



U.S. Immigration
and Customs
Enforcement

DIVERSITY EQUITY INCLUSION AND ACCESSIBILITY

STRATEGIC PLAN

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

FISCAL YEARS 2022-2026

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TAE D. JOHNSON

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ACRONYMS



“ At ICE, we work hard to ensure an environment where every employee feels respected, safe and heard. ”

Message from Acting Director Tae D. Johnson

I am proud to present U.S. Immigration and Customs Enforcement's (ICE) Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan. This plan aligns with the [Department of Homeland Security's \(DHS\) Inclusive Diversity Strategic Plan](#), the [DHS Secretary's strategic priorities](#) and [ICE's mission objectives](#). The plan illustrates why creating and maintaining a diverse and inclusive workforce is fundamental to our continuing ability to perform our critical missions efficiently and effectively. The world and our nation have seen significant changes in the workplace, demographically and culturally. Within this document lay ICE's plan to leverage those shifts and permit our Agency to be the leader in our collective efforts to be the employer of choice. ICE Directorates and Program Offices will challenge their leaders to continuously promote opportunities for our workforce and create the conditions that allow our workforce to maximize their potential.

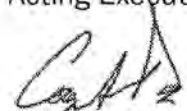
ICE DEIA strategies will evaluate existing barriers to opportunities and benefits for minorities, women, and other underserved groups, pursuant to Executive Order (EO) [13985](#) and [14035](#), issued by President Biden and other related executive orders. Through collaboration with leaders across government, industry and other stakeholders, we intend to diagnose barriers to diversity, equity, inclusion and accessibility that exist within ICE and eliminate them. With intention, we promote innovation and the use of data to make sound, evidence-based decisions. ICE leaders are responsible for developing the workforce in a way that reflects our values of integrity, courage and excellence because doing so reduces the likelihood that bias, whether implicit or explicit or personal animus, can influence our decisions. When we lead from our values, we aid our employees' ability to see their full potential. When we embrace the opportunities provided by our diversity; when we take positive steps to ensure inclusion; when we are steadfast in our commitment to equity; and when we take concrete steps to increase accessibility, we unleash the potential of our workforce by cultivating a supportive, welcoming and fundamentally fair work environment. In short, this DEIA strategy reflects our determination that ICE will be passionate about attracting and retaining the most capable, diverse and inclusive workforce within government.



Patrick Lechleitner
Acting Deputy Director



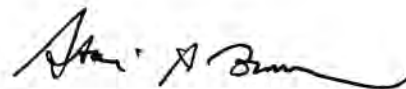
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DEIA DEFINED

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.

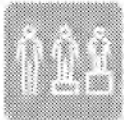
ICE is invested in ensuring diverse employees are supported in the workforce, especially in positions of leadership. With the success of DEIA initiatives, ICE will move closer to becoming a model law enforcement agency built around diversity, equity, inclusion and accessibility.

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

This DEIA Strategic Plan outlines the approach ICE will take from fiscal years (FY) 2022-2026, with specific focus on what must be done to achieve the desired outcomes and goals. The goals represent outcome-based areas of strategic priority that ICE seeks to address and instill into the daily behaviors and mindsets of its workforce. Each goal is supported by a brief description as well as supporting strategic objectives.

From those objectives, Directorate leaders, working groups and committees across ICE will align implementation strategies for guiding the actions at every level. 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.

Within this DEIA Strategic Plan, the term underrepresented is used in place of underserved. This is intentional as an effort to more widely capture the communities and individuals who have been systematically overlooked in the making of policy are given access to equal opportunity. This language shift aligns with ICE’s effort to advance along the [DEIA Maturity Model](#). This document identifies an ICE DEIA Maturity Model built around phases of Conforming, Evolving, Acceptance, Cohesive and Inclusive growth. It identifies ICE’s current phase and what goals and objectives can help the organization grow to full maturity, the Inclusive phase.

This DEIA Strategic Plan specifically focuses on internal DEIA goals, objectives and implementation strategies. It provides direction and focus but it does not include detailed strategies, tactics and actions, purposefully. ICE will develop this level of detail through tracking of Directorate-level and grassroots tactical plans at the beginning of each fiscal year. The organization will use tactical 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 a top-down directive. The responsibility of work culture, inclusion and equitable standards will be upheld by ICE leaders and distinctly tied to the success of leadership. Due to this, the DEIA Strategic Plan is a multi-year plan but tactical plans will allow leaders to modify and assess program needs and successes annually. The Office of Diversity and Civil Rights (ODCR) will be informed by Directorates of progress, challenges, insights and lessons learned from prior year activities to report to ICE leadership through the Management Directive 715.



MISSION CASE FOR DEIA

While the origins of the DEIA Strategic Plan are rooted in the priorities of the Biden-Harris administration, the strategic priorities, goals and supporting objectives are curated with the intent of integrating DEIA best practices so the impact of our efforts span beyond the limitations of any administration. These priorities act as the foundation for the DEIA Strategic Plan but ICE's vision for an equitable and safe workplace spans beyond compliance.

Giving focus to DEIA will not only strengthen ICE's recruitment and retention of high-quality candidates but will ensure a diverse slate of leaders. ICE is postured to keep its competitive edge as an employer of choice by communicating its DEIA values internally as well as externally. ICE's strategy takes into account the unique perceptions and opinions of its workforce, and through the use of data and analysis, guides DEIA using innovative programs targeting accessions and separations, promotions and selections, professional development, performance evaluation and employee recognition. By measuring our developments consistently and modifying our practices often it will further enable us to build an inclusive culture.

When leveraged in support of the mission, DEIA can enhance overall competitiveness, cultural climate and mission readiness. In complement of the [ICE Strategic Plan](#), DEIA will strengthen those initiatives that enhance public trust and confidence. The DEIA Strategic Plan will foster greater collaboration and information sharing to support ICE's important mission elements within counterterrorism, criminal investigations and immigration enforcement. In driving an inclusive culture at ICE, leaders across the organization will continue to uphold an equitable, diverse and collaborative workplace, which respects and empowers employees to maximize their talents and contribution to ICE's mission.



MISSION, VISION AND VALUES

DEIA Mission Statement:

The workforce is talented, diverse and committed to celebrating our differences and embracing the inclusive practices that foster a fair, safe and inclusive workplace by promoting equitable access to opportunities in both the law enforcement and mission support community within ICE.

DEIA Vision Statement:

To build an inclusive culture that exemplifies fairness, drives innovation and values diversity, equity, inclusion and accessibility to achieve the ICE mission.

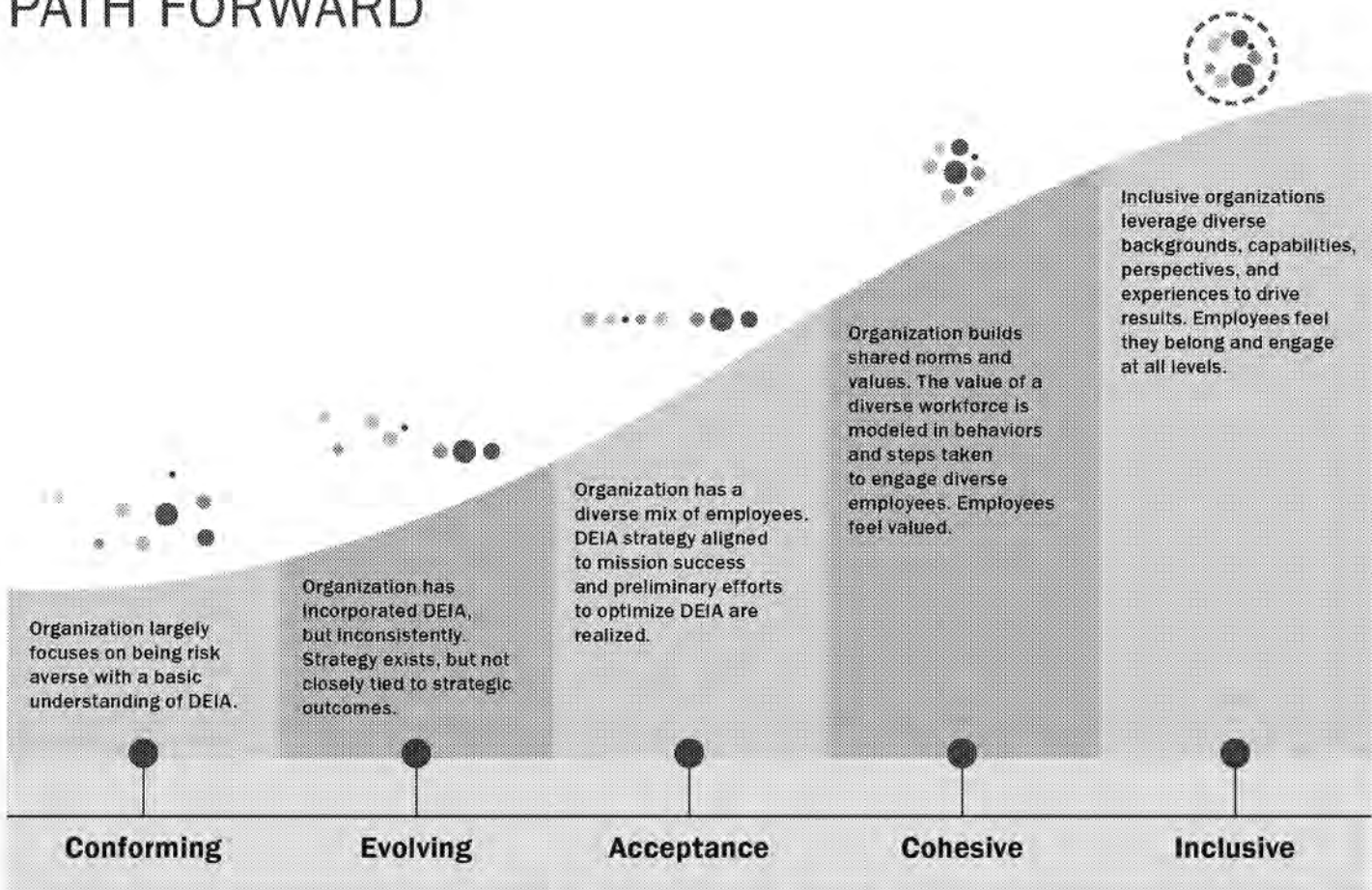
DEIA Values:

ICE values a workplace committed to equal opportunity, diversity of thought and individual accountability. ICE is driven by Integrity, Courage and Excellence. The following values hold true to our vision, shape how we carry out our mission, and guide how we are expected to treat one another.

- **We view** diversity, including seen and unseen qualities, as an asset.
- **We acknowledge** personal experiences and culture that make individuals unique.
- **We encourage** all employees to use their unique perspectives to help advance our mission.
- **We require** fair treatment, accessibility and opportunity for advancement for all employees.
- **We expect** an inclusive workplace built on mutual trust, respect and dignity.
- **We incorporate** diversity, equity, inclusion and accessibility in our daily work.
- **We commit** to employees feeling, safe, secure and comfortable showing up as their whole selves.
- **We pledge** to identify and eliminate barriers to equal opportunity in the workplace.
- **We foster** diversity, equity, inclusion and accessibility in the law enforcement community.



PATH FORWARD



DEIA Maturity Model

In alignment to the [DEIA Maturity Model](#), the ICE DEIA Maturity Model shows the phases the organization will encounter and overcome to become an inclusive organization. While ICE may not be in the Conforming stage of maturity which outlines an organization that requires core education on what DEIA is and why inclusive efforts are important, it is important to note that in this phase, DEIA is often looked at as compliance versus strategic. In the Evolving phase, the organization has incorporated some DEIA programs but may not be strategically aligned or outcomes assessed. This usually looks like DEIA programs that are invested in, but no knowledge of program success is shared and low participation or engagement in key programs may occur. In the Acceptance phase, leaders are willing to champion DEIA efforts and encourage alignment to the organization mission as a driving factor for program investment. In the Cohesive phase, employees and leaders are aware of the importance of DEIA, engage in daily behavior and feel individual bonds to their mission, team and agency. In the final Inclusive phase, DEIA maturity is realized through leveraging DEIA throughout the entire organization and seeing outcomes congruent to employee belonging (i.e., low turnover or transfers, positive stay survey results, high participation and feedback). While global research shows only 12% of organizations reach full maturity, ICE is currently in the Evolving phase, postured to rise to Acceptance phase by following strategic efforts outlined in this plan.

DEIA STRATEGIC GOALS

This plan sets forth four overarching goals:

1

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

Demonstrate leadership commitment through agency policy, communication strategy, support of inclusive efforts and ensuring accountability of leaders throughout the organization.

(ICE FY 2021-2025 Strategic Plan Goal 1 Objective 1.2 and 1.3; Secretary's Priority 6; EDIAC Strategic Priorities, Government-Wide Strategic Plan to Advance DEIA in the Federal Workforce)

2

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

Build a diversity recruitment and retention strategy that ensures diverse talent is valued and retained through robust learning and career development opportunities.

(ICE FY 2021-2025 Strategic Plan Goal 1 Objective 1.1 and 1.2; Secretary's Priority 3 & 4; EDIAC Strategic Priorities, Government-Wide Strategic Plan to Advance DEIA in the Federal Workforce)

3

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

Ensure equity initiatives are woven into the fabric of inclusive change through resource groups, equitable hiring, assessing work environment, promotion practices and clear succession planning routes for underrepresented groups.

(ICE FY 2021-2025 Strategic Plan Goal 1 Objective 1.3; Secretary Priority 3, 6 & 7; EDIAC Strategic Priorities, Government-Wide Strategic Plan to Advance DEIA in the Federal Workforce)

4

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

Provide ongoing learning, outreach, research and language service opportunities to prepare and support the workforce and our external stakeholders to address diversity, equity, inclusion and accessibility issues in all areas of ICE work.

(ICE FY 2021-2025 Strategic Plan Goal 1 Objective 1.4; Secretary Priority 6; EDIAC Strategic Priorities, Government-Wide Strategic Plan to Advance DEIA in the Federal Workforce)



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

Objective 1.1 Develop and administer DEIA training to support inclusion efforts.

-
- 1.1a** Develop department-wide training to embed a collective understanding and terminology of important DEIA related topics, such as gender identity, gender pronouns, special hiring authorities, implicit bias and other training deemed necessary.
-
- 1.1b** Build upon existing programs to incorporate additional microlearning opportunities to educate employees on DEIA values and guiding principles. Prepare a comprehensive DEIA training calendar that outlines consistent touchpoints throughout the year based on current and future needs of the workforce.
-
- 1.1c** Incorporate strategic learning programs geared towards meeting the unique needs of women and people of color (i.e., underrepresented groups) when preparing for leadership roles. Ensure multi-layered approach (i.e., succession planning, SES CDP preparation sessions, mentoring, work details, bridge programs) to increase representation of women and people of color in GS-14, GS-15 and SES ranks.
-
- 1.1d** Regularly evaluate (qualitatively and quantitatively) organizational culture to ensure DEIA practices are maintained at all levels. Conduct annual DEIA-related surveys and focus groups to identify and eliminate perceived and real barriers to success and foster an environment of open dialogue. Include exit interviews for personnel that leave the Department and candidates that decline their offer of employment.

Objective 1.2 Foster a working environment that is physically, mentally and emotionally safe.

-
- 1.2a** Conduct annual org-wide culture survey to assess employee attitudes and experiences and combat issues through programmatic and outreach efforts.
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- 1.2b** Identify and monitor leadership, including managers and supervisors at all levels, accountability and adherence to established policies and procedures.
-
- 1.2c** Executive Diversity and Inclusion Advisory Council (EDIAC) Working Group along with other leadership development training will institute a Small Steps Campaign designed to drive systematic individual changes to identify and implement small, achievable actions towards transformation.
-
- 1.2d** Identify additional competencies to integrate into employee development at all levels to support safety and anti-harassment training success. Align current and future mandated training at all levels with established competencies.
-

1.2e	Create comprehensive plan for ongoing, and interactive training on workplace harassment, anti-bullying, bystander intervention, having difficult conversations, micro-aggressions, anti-discrimination and bias.
1.2f	Train supervisors and managers about how to prevent, recognize and respond to conduct that, could rise to the level of prohibited harassment, discrimination, or retaliation and ensure understanding that Alternative Dispute Resolution as a valued resource.
1.2g	Identify support and measure outcomes for employees who have experienced workplace discrimination, harassment, and retaliation. Utilize and market programs that support mental health after challenging work experiences (i.e., peer support, national veteran support peer program and employee assistance program (EAP)).
Objective 1.3	Leaders are accountable for supporting the DEIA mission, strategy and ensure sustainability of efforts by championing program elements.
1.3a	The Executive Diversity and Inclusion Advisory Council (EDIAC) will host one org-wide DEIA event annually to ensure support and empowerment for DEIA efforts.
1.3b	The EDIAC Working Group will spearhead directorate level DEIA strategic plans aligned to the goals and objectives of the ICE DEIA Strategic Plan to ensure leadership commitment to inclusion across the nation.
1.3c	To ensure accountability for leaders, inclusion of DEIA outcomes will be aligned to managerial and supervisory performance, rewards or incentives.
1.3d	Train hiring officials and interview panels on all aspects of equitable interviewing, hiring practices, the merit system principles and cultural sensitivity. Update the Supervisor Desk Reference to include DEIA best practices to guide leaders through the candidate hiring process and include identifying and addressing implicit and explicit bias in recruitment.

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

Objective 2.1	Promote and practice outreach efforts that builds internal and external awareness of ICE as an employer of choice for individuals of all backgrounds, experiences and abilities.
2.1a	Create diverse external and internal media campaigns that highlight the important achievements and activities of women in law enforcement to boost recruitment and retention of women in critical occupations.

2.1b	Creation of necessary policies and policy improvements directly related to training academies and consistencies throughout the departments, in order to address current issues that inadvertently create an unwelcoming environment for women (i.e., physical training standards, harassment policies and reporting from FLETC; FLETC instructor/student fraternization policies; policies that address family issues during training at the academy, and FLETC-related uniforms and salons).
2.1c	Update outreach and recruitment materials consciously incorporating inclusive language and imagery through gender expansive and accessibility lenses to ensure historically underserved populations have equal access to ICE careers.
2.1d	Create key equity indicators and performance indicators to assess the effectiveness and impact of targeted recruiting efforts. Assess efforts against the key equity indicators and create a plan to address gaps.
2.1e	Evaluate recruitment strategies and expand opportunities through the use of special hiring authorities such as, Pathways Program, VIPER, Operation Warfighter, HERO Program, National Security Education Program Scholars, Gilman Program, Critical Language Scholars, Returning Peace Corps Volunteers and the Workforce Recruitment Program (WRP).
Objective 2.2	Enhance relationships with current partners and develop new, sustainable partnerships to build an increasingly diverse pipeline from underrepresented communities.
2.2a	Develop a data infrastructure baseline to benchmark DEIA progress and create a database. Track hires, promotions and separations through their tenure at ICE, including demographic factors and develop trend data to determine effectiveness of DEIA efforts.
2.2b	Strengthen and expand relationships with Minority Serving Institutions (MSIs) and similar entities such as Historically Black Colleges and Universities (HBCUs), Hispanic Service Institutions (HSIs), Hispanic Association of Colleges and Universities (HACUs), Asian American and Native American Pacific Islander Serving Institutions (AANAPISIs), and military bases for veterans to create opportunities to engage and attract underrepresented and disabled populations.
2.2c	Design and deliver workshops to help candidates understand navigating federal employment and the career paths within ICE. Host or sponsor events that invest in the interests of underrepresented groups through “Eat & Chats”, panel discussions and SME-led programs.
2.2d	Create multi-year plans and forecasts for all internship, candidate development programs, Wounded Warriors, HERO and Born programs.

Objective 2.3 Create and implement work/life balance policies at the department level and ensure retention and engagement of ICE employees.

2.3a Conduct an analysis to identify triggers and barriers throughout the application process. Identify factors to analyze (e.g., language, procedures, bias, security, transportation, technology) and gather input from the experiences of underrepresented workforce.

2.3b Conduct an analysis of applicant flow data that is focused on efficiency and timeliness and informed by Management Directive MD-715 data, best practices, and data trends.

2.3c Develop a five-year comprehensive recruitment, hiring and onboarding plan that emphasizes inclusion throughout each stage and prompts engagement of new employees integrating into ICE culture.

2.3d Develop targeted data collection on the climate and culture of ICE through multiple strategies geared towards retention and engagement (i.e., diversity panel data, annual diversity survey, IDDP field support, localized organizational climate assessments and listening sessions.)

2.3e Conduct an analysis of the SES Candidate Development and Pathways programs inclusive of former participant feedback, to determine representation and experiences of underrepresented members.

2.3f Develop guidelines of support for women in law enforcement unique needs to engage in upward mobility opportunities (i.e., flexible work options such as telework on details, part-time job share options and flexible scheduling).

2.3g Review process and policies for exit and stay interviews to determine systemic issues, barriers and triggers for underrepresented individuals.

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

Objective 3.1 Prioritize resource sharing, advancement opportunities and outreach to create an environment of equity and inclusivity.

3.1a Conduct analysis to identify leadership development program participation rates and outcomes by underrepresented groups. Determine the rate of placement into senior positions by program participants and report quarterly.

3.1b Creation and implementation of new career development policies at the Department level – governing all components – mandating transparency, consistency, and accountability regarding adherence to established promotion paths, along with requiring justification for any proposed deviations (i.e., succession planning to increase leadership pipeline).

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- 3.1c** Expand cultural and sensitivity training for leadership, employees and hiring managers to address stereotypes or preconceived thoughts about underrepresented communities.
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- 3.1d** Establish Employee Resource Groups (ERGs) or affinity groups for inclusive knowledge sharing, networking, training opportunities and validating feedback on program efficiency.
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- Objective 3.2** Integrate DEIA into competencies, performance, and climate by boosting equity as an asset to career progression.
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- 3.2a** Broaden the scope of Individual Development Plans (IDP) to define Department expectations as a source of equity building at the organization. Use multiple modalities for developing competencies (e.g., mentoring, leadership coaching, cross-cultural training, shadowing, 360 assessments and other resources).
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- 3.2b** Create a Barrier Analysis Working Group (BAWG) to assess policy, procedures and practices as part of the MD-715 reporting and guide agency programs on awards, promotion and training.
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- 3.2c** Incorporate EEO and civil rights into manager and supervisor performance work plans to increase ability to be effective leaders.
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Goal 4 - Leverage consistent, easily accessible programs for the diverse needs of the workforce.

- Objective 4.1** Provide ongoing learning, outreach, research and service opportunities to address disability hiring, retention and access issues to ensure safety in all areas of work.
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- 4.1a** Develop policy to focus on equity for individuals with disabilities (e.g., service animals, 508 compliance, self-identification campaigns and timely reasonable accommodations).
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- 4.1b** Design, construct, develop and maintain facilities that can be accessed by individuals with disabilities independently and with ease.
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- 4.1c** Deploy the joint ODCR/Facilities Office Emergency preparedness plan ensuring all persons with mobility impairments are aware of their right to request assistance in emergency evacuations and all field leaders have confirmed local plans in place to provide assistance.
-
- 4.1d** Implement strategic plans to increase disability hiring at the Department level and to Directorate level while promoting reasonable accommodations and individual development of persons with disabilities.
-

Objective 4.2 Promote the timely response to requests for accommodations and encourage employee and manager engagement to ensure access to available programs or resources.

4.2a Ensure accessibility includes the provision of accommodations in a timely manner and ensure equal access to employment and participation in organization activities or events for individuals with disabilities.

4.2b Reduce or eliminate physical and attitudinal barriers to equitable opportunities and expanding commitment to individuals with disabilities to independently access every outward-facing and internal activity or electronic space.

4.2c Expand the use of special hiring authorities and educate leaders on best practices to increase disability hiring and retention.

4.2d Review, create or modify existing policies that are barriers to inclusive environments (e.g., pregnancy transition policy, nursing stations, facility audits).

4.2e Create and implement new procurement policies at the Department level – governing all components – directing that all equipment, services, uniforms, branded clothing, etc., be in partnership with small business, minority or women-owned businesses to increase access to underrepresented groups.

4.2f Review, create or modify internal forms, documents and processes to maximize inclusion of gender pronouns and gender identity markers.

4.2g Evaluate accessibility and barriers to leadership and career development programs experienced by members of underrepresented communities to create strategies to increase access.

DEIA MEASUREMENT

ICE will provide a robust foundation and framework for tracking DEIA initiatives to ensure progress is made, resources tracked and to chart successes across the enterprise. We will communicate efforts as necessary to encourage buy-in throughout the organization. Below is a comprehensive list of measurement tools utilized to monitor key performance indicators (KPIs) of DEIA success.

- Number of policies modified
- Number of barriers/issues identified
- Percentage change in retention
- Total workforce separations (Gains & Losses) by race, disability, ethnicity and gender
- Evidence of policy/process guidance provided
- Evidence of policy/process alignment across ICE
- FECS, FEVS, and Best Federal Agency to Work ratings
- Positive trends in MD-715 data
- Number of listening opportunities and examples of feedback incorporated
- Assessment of mental health/wellness information available

- Evidence of utilizing competency framework for employee and management development
- Exit interview DEIA data
- Evidence of DEIA in new hire onboarding
- Evidence of conducting evaluation of DEIA performance for supervisors, leaders, and workforce
- Diversity hiring data from universities and professional organizations that serve underrepresented groups
- Retention and attrition rates
- Rates of discrimination and harassment complaints/outcomes
- Climate assessment and survey results

- Performance equity data
- Accessions and representation in the Senior Executive Service and leadership positions and pipeline
- Employee Resource Groups (ERGs), or Affinity Groups as a part of leadership discussions and decision-making processes as appropriate
- Completed communications campaign with number of annual DEIA communications initiatives
- EDIAC/ERGs listing of annual accomplishments and achievements
- Evidence of equity in award/recognition efforts

ACRONYMS

AANAPISI	Asian American and Native American Pacific Islander Serving Institutions
BAWG	Barrier Analysis Working Group
CDP	Candidate Development Program
DEIA	Diversity, Equity, Inclusion and Accessibility
DHS	U.S. Department of Homeland Security
EAP	Employee Assistance Program
EDIAC	Executive Diversity and Inclusion Advisory Council
EO	Executive Order
ERG	Employee Resource Group
FEOCS	Federal Equal Opportunity Climate Survey
FEVS	Federal Employee Viewpoint Survey
FLETC	Federal Law Enforcement Training Center
FY	Fiscal Year
GS	General Schedule
HACU	Hispanic Association of Colleges and Universities
HBCU	Historically Black Colleges and Universities
HERO	Human Exploitation Rescue Operative
ICE	U.S. Immigration and Customs Enforcement
IDDP	Inclusive Diversity Dialogues Program
IDP	Individual Development Plan

ACRONYMS

KPI	Key Performance Indicator
MD-715	Management Directive 715
MSI	Minority Serving Institutions
ODCR	Office of Diversity and Civil Rights
OPM	Office of Personnel Management
Section 508	Section 508 Amendment to the Rehabilitation Act of 1973
SES	Senior Executive Service
SME	Subject Matter Expert
VIPER	Veteran Internship Program for ERO
WRP	Workforce Recruitment Program

Diversity is a fact, but inclusion is a choice we make every day.

As leaders, we have to put out the message that we embrace and not just tolerate diversity.

NELLIE BORRERO

