1c)</i> Lead Office: ODCR	Updated Self-Inspection Worksheet prepared for FY 2024.	FY 2023 Q2-Q3 (Jan.-June)

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
<p>Pilot the GlobeSmart cultural diversity tool, which provides insight into diverse cultures ICE officers and agents encounter while performing their duties.</p> <p><i>(ICE DEIA Objective 3.1d)</i> Lead Office: ODCR</p>	<p>Initiate pilot.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Leverage component specific programs for use ICE-wide as appropriate while providing latitude for component specific programs to address unique issues and differences. (Hardship Transfer Policy, SAC Advisory Board-career path, Promoting Women in ERO working group).</p> <p><i>(ICE DEIA Objective 3.1) (WLE CAR S3)</i> Lead Office: ODCR</p>	<p>Number and percentage of women 1801s promoted to supervisory and SES positions year over year.</p> <p>Number and percentage of women 1811s promoted to supervisory and SES positions year over year.</p> <p>Employee retention among women 1801s and 1811s.</p> <p>Workforce satisfaction (customer experience, or CX) ratings.</p>	<p>FY 2023 Q2 (Jan.-March)</p>
<p>Drive DEIA as a fundamental competency, requirement and asset to career progression by incorporating DEIA-focused expectations into performance goals.</p> <p><i>(ICE DEIA Objective 3.2)</i> Lead Office: OFTP</p>	<p>Adopt M&A standards for inclusion in OFTP Supervisory PWP's related to compliance with goals in support of the Small Steps Campaign.</p>	<p>FY 2023 Q1 (Oct.-Dec.)</p>
<p>Identify techniques to eliminate risk of implicit bias in reviewing applications and during interviews.</p> <p><i>(ICE DEIA Objective 3.1c)</i> Lead Office: OPE</p>	<p>Training provided to OPE hiring managers.</p>	<p>FY 2023 Q3 (April-June)</p>
<p>Foster a culture of inclusion and integrity.</p> <p><i>(ICE DEIA Objective 3.1c)</i> Lead Office: ORAP</p>	<p>Number of employees exposed to cross-cultural awareness and cross-cultural communications.</p>	<p>FY 2023 Q2-Q4 (Jan.-Sept.)</p>
<p>Implement more transparent guidelines for receiving performance awards and other awards in ORAP.</p> <p><i>(ICE DEIA Objective 3.2a)</i> Lead Office: ORAP</p>	<p>Development of Employee Action Plan outlining award guidelines.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Train hiring managers on how to conduct structured interviews and to be mindful of (and sensitive to) unconscious bias in the interview process.</p> <p><i>(ICE DEIA Objective 3.1c)</i> Lead Office: ORAP</p>	<p>Number of hiring managers trained.</p> <p>Diversity of candidates interviewed and selected for supervisory positions at ICE that are filled via a competitive process as a part of the Panel Interview Pilot.</p>	<p>FY 2023 Q1 (Oct.-Dec.)</p>

**Goal 4: Leverage consistent, easily accessible programs
for the diverse needs of the workforce.**

Actions	Metrics	Timeframe
<p>Conduct an internal review of the ICE Correspondence and Task Tracking System (ICATT) to assess 508 compliance.</p> <p><i>(ICE DEIA Objective 4.2a)</i> Lead Office: OES</p>	<p>Identify deficiencies noted within ICATT and propose a timeline for system updates.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Promote awareness and leverage accessible programs, such as tuition assistance programs, workplace flexibility policy, Schedule A and the workforce recruitment program.</p> <p><i>(ICE DEIA Objective 4.1d)</i> Lead Office: OPA</p>	<p>Track number of programs applied for and approval rate.</p>	<p>FY 2023 Q3 (April-June)</p>
<p>Promote awareness and leverage accessible programs, such as tuition reimbursement, workplace flexibility policy, Schedule A and the workforce recruitment program.</p> <p><i>(ICE DEIA Objective 4.1d)</i> Lead Office: OCR</p>	<p>Track number of times employees are made aware of the availability of programs and encouraged to seek additional information and apply.</p>	<p>FY 2023 Q2-Q4 (Jan.-Sept.)</p>
<p>In partnership with OLCD, develop reasonable accommodation training course for new managers, acting supervisors and ICE employees.</p> <p><i>(ICE DEIA Objective 4.1d)</i> Lead Office: ODCR</p>	<p>Creation of draft course material.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Create employee Onboarding and Culture Handbook to ease transition to fully virtual environment.</p> <p><i>(ICE DEIA Objective 4.1b)</i> Lead Office: ODCR</p>	<p>ODCR Onboarding and Culture Handbook.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Fulfill the small business goals established for ICE by the DHS Office of Small and Disadvantaged Business Utilization.</p> <p><i>(ICE DEIA Objective 4.2e)</i> Lead Office: OFTP</p>	<p>Determine usage, when applicable, of small and disadvantaged businesses.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Promote awareness and leverage accessible programs, such as tuition assistance programs and workplace flexibility policy.</p> <p><i>(ICE DEIA Objective 4.1d)</i> Lead Office: OFTP</p>	<p>Track number of programs applied for and approval rate.</p>	<p>FY 2023 Q3 (April-June)</p>

**Goal 4: Leverage consistent, easily accessible programs
for the diverse needs of the workforce.**

Actions	Metrics	Timeframe
<p>Promote awareness and leverage accessible programs, such as tuition reimbursement, workplace flexibility policy, Schedule A and the workforce recruitment program.</p> <p><i>(ICE DEIA Objective 4.1d)</i> <i>Lead Office: OPE</i></p>	<p>Track number of programs applied for and approval rate.</p>	<p>FY 2023 Q3 (April-June)</p>

ENFORCEMENT AND REMOVAL OPERATIONS FY 2022-2023 DEIA IMPLEMENTATION PLAN

Enforcement and Removal Operations (ERO) oversees programs and conducts enforcement operations to protect the homeland by arresting and removing noncitizens who undermine community safety and the integrity of our immigration laws. ERO directs its limited enforcement resources toward noncitizens posing the greatest risk to the safety and security of the U.S. and the integrity of our borders while faithfully enforcing the law against immigration violators. ERO manages all aspects of interior immigration enforcement and the removal process, including domestic and international transportation, detention, alternatives to detention programs, bond management and supervised release. In addition, ERO conducts removal operations across the globe for noncitizens who have been ordered removed from the United States.

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.		
Actions	Metrics	Timeframe
<p>Performance management training to promote the consistent and ethical application of guidance related to performance work plans.</p> <p><i>(ICE DEIA Objective 1.1a) (WLE RET S2, CAR S4)</i></p>	<p>Number of students trained.</p> <p>Eighty-nine trained; three projected classes for FY 2022 thus far.</p> <p>SLT and ASLT program candidates for ERO that receive PWP specific training.</p>	<p>FY 2022 Q1-Q4 (Oct.-Sept.)</p>
<p>On the Job Training Program: OJT is linked to the ICE Strategic Plan, 2021-2025, specifically Objective 1.1: Build a Culture of Inclusion, Transparency, and Trust in a diverse workforce dedicated to a culture of employee excellence and exemplary management.</p> <p><i>(ICE DEIA Objective 1.1a) (WLE CAR S5)</i></p>	<p>Number of students trained.</p> <p>ERO launched the OJT Pilot Program - ERO Dallas.</p>	<p>FY 2022 Q3-Q4 (April-Sept.)</p>
<p>Resume Writing and Interview Skills: Provides employees with strategies to improve their resumes and introduces interview skills to make them more competitive for job opportunities.</p> <p><i>(ICE DEIA Objective 1.1a) (WLE RECR L2, CAR S4, CAR S6)</i></p>	<p>Number of students trained.</p> <p>ERO provides employees with previously unavailable opportunities to expand their resumes through remote detail offerings and women-only assignments, such as the FLETC Physical Techniques Division (PTD).</p>	<p>FY 2022 Q4 (July-Sept.)</p>
<p>Promote DEIA in basic training programs by having ODCR in-person briefs during academy program.</p> <p><i>(ICE DEIA Objective 1.1b) (WLE CAR S5, RECR S8, RECR L1)</i></p>	<p>Assistant Director (AD) of ODCR to attend basic training classes.</p> <p>ERO to reevaluate location of this training block in its curriculum and move it into a slot that presents a longer-term retention.</p>	<p>FY 2022 Q4 (July-Sept.)</p>

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.

Actions	Metrics	Timeframe
Institute Preemployment Fitness Testing Administrators Class (and policies and procedures) so ERO tests applicants to ensure greater success of female students on Physical Abilities Assessment. <i>(ICE DEIA Objectives 1.1c, 2.1b, 4.2d)</i> <i>(WLE RECR S7, RECR L1, RECR L4, RECR L5)</i>	Percentage of female students who pass physical standard assessments as compared to male students' success rates with the same standards. ERO to evaluate the same fitness standards of the field administered PFT to assess male/female success rates at that phase.	FY 2022 Q1 (Oct.-Dec.)
Evaluate firearms policies and tactics to optimize learning opportunities. <i>(ICE DEIA Objectives 1.1c, 2.1b, 4.2d)</i> <i>(WLE RECR S7, RECR L1, RECR L4, RECR L5)</i>	Number of related strategies and policies implemented to address needs of the workforce.	FY 2022 Q1 (Oct.-Dec.)
Include DEIA outcomes in managerial and supervisory PWP. Specifically, Core Competencies 4 and 7 of the current PWP include DEIA requirements. <i>(ICE DEIA Objectives 1.2b, 1.3c)</i> <i>(WLE RET S2, RECR S4)</i>	Competencies added into PWP. SES PWP requirements that focus on recruitment metrics at the field level.	FY 2022 Q1-Q4 (Oct.-Sept.)
Institute the Mindful Performance Enhancement, Awareness and Knowledge (mPEAK) training to improve employees' abilities to address stress. <i>(ICE DEIA Objective 1.2g) (WLE CAR S5)</i>	Number of employees trained.	FY 2022 Q1-Q4 (Oct.-Sept.)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Develop and highlight women's recruitment video to promote a more diverse workplace to support ICE goals. <i>(ICE DEIA Objective 2.1a) (WLE RECR S6)</i>	Working group established. Video shown during National Sheriffs' Association Conference. ERO, OPA, ODCR. Filming began April 12, 2022.	FY 2022 Q3 (April-June)
Provide employees with support and resources for professional development and to achieve work-life balance. <i>(ICE DEIA Objective 2.1b)</i> <i>(WLE RET S3, RET L2, CAR S3)</i>	MPEAK training (87 graduates, three more classes scheduled). Peer support.	FY 2022 Q1-Q4 (Oct.-Sept.)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
<p>Develop and implement DHS specific training objectives addressing 30% female workforce, through the development of pre- and post-employment fitness testing development at the field office level.</p> <p><i>(ICE DEIA Objective 2.1b) (WLE RECR S7)</i></p>	<p>Creation of pre- and post-fitness testing policy and procedures for use in the field offices.</p>	<p>FY 2023 Q3 (April-June)</p>
<p>Focused hiring announcement for women-only officers.</p> <p><i>(ICE DEIA Objective 2.1e) (WLE RECR S5)</i></p>	<p>Announcement opened in FY 2021 Q4 and was revisited in FY 2022 Q4. Per OHC, pending OPM authority to proceed.</p>	<p>FY 2022 Q4 (July-Sept.)</p>
<p>Strengthen and expand relationships with professional organizations and institutions supporting a range of underrepresented groups (including ethnic, racial, gender, sexual orientation and disability) to create opportunities to attract underrepresented populations.</p> <p><i>(ICE DEIA Objective 2.2b) (WLE RECR S4, RET S2)</i></p>	<p>Number of recruitment and outreach efforts focused on institutions serving underrepresented populations.</p> <p>SES PWP requirements that focus on recruitment metrics at the field level.</p>	<p>FY 2022 Q3-Q4 (April-Sept.)</p>
<p>Ensure students know that FLETC Glynco and FLETC Charleston both have lactation rooms.</p> <p><i>(ICE DEIA Objective 2.3f) (WLE RECR S8)</i></p>	<p>Place information on the availability of lactation rooms in welcome packets of students.</p> <p>Topic added to ODCR student briefing.</p>	<p>FY 2022 Q2 (Jan.-March)</p>
<p>Promote Women in Federal Law Enforcement (WIFLE) in the basic training academy. Make personal care issues (such as hygiene and hair care) more accessible, promote anti-harassment and fraternization training, and support and create safe training venues.</p> <p>Create informational reasonable accommodation for single parents who attend training.</p> <p><i>(ICE DEIA Objective 2.3f) (WLE RECR S8, CAR S3)</i></p>	<p>Create working group.</p> <p>Place the following in handbooks and create policies:</p> <ul style="list-style-type: none"> • FLETC Instructor/Student Fraternization Policy • EEO and Anti-Harassment • Notification and Assistance Serious Misconduct <p>Ensure that students are aware of reporting mechanisms; FLETC has an app that is readily displayed where conduct can be reported. Promote information via ODCR visit and regular class coordinator communications with students.</p>	<p>FY 2022 Q4 (July-Sept.)</p>

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
<p>Increase the number of women instructors at the ERO training academies.</p> <p><i>(ICE DEIA Objective 2.1e) (WLE RECR L1)</i></p>	<p>The ERO Basic Academy at Glynco recently hired two women instructors bringing the total number of permanent staff of women instructors to seven. With a total of 23 current permanent instructors (not including the six instructor vacancies), the academy has slightly over 30% women employees. The ERO Basic Academy also recently promoted two women instructors to section chiefs. With five current section chiefs, 40% of the staff are women.</p> <p>To increase non-academic women instructor representation, ERO to prioritize instructor selections of women instructor candidates interested in the physical techniques and firearms divisions, as applicable.</p>	<p>FY 2023 Q3 (April-June)</p>

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
<p>Foster a culture of inclusion and integrity.</p> <p><i>(ICE DEIA Objective 3.1c) (WLE CAR S3, CAR L3, RET S1)</i></p>	<p>Number of students exposed to cross-cultural awareness and cross-cultural communications.</p> <p>Measure of DHS/ICE Unconscious Bias (or similar) program offerings.</p>	<p>FY 2022 Q1-Q4 (Oct.-Sept.)</p>
<p>Create a veterans community.</p> <p><i>(ICE DEIA Objective 3.1d) (WLE RECR S4, RECR S6, CAR S1)</i></p>	<p>Veterans POC identified and group meets, resources available sent to the group.</p>	<p>FY 2022 Q1-Q4 (Oct.-Sept.)</p>
<p>Invite senior women managers to meet with basic students to hear and address their concerns as women.</p> <p><i>(ICE DEIA Objective 3.1d) (WLE RECR S8, CAR S3, CAR S5)</i></p>	<p>Number of classes attended by senior women managers.</p>	<p>FY 2022 Q2 (Jan.-March)</p>

**Goal 4: Leverage consistent, easily accessible programs
for the diverse needs of the workforce.**

Actions	Metrics	Timeframe
Remodel ERO Academy to allow more offices to be used on the first-floor level, thereby allowing less able employees to have more accessible worksites. <i>(ICE DEIA Objective 4.1b)</i>	Once building renovation is completed, ensure 30% disabled veterans and RA employees have more accessible office spaces.	FY 2023 Q1 (Oct.-Dec.)

HOMELAND SECURITY INVESTIGATIONS

FY 2022-2023 DEIA IMPLEMENTATION PLAN

Homeland Security Investigations (HSI) investigates a wide range of domestic and international activities arising from the illegal movement of people and goods into, within and out of the United States. HSI uses its legal authority to investigate issues such as immigration-related crimes, foreign student program fraud and abuse; human rights violations and human smuggling; smuggling of narcotics, weapons and other types of contraband; and financial crimes, illegal employment, cybercrime and export enforcement issues. HSI special agents also conduct investigations aimed at protecting critical infrastructure industries that are vulnerable to sabotage, attack or exploitation. In addition to HSI criminal investigations, HSI oversees the agency's international affairs operations and intelligence functions.

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.		
Actions	Metrics	Timeframe
<p>HSI conducts engagement survey of workforce to assess programs and initiatives impacting DEIA.</p> <p><i>(ICE DEIA Objective 1.1b)</i></p>	<p>In December 2021, survey conducted and submitted to HSI workforce with 2,791 responses.</p> <p>In February 2022, results and efforts to address DEIA related challenges shared with HSI workforce.</p>	<p>FY 2022 Q1 (Oct.-Dec.)</p> <p>FY 2022 Q2 (Jan.-March)</p>
<p>Update HSI special emphasis program managers (SEPMs) list to organize activities and events to educate employees on DEIA values and guiding principles.</p> <p><i>(ICE DEIA Objective 1.1b)</i></p>	<p>Prepare DEIA calendar to outline and track activities and events throughout the year for HSI employees.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>HSI participation of Lessons of the Holocaust - Defining Moments.</p> <p><i>(ICE DEIA Objective 1.1b)</i></p>	<p>Number of HSI personnel who have participated in training.</p>	<p>FY 2023 Q3 (April-June)</p>
<p>Maintain Promoting Women in HSI working group.</p> <p><i>(ICE DEIA Objective 1.1c) (WLE CAR S3)</i></p>	<p>Number of strategies developed and implemented to encourage women to pursue leadership positions in HSI.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>HSI supervisors will attend training regarding diversity and inclusion, anti-harassment, alternative dispute resolution, and hiring authorities.</p> <p><i>(ICE DEIA Objective 1.2f)</i></p>	<p>Number of HSI personnel who have participated in training.</p>	<p>FY 2023 Q4 (July-Sept.)</p>

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.

Actions	Metrics	Timeframe
Application of HSI-specific DEIA implementation plan. <i>(ICE DEIA Objective 1.3b)</i>	Establishment of implementation plan. Efforts made in accomplishing goals established in plan.	FY 2022 Q3 (April-June) FY 2023 Q4 (July-Sept.)
Align DEIA outcomes to supervisors' performance work plan. <i>(ICE DEIA Objective 1.3c and 3.2c)</i>	Establishment of DEIA goals in FY 2023 PWP's.	FY 2023 Q2 (Jan.-March)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Establish new special agent hiring announcement with incentives for hard to fill locations to broaden the hiring strategy to build a diverse and skilled workforce. <i>(ICE DEIA Objective 2.1e)</i>	In January 2023, job announcement was posted. Number of applicants who apply and number who receive a tentative selection letter.	FY 2023 Q2 (Jan.-March) FY 2023 Q4 (July-Sept.)
Coordinate with OCIO to develop an efficient method for HSI DEIA efforts to be tracked and recorded. <i>(ICE DEIA Objective 2.2a)</i>	Development of a recording instrument for DEIA related activities.	FY 2023 Q4 (July-Sept.)
Strengthen and expand relationships with professional organizations and institutions supporting a range of underrepresented groups (including ethnic, racial, gender, sexual orientation and disability) to create opportunities to attract underrepresented populations. <i>(ICE DEIA Objective 2.2b)</i>	Number of recruitment and outreach efforts focused on institutions serving underrepresented populations.	FY 2023 Q3 (April-June)
HSI support of ICE Mentoring for Women Program. <i>(ICE DEIA Objective 2.3f) (WLE CAR S3)</i>	Number of HSI mentors and mentees in program.	FY 2023 Q3 (Oct.-Dec.)

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
Maintain SA-14 promotion process. <i>(ICE DEIA Objective 3.1b)</i>	Working Group established Interim. SA-14 promotion process established.	FY 2023 All quarters
Creation of Special Agent Career Progression Pathway to clarify paths for leadership positions. <i>(ICE DEIA Objective 3.1b)</i>	Creation of Special Agent Career Progression Pathway.	FY 2023 Q4 (July-Sept.)

Goal 4: Leverage consistent, easily accessible programs for the diverse needs of the workforce.

Actions	Metrics	Timeframe
Leverage the Promoting Women in HSI working group to address relevant issues regarding engagement and mentoring. <i>(ICE DEIA Objective 4.2d) (WLE CAR S3)</i>	Number of strategies developed and implemented.	FY 2023 Q3 (April-June)
Conduct assessment of HSI facilities to determine if lactation rooms are available and clearly identified at each location. <i>(ICE DEIA Objective 4.2d)</i>	Number of lactation rooms made available and efforts to clearly identify appropriate locations.	FY 2023 Q3 (April-June)
Maintain a non-medical hardship self-funded lateral reassignment policy to provide a way for employees with family related hardships to request geographic reassignment. <i>(ICE DEIA Objective 4.2d)</i>	Number of employees who use the program.	FY 2023 Q4 (July-Sept.)

MANAGEMENT AND ADMINISTRATION

FY 2022-2023 DEIA IMPLEMENTATION PLAN

Management and Administration (M&A) coordinates and implements ICE administrative and managerial functions to support and advance every aspect of the ICE mission, including effective management of ICE resources, assets and real property; delivery of the full suite of human capital services; acquisition services, planning, governance and oversight; delivery of information technology solutions; strategic policy, regulations and requirements development; leadership and career development training; and management, sharing, disclosure and protection of ICE data, records and information. With federal law and policy, the *ICE Strategic Plan*, and the *Quadrennial Homeland Security Reviews* as a backdrop, M&A provides the ICE front line with the critical support it needs to protect America from cross-border crime and illegal immigration that threaten national security and public safety.

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.		
Actions	Metrics	Timeframe
Develop guidance for SES PWP's so Leading People competency is considered part of leveraging diversity element. <i>(ICE DEIA Objective 1) (WLE RET S2)</i>	Guidance developed.	FY 2023 Q2 (Jan.-March)
Champion DEIA throughout the M&A organization through planned, regular leadership-level communications using a variety of modalities to enhance inclusion and accessibility and raising awareness of cultural observances. <i>(ICE DEIA Objective 1.3)</i>	DEIA communications toolkit for managers at all levels in the M&A organization developed. M&A strategic DEIA communications plan implemented.	FY 2023 Q4 (July-Sept.) FY 2023 Q2 (Jan.-March)
Champion M&A employee awareness of and involvement in DEIA-focused groups by creating engagement opportunities throughout the year. Organize and host at least one virtual open house for M&A employees with information sessions on Employee Resource Groups (ERGs) and Affinity Groups and quarterly virtual brown bag sessions (beginning in Q4 of FY 2023 with each session focused on a particular ERG or Affinity Group). <i>(ICE DEIA Objective 1.3)</i>	Number of virtual brown bag sessions focused on a particular ERGs or Affinity Group hosted. Number of virtual open houses for M&A employees with information sessions on Employee Resource Groups and Affinity Groups.	FY 2023 Q4 (July-Sept.) FY 2023 Q4 (July-Sept.)
Fill all M&A SEPM vacancies. <i>(ICE DEIA Objective 1.2c)</i>	Percentage of SEPM assignments filled within M&A.	FY 2023 Q3 (April-June)

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.

Actions	Metrics	Timeframe
Promote Small Steps Campaign through information sharing and leadership briefings. <i>(ICE DEIA Objective 1.2c)</i>	Number of briefings conducted within M&A offices.	FY 2022 Q4 (July-Sept.)
Develop and deploy effective, comprehensive, and ongoing training starting with the rollout of an ICE-developed "No FEAR Act" course. <i>(ICE DEIA Objectives 1.2e, 1.2f)</i>	Launch new "No Fear Act" course. Number of courses developed or substantially revised and deployed. Number of personnel trained (as tracked through ICS's Learning Management System).	FY 2023 Q1 (Oct.-Dec.) TBD TBD
Broaden awareness of employee resilience and assistance programs. <i>(ICE DEIA Objective 1.2g)</i>	Awareness campaign implemented. Number of EAP services requested. Number of Peer Support deployments. Number of WorkLife program participants.	FY 2022 Q4 (July-Sept.) FY 2022 Q4 FY 2022 Q4 FY 2022 Q4

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Establish quarterly deadlines and communication strategy for all awards to encourage the use of this authority throughout the year in support of the WLE Action Plan. <i>(ICE DEIA Objective 2, WLE CAR S2)</i>	Number of non-performance monetary and non-monetary awards issued each quarter (ongoing from FY 2023 Q2).	FY 2023 Q2 (Jan.-March)
In support of the WLE Action Plan, establish a career development or progression program to 1811 and 1801 series for interns and fellows, as well as other job series that are logical pathways to 1811 or 1801 (such as Enforcement Removal Assistant, Information Research Specialist (IRS) and Technical Enforcement Officers). Consider flexibility in the program for interns and fellows to be considered for permanent conversion to multiple series (such as 1811, 1801 and IRS). <i>(ICE DEIA Objective 2, WLE RECR L2)</i>	Number of 1811 and 1801 hires from current interns and fellows.	FY 2023 Q3 (April-June)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Prepare FY 2025 budget request for dedicated ICE field recruiters and explore the possibility of reemploying annuitants. <i>(ICE DEIA Objective 2) (WLE RECR S1)</i>	Prepare FY 2025 budget request dedicated to field recruiters.	FY 2023 Q1 (Oct.-Dec.)
Assess the long-term staffing needs for OHC, ODCR, OCIO and OLCD to support full implementation of the EDIAC WLE Action Plan. <i>(ICE DEIA Objective 2) (WLE RECR S2)</i>	Assessment completed.	FY 2023 Q1 (Oct.-Dec.)
Develop budget request for the WLE Action Plan staffing needs to be considered for FY 2024 technical assistance and FY 2025 budget request. <i>(ICE DEIA Objective 2) (WLE RECR S3)</i>	Budget request developed.	FY 2023 Q1 (Oct.-Dec.)
Develop an ICE recruitment strategic plan covering FY 2024 and FY 2025 for ICE 1811s and 1801s in support of the WLE Action Plan. <i>(ICE DEIA Objective 2) (WLE RECR 4)</i>	Budget request developed. Recruitment strategic plan developed.	FY 2023 Q4 (July-Sept.)
Implement Bona Fide Occupational Qualification (BFOQ) in support of the WLE Action Plan. <i>(ICE DEIA Objective 2) (WLE RECR S5)</i>	Obtain authority from OPM.	TBD
Develop toolkit for ICE recruiters with areas of interest for women LEO applicants. <i>(ICE DEIA Objective 2) (WLE RECR S6)</i>	Toolkit developed.	FY 2023 Q2 (Jan.-March)
Conduct Twitter chat with other DHS components. <i>(ICE DEIA Objective 2.1a)</i>	Number of tweets (including retweets).	FY 2023 Q4 (July-Sept.)
Create a Women in Law Enforcement page on the ICE Careers public facing website and on inSight. <i>(ICE DEIA Objective 2.1a)</i>	Page created.	FY 2022 Q4 (July-Sept.)
Create a TikTok-style video to raise awareness about ICE careers for high school women. <i>(ICE DEIA Objective 2.1a)</i>	Number of hits on video.	FY 2023 Q4 (July-Sept.)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Update public facing website and recruiting brochures to incorporate inclusive language and imagery through gender expansive accessibility lenses. <i>(ICE DEIA Objective 2.1c)</i>	Public facing website updated. Review of publications completed.	Ongoing FY 2022 Q4 (July-Sept.)
Conduct outreach events prior to HERO announcements. <i>(ICE DEIA Objective 2.1e)</i>	Number of announcements posted. Number of outreach events conducted prior to FY 2023 HERO announcement.	FY 2023 Q4 (July-Sept.) FY 2023 Q4 (July-Sept.)
Train selecting officials to expand awareness of special hiring authorities to include Pathways Programs, use of the Workforce Recruitment Program (WRP), National Security Education Programs and other programs that allow for noncompetitive hiring eligibility. <i>(ICE DEIA Objective 2.1e)</i>	Number of training sessions conducted. Number of hires made under these special hiring authorities.	Ongoing Ongoing
Assess current data sources and identify barriers. <i>(ICE DEIA Objective 2.2a)</i>	Challenges and constraints identified.	FY 2023 Q2 (Jan.-March)
Develop a dashboard for DEIA reporting that reports metrics for one or more of the following: use of special hiring authorities; women LEO hires, promotions and attrition. <i>(ICE DEIA Objective 2.2a)</i>	Dashboard developed.	FY 2023 Q3 (April-June)
Identify requirements to establish foundational capabilities for leveraging data as a resource to baseline and inform improvements related to DEIA. <i>(ICE DEIA Objective 2.2a)</i>	Required data elements and sources identified.	FY 2023 Q2 (Jan.-March)
Launch a stay survey to assess issues of satisfaction and dissatisfaction working for ICE. <i>(ICE DEIA Objective 2.3g)</i>	Survey launched.	FY 2022 Q3 (April-June)

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
In support of the WLE Action Plan, determine applicant success due to participation in the DHS Senior Executive Service Candidate Development Program (CDP). If necessary, create a training program to advertise and prepare ICE applicants for the CDP. <i>(ICE DEIA Objective 3) (WLE CAR L1)</i>	Applicant success assessed and training recommendations developed, if necessary.	FY 2023 Q3 (April-June)
Review promotional processes for 1811s and 1801s and develop recommendations for improving current processes and achieving greater consistency. <i>(ICE DEIA Objective 3) (WLE CAR L3)</i>	Develop recommendations for improvement.	FY 2024 Q2 (Jan.-March)
Place all current career progression and promotion paths and requirements on inSight and HSINet Career Opportunities Portal and update regularly as changes occur in support of the WLE Action Plan. <i>(ICE DEIA Objective 3) (WLE CAR S1)</i>	Amount of traffic the HSINet portal and inSight pages receive.	FY 2023 Q1 (Oct.-Dec.)
Develop plan to enhance communication regarding ICE coaching and mentoring programs to increase participation, particularly for women LEOs. <i>(ICE DEIA Objective 3) (WLE CAR S5)</i>	Number of women LEOs taking part in existing coaching and mentoring programs.	FY 2023 Q2 (Jan.-March)
Create transparency in the promotion process in support of the WLE Action Plan. <i>(ICE DEIA Objective 3) (WLE CAR S6)</i>	Number of proactive communications.	FY 2023 Q3 (April-June)
Assess adopting the FLETC Physical Efficiency Battery: Evaluate the current standards that are tailored to gender and age and ensure ICE physical fitness standards adequately support a base level of fitness for law enforcement professionals aligned with work performed. <i>(ICE DEIA Objective 3) (WLE RECR L4)</i>	Evaluation of current physical standards.	FY 2024 Q2 (Jan.-March)

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
<p>Review FLETC Physical Fitness Standard Pass Rates: Determine pass rates by gender, benchmark use of gender-norming physical fitness standards or other approaches that account for physical differences by other federal law enforcement agencies, DoD and U.S. Coast Guard. Prepare report documenting findings and making recommendations to address any gender disparate results.</p> <p><i>(ICE DEIA Objective 3) (WLE RECR L5)</i></p>	<p>Prepare report of findings and recommendations.</p>	<p>FY 2024 Q2 (Jan.-March)</p>
<p>Drive DEIA as a fundamental competency, requirement, and asset to career progression by incorporating DEIA-focused expectations into performance goals.</p> <p><i>(ICE DEIA Objective 3.2)</i></p>	<p>Developed model performance goal language related to implementing the Small Steps Campaign that M&A offices can include in supervisory performance work plans.</p>	<p>FY 2023 Q4 (July-Sept.)</p>
<p>Administer the ICE Executive Index (IEI) assessment and assess the IEI results in combination with performance factors to make selections for the second High Potential Executives (HPE) cohort.</p> <p><i>(ICE DEIA Objective 3.1a)</i></p>	<p>Report of assessed results distributed to participating supervisory and managerial GS-14 and GS-15 LEOs.</p>	<p>FY 2024 Q4 (July-Sept.)</p>
<p>Assess the diversity of the annual cohort of 40 HPEs selected each year of the five years of the pilot.</p> <p><i>(ICE DEIA Objective 3.1a)</i></p>	<p>Diversity assessment completed.</p>	<p>FY 2023 Q2 (Jan.-March)</p>
<p>Launch ICE's SES Succession Plan pilot to address leadership competency gaps in middle management and to identify and develop high potential executive candidates for Field Office Director and Special Agent in Charge vacancies.</p> <p><i>(ICE DEIA Objective 3.1a)</i></p>	<p>Succession Plan pilot launched.</p>	<p>FY 2022 Q3 (Apr.-Jun)</p>
<p>Select and begin developing the first cohort of HPEs.</p> <p><i>(ICE DEIA Objective 3.1a)</i></p>	<p>Cohort Group or HPEs selected.</p>	<p>FY 2023 Q2 (Jan.-March)</p>
<p>Train hiring managers on how to conduct structured interviews and to be mindful of (and sensitive to) unconscious bias in the interview process.</p> <p><i>(ICE DEIA Objective 3.1c)</i></p>	<p>Diversity of candidates interviewed and selected for supervisory positions at ICE that are filled via a competitive process (except Supervisory Detention and Deportation Officers) as a part of the Panel Interview Pilot.</p> <p>Number of hiring managers trained.</p>	<p>Ongoing</p> <p>Ongoing</p>

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
In support of the WLE Action Plan, develop or acquire a technology solution that allows job applicants and recruiters to track progress through the process to be more transparent, interactive and real-time, and assist ICE in assessing the efficacy of its recruitment efforts. <i>(ICE DEIA Objective 3) (WLE RECR L3)</i>	Technology solution developed or acquired.	FY 2023 Q4 (July-Sept.)

Goal 4: Leverage consistent, easily accessible programs for the diverse needs of the workforce.

Actions	Metrics	Timeframe
Identify and implement improvements and flexibilities to developmental temporary duty assignments in support of the WLE Action Plan. <i>(ICE DEIA Objective 4) (WLE CAR S4)</i>	Number of improvements and flexibilities.	FY 2023 Q2 (Jan.-March)
Launch Flexible Work Environment training for supervisors and employees. <i>(ICE DEIA Objective 4) (WLE RET S1)</i>	Training launched.	Complete
Add images of persons with disabilities to public facing websites. <i>(ICE DEIA Objective 4.1d)</i>	Public facing website updated.	FY 2023 Q4 (July-Sept.)
Conduct Facility Condition Assessments (FCA) at ICE owned facilities every three to five years, per DHS policy, to document facility deficiencies, deferred maintenance, safety and accessibility requirements. Use results of the FCAs to program and prioritize funding to mitigate identified issues. <i>(ICE DEIA Objective 4.1d)</i>	50% of safety and accessibility concerns identified through FCAs are resolved within three or fewer years for repairs exceeding the PC&I threshold.	FY 2024 Q4 (July-Sept.)
	75% of safety and accessibility concerns identified through FCAs are resolved within the fiscal year where repairs are below the PC&I threshold.	FY 2024 Q4 (July-Sept.)
Conduct lunch and learns and manager training to promote and build awareness of Schedule A hiring authority and WRP. <i>(ICE DEIA Objective 4.1d)</i>	Number of lunch and learns conducted.	Ongoing
	Number of training sessions conducted.	Ongoing

**Goal 4: Leverage consistent, easily accessible programs
for the diverse needs of the workforce.**

Actions	Metrics	Timeframe
<p>Ensure technical solutions support the diverse needs of the workforce.</p> <p><i>(ICE DEIA Objective 4.2b)</i></p>	<p>Number of ICE forms reviewed for 508 compliance.</p> <p>Number of IT programs reviewed and monitored for 508 compliance.</p>	<p>FY 2023 Q1 (Oct.-Dec.)</p> <p>FY 2023 Q1 (Oct.-Dec.)</p>
<p>Analyze the use of special hiring authorities and attend recruiting events targeting persons with disabilities, targeted disabilities and minorities such as Black College Expo, National Association of Women Law Enforcement Executives, Soldier Recovery, National Asian Police Officer Association, National Latino Police Officer Association, Women in Federal Law Enforcement, HBCU College Day and Career Fair, and Equal Opportunity Publications Career Expo.</p> <p><i>(ICE DEIA Objective 4.2c)</i></p>	<p>Number of events attended.</p> <p>Number of interested applicants engaged with from each event.</p> <p>Reports reviewed for use of special hiring authorities.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Fulfill the small business goals established for ICE by the DHS Office of Small and Disadvantaged Business Utilization, working in concert with the U.S. Small Business Administration.</p> <p><i>(ICE DEIA Objective 4.2c)</i></p>	<p>Evaluate to ensure the following figures are met:</p> <p>8(a) Prime = 9%</p> <p>HUBZone Prime = 3%</p> <p>HUBZone Subcontractor = 3%</p> <p>Non-8(a) Small Disadvantaged Business Prime = 9%</p> <p>Overall Small Disadvantaged Business Prime = 18%</p> <p>Small Business Prime = 38%</p> <p>Small Business Subcontractor = 43%</p> <p>Small Disadvantaged Business Subcontractor = 5%</p> <p>Small Disadvantaged Veteran-Owned Small Business Prime = 3%</p> <p>Small Disadvantaged Veteran-Owned Small Business Subcontractor = 3%</p> <p>Women Owned Small Business Prime = 5%</p> <p>Women Owned Small Business Subcontractor = 5%</p>	<p>FY 2023 Q4 (July-Sept.)</p>

OFFICE OF THE PRINCIPAL LEGAL ADVISOR

FY 2022-2023 DEIA IMPLEMENTATION PLAN

The Office of the Principal Legal Advisor (OPLA) is an integral operational component of ICE that exclusively represents DHS in removal proceedings before the Executive Office for Immigration Review, litigating cases involving criminal noncitizens, terrorists, human rights abusers and other removable noncitizens. OPLA also provides a full range of legal services to all ICE programs and offices and houses the ICE Ethics Office. OPLA provides legal advice and prudential counsel to ICE on its law enforcement authorities, legal liability and a range of administrative law issues, such as contract, fiscal and employment law. OPLA represents the agency before the Merit Systems Protection Board, the Equal Employment Opportunity Commission and the Civilian Board of Contract Appeals. OPLA attorneys also partner with the Department of Justice to prosecute of ICE cases and defend ICE in civil cases.

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.		
Actions	Metrics	Timeframe
Develop a SharePoint page for the OPLA F-SEPMs nationwide and OPLA HQ DEIA working groups, including a shared calendar to reflect activities. <i>(ICE DEIA Objective 1.1b)</i>	Evidence of policy and process guidance provided.	FY 2023 Q1 (Oct.-Dec.)
Present OPLA leadership panel discussions focusing on women and underrepresented groups and their career paths to leadership roles. <i>(ICE DEIA Objective 1.1c)</i>	Number of discussions and attendees.	FY 2022 Q4 (July-Sept.)
Conduct annual OPLA-wide survey on attitudes and experiences. <i>(ICE DEIA Objective 1.2a)</i>	Climate assessment and survey results.	FY 2022 Q4 (July-Sept.)
Establish an OPLA DEIA working group for Field Legal Operations, General and Administrative Law, and Enforcement and Litigation. <i>(ICE DEIA Objective 1.2c)</i>	E&L working group established in November 2021.	FY 2022 Q4 (July-Sept.)
Add DEIA goals to supervisors' performance work plans. <i>(ICE DEIA Objective 1.3c)</i>	Evidence of DEIA performance.	FY 2022 Q4 (July-Sept.)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Develop public facing materials, including video, highlighting the important work of OPLA and its diverse workforce. <i>(ICE DEIA Objective 2.1a)</i>	Final product created.	FY 2023 Q4 (July-Sept.)
Draft and finalize a DEIA statement to include in OPLA vacancy announcements. <i>(ICE DEIA Objective 2.1c)</i>	Difference in number of applicants in response to announcements containing this statement.	FY 2022 Q3 (April-June)
Conduct brainstorming sessions on how to continue to promote DEIA in the recruitment, retention and promotion of OPLA attorneys. <i>(ICE DEIA Objective 2.1e)</i>	Number of ideas generated, and number of ideas implemented.	FY 2022 Q4 (July-Sept.)
In coordination with OCIO, develop an efficient method for OPLA efforts to be tracked and recorded. <i>(ICE DEIA Objective 2.2a)</i>	Development of a recording instrument for DEIA-related activities.	FY 2023 Q4 (July-Sept.)
Strengthen and expand relationships with professional organizations and institutions supporting a range of underrepresented groups (including ethnic, racial, gender, sexual orientation and disability) to create opportunities to attract underrepresented populations. <i>(ICE DEIA Objective 2.2b)</i>	Number of recruitment and outreach efforts focused on institutions serving underrepresented populations.	FY 2022 Q4 (July-Sept.)
Conduct trend analysis of data received through OPLA exit surveys to determine systemic issues, barriers and triggers for underrepresented individuals. <i>(ICE DEIA Objective 2.3g)</i>	Exit interview DEIA data.	FY 2022 Q4 (July-Sept.)

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
Analysis of leadership and mentorship program participation rates. <i>(ICE DEIA Objective 3.1a)</i>	Evidence of policy and process guidance provided.	FY 2023 Q1 (Oct.-Dec.)
Identify techniques to eliminate risk of implicit bias in reviewing applications and during interviews. <i>(ICE DEIA Objective 3.1c)</i>	Training provided to OPLA hiring managers.	FY 2023 Q2 (Jan.-March)
Establish employee engagement teams within office locations. <i>(ICE DEIA Objective 3.1d)</i>	Listing and sharing ideas and best practices among teams of inclusive knowledge, networking and training opportunities.	FY 2023 Q2 (Jan.-March)

Goal 4: Leverage consistent, easily accessible programs for the diverse needs of the workforce.

Actions	Metrics	Timeframe
Partner with OCIO and ODCR to assess PLAnet's Section 508 compliance. <i>(ICE DEIA Objective 4.1a)</i>	Deficiencies identified.	FY 2022 Q4 (July-Sept.)
Develop consistent guidance for OPLA job postings to disability job posting networks. <i>(ICE DEIA Objective 4.1d)</i>	Number of postings made to disability networks.	FY 2023 Q1 (Oct.-Dec.)

OFFICE OF PROFESSIONAL RESPONSIBILITY

FY 2022-2023 DEIA IMPLEMENTATION PLAN

The Office of Professional Responsibility (OPR) upholds ICE's professional standards through a multidisciplinary approach of security, inspections, and investigations. OPR is responsible for ICE's entire security portfolio, conducting independent reviews of ICE programs and operations, and impartially investigating allegations of serious employee and contractor misconduct, as well as internal and external threats against ICE programs, personnel and facilities. OPR contributes to the larger ICE mission of promoting homeland security and public safety by safeguarding organizational integrity.

Goal 1: Demonstrate leadership commitment and accountability to diversity, equity, inclusion and accessibility change efforts and promote sustainability.		
Actions	Metrics	Timeframe
Update OPR SEPM list to organize activities and events in an effort to educate OPR employees on DEIA values and guiding principles. <i>(ICE DEIA Objective 1.1b)</i>	Preparation of DEIA calendar to outline and track activities and events throughout the year for OPR employees; no fewer than four events per year.	FY 2023 Q4 (July-Sept.)
Participate in agency sponsored workshops such as Revised Female Experience Workshop or engagements in related efforts to facilitate recruitment and promotion of women leaders. <i>(ICE DEIA Objective 1.1c)</i>	Ensure continued participation of OPR personnel in agency-sponsored workshops for the advancement of women leaders within the agency.	FY 2023 Q4 (July-Sept.)
Market and utilize programs that support mental health during and after challenging work-life experiences (such as peer support, employee assistance program and national veterans support peer program). <i>(ICE DEIA Objective 1.2g)</i>	Provide training to employees on issues such as stress management, self-care and other mental health maintenance techniques with ICE clinician and track participation rate for those who assist as peer support members.	FY 2023 Q3 (April-June)

Goal 2: Recruit, engage and retain a diverse talent pipeline.

Actions	Metrics	Timeframe
Expand recruitment strategies and opportunities using special hiring authorities such as Pathways Program, Presidential Management Fellows, Workforce Recruitment Efforts, Direct Hire and others. <i>(ICE DEIA Objective 2.1e)</i>	Number of applicants received utilizing special hiring authorities and number of applicants selected for positions.	FY 2023 Q3 (April-June)
Participate in available hiring and outreach events to focus hiring efforts on institutions serving underrepresented populations, including HBCU, MSI, and AANAPISI and others. <i>(ICE DEIA Objective 2.2b)</i>	OPR participation rate for recruitment and outreach events hosted by ICE.	FY 2023 Q1-Q4 (Oct.-Sept.)
Increase OPR's support and encourage OPR personnel to participate in inclusion programs, such as the ICE Mentoring for Women Program, DHS Women in Law Enforcement program and others. <i>(ICE DEIA Objective 2.3f)</i>	Number of OPR mentors and mentees in program as compared to prior years.	FY 2023 Q4 (July-Sept.)

Goal 3: Ensure equity is at the center of an inclusive culture.

Actions	Metrics	Timeframe
Expand cultural bias awareness for leadership and hiring managers through quarterly supervisory training focused on DEIA, such as implicit bias and anti-harassment. <i>(ICE DEIA Objective 3.1c)</i>	Training provided and supervisory participation rate.	FY 2023 Q3 (April-June)
Ensure all new OPR supervisors receive training on effective communication strategies to create an internal mechanism for productively engaging with subordinates on inclusive knowledge sharing, training and mentorship opportunities, and feedback for program efficiencies, as well as ensure supervisors across OPR participate in one-on-ones with their subordinate staff. <i>(ICE DEIA Objective 3.1d)</i>	Number of new supervisors trained in this effort.	FY 2023 Q4 (July-Sept.)

**Goal 4: Leverage consistent, easily accessible programs
for the diverse needs of the workforce.**

Actions	Metrics	Timeframe
Partner with OCIO and ODCR to assess OPR's Case Management Systems, such as JICMS, IMS and ServiceNow to ensure Section 508 compliance. <i>(ICE DEIA Objective 4.1a)</i>	Assess and address deficiencies and issues.	FY 2023 Q1 (Oct.-Dec.)
Promote awareness and leverage accessible programs within ICE, such as tuition assistance programs, workplace flexibility policy, Schedule A and workforce recruitment program. <i>(ICE DEIA Objective 4.1d)</i>	Track number of programs applied for and approval rate.	FY 2023 Q3 (April-June)

APPENDIX A: ACRONYMS

AANAPISI	Asian American and Native American Pacific Islander Serving Institutions
AD	Assistant Director
CRCL	Office of Civil Rights and Civil Liberties
DEIA	Diversity, Equity, Inclusion and Accessibility
DHS	U.S. Department of Homeland Security
EAP	Employee Assistance Program
EDIAC	Executive Diversity and Inclusion Advisory Council
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EO	Executive Order
EOD	Enter on Duty
ERG	Employee Resource Group
ERO	Enforcement and Removal Operations
FCA	Facility Condition Assessment
FLETC	Federal Law Enforcement Training Center
FOD	Field Office Director
F-SEPM	Field Special Emphasis Program Manager
FY	Fiscal Year
GS	General Schedule
HBCU	Historically Black Colleges and Universities
HERO	Human Exploitation Rescue Operative
HPE	High Potential Executive

HBCU	Historically Black Colleges and Universities
HERO	Human Exploitation Rescue Operative
HPE	High Potential Executive
HQ	Headquarters
HSI	Homeland Security Investigations
HUBZone	Historically Underutilized Business Zones
ICE	U.S. Immigration and Customs Enforcement
IMS	Investment Management System
IT	Information Technology
JICMS	Joint Integrity Case Management System
LEO	Law Enforcement Officer
LTAP	Long Term Action Plan
M&A	Management and Administration
mPEAK	Mindful Performance Enhancement Awareness and Knowledge
MSI	Minority Serving Institutions
No FEAR Act	The Notification and Federal Employee Antidiscrimination and Retaliation Act
OCIO	Office of the Chief Information Officer
OCR	Office of Congressional Relations
OD	Office of the Director
ODCR	Office of Diversity and Civil Rights
OES	Office of the Executive Secretariat
OFTP	Office of Firearms and Tactical Programs
OHC	Office of Human Capital
OJT	On the Job Training

OMB	Office of Management and Budget
OPA	Office of Public Affairs
OPE	Office of Partnership and Engagement
OPLA	Office of the Principal Legal Advisor
OPM	Office of Personnel Management
OPR	Office of Professional Responsibility
ORAP	Office of Regulatory Affairs and Policy
PC&I	Procurement, Construction and Improvements
PLAnet	Principal Legal Advisor Network
POC	Point of Contact
PWP	Performance Work Plan
Q	Quarter
RA	Reasonable Accommodation
SA	Special Agent
SA-14	Special Agent General Schedule 14
SAC	Special Agent in Charge
SDDO	Supervisory Detention and Deportation Officer
Section 508	Section 508 Amendment to the Rehabilitation Act of 1973
SEP	Special Emphasis Program
SEPM	Special Emphasis Program Manager
SES	Senior Executive Service
WIFLE	Women in Federal Law Enforcement
WLE	Women in Law Enforcement
WRP	Workforce Recruitment Program

APPENDIX B: WLE ACTION PLAN ACTION ITEMS REFERENCE

Recruitment (Short Term)	Action Item	Lead(s)	Timeline
WLE RECR S1	Recruiter Budget Request	OHC	Q1 FY 2023
WLE RECR S2	OHC & OLCD Staffing Budget	OHC/ODCR/OLCD	Q1 FY 2023
WLE RECR S3	FY 2024-25 Budget Request	OHC/ODCR/OLCD	Q1 FY 2023
WLE RECR S4	Strategic Recruiting Plan	OHC	Q4 FY 2023
WLE RECR S5	Implement Bona Fide Occupational Qualification (BFOQ)	OHC	TBD
WLE RECR S6	Recruiter Toolkit	OHC	Q1 FY 2023
WLE RECR S7	Fitness Remediation Programs	HSI/ERO	Q3 FY 2024
WLE RECR S8	FLETC-focused Tactics	ERO/HSI/M&A	Q4 FY 2023
Recruitment (Long Term)	Action Item	Lead(s)	Timeline
WLE RECR L1	Increase Female Instructors at FLETC	HSI/ERO	Q3 FY 2023
WLE RECR L2	Career Development/Progression Program	OHC	Q3 FY 2023
WLE RECR L3	Acquire Technology Solutions	OCIO	Q4 FY 2023
WLE RECR L4	Assess Adopting the FLETC Physical Efficiency Battery	OHC	Q2 FY 2024
WLE RECR L5	Review FLETC Physical Fitness Standard Pass Rates	OHC	Q2 FY 2024
Retention (Short Term)	Action Item	Lead(s)	Timeline
WLE RET S1	Flexibility Training	OLCD	Q4 FY 2022
WLE RET S2	Enhance PWP Guidance	OHC	Q2 FY 2023
WLE RET S3	Plan RETENTION Program	ODCR	Q2 FY 2023

Retention (Long Term)	Action Item	Lead(s)	Timeline
WLE RET L1	Establish Annual Assessment Process	ODCR	Q3 FY 2023
WLE RET L2	Create Spousal or Partner Colocation Policy	ORAP	Q2 FY 2024
Career Progression (Short Term)	Action Item	Lead(s)	Timeline
WLE CAR S1	Centralize Career Information on inSight and HSINet	OHC	Q1 FY 2023
WLE CAR S2	Awards Communications	OHC	Q1 FY 2023
WLE CAR S3	Leverage Successful Programs at ICE	ODCR/HSI/ERO/ OPLA/M&A	Q2 FY 2023
WLE CAR S4	Temporary Duty Assignments	OHC	Q2 FY 2023
WLE CAR S5	Coaching & Mentoring Communications	OLCD	Q2 FY 2023
WLE CAR S6	Create Transparency in the Promotion Process	OHC	Q3 FY 2023
WLE CAR S7	Leverage the ICE Succession Planning Program	HSI/ERO	TBD
Career Progression (Long Term)	Action Item	Lead(s)	Timeline
WLE CAR L1	Assess Applicant Results from Candidate Development Program (CDP)	OLCD	Q3 FY 2023
WLE CAR L2	Assess ICE Succession Planning Program	HSI/ERO	Q1 FY 2024
WLE CAR L3	Promotional Process Review	OHC	Q2 FY 2024

We need to know with
a fresh conviction that
we all share a common
humanity and that our
diversity in the world
is the strength for our
future together.

NELSON MANDELA

