

**FY 2012 –  
FY 2016**

**U.S. Department of Commerce  
Diversity & Inclusion Strategic Plan**



**Vision Statement**

*Be a model agency by valuing, fostering, and leveraging diversity and inclusion to deliver the best public service.*

**Mission Statement**

*Ensure agency policies, practices, and procedures are conducive to recruiting, retaining, and developing a diverse, high-performing workforce that draws from all segments of society and values fairness, diversity, and inclusion.*

# U.S. DEPARTMENT OF COMMERCE DIVERSITY & INCLUSION STRATEGIC PLAN

## INTRODUCTION

On August 18, 2011, President Obama issued Executive Order (EO) [13583](#), *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*. The EO directs executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion and to continue to identify and adopt best practices to promote diversity and remove barriers to equal employment opportunity, consistent with merit system principles and applicable law.

Prior EOs have taken a number of steps to address the leadership role and obligations of the Federal Government as an employer towards the goal of using the talents of all segments of society, such as EO [13562](#), *Recruiting and Hiring Students and Recent Graduates*; EO [13548](#), *Increasing Federal Employment of Individuals with Disabilities*; EO [13518](#), *Employment of Veterans in the Federal Government*; and EO [13171](#), *Hispanic Employment in the Federal Government*.

The Department of Commerce (Department of Commerce) supports diversity and inclusion throughout its workforce through programs such as student internship, Presidential Management Fellows, career development, and leadership development programs and specific policies/plans such as the *Veterans' Recruitment and Employment Operational Plan*; *Recruiting, Hiring, and Retaining People with Disabilities Plan*; and *Federal Equal Opportunity Recruitment Program Plan*.

Commerce remains committed to providing equal opportunity to all applicants and current employees, while fostering and supporting a diverse workforce where all employees feel included, connected, and engaged in its mission of promoting job creation, economic growth, sustainable development, and improved standards of living for all Americans. Commerce defines diversity broadly, including (but not limited to) the legally protected categories, national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, family structures, and all that makes everyone unique, including the diversity of thought and perspective.

This plan contains information and strategies that provide a framework to assist senior agency officials, hiring managers, supervisors, and human resources specialists in creating and sustaining an organizational culture that values diversity and inclusion reflected in organizational policies, practices, processes, and procedures that support recruiting, hiring, developing, and retaining a diverse and inclusive workforce.

Pursuant to the U.S. Office of Personnel Management's (OPM) guidance, the plan identifies the following three overarching goals with supporting priorities and strategies:

- Workforce Diversity
- Workplace Inclusion
- Sustainability

## WORKFORCE DIVERSITY

**Goal 1:** *Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.*

Priority 1.1: Design and perform strategic outreach and recruitment to reach all segments of society.

1. Commerce will continue to collect applicant flow data on a voluntary basis through its automated hiring system as has been done since December 2009. Applicants can voluntarily report their sex, ethnicity, and race when they first create an applicant profile in the system. Commerce will analyze this data in order to conduct more targeted outreach and recruitment.
2. Commerce Servicing HR Offices will continue to provide guidance and training to hiring managers and conduct “strategic conversations” that include information and discussions on various hiring flexibilities for veterans, students, and people with disabilities, to assist in cultivating a diverse pool of highly qualified applicants.
3. Commerce bureaus and organizational units will continue to maintain and forge new partnerships with various colleges, universities, Minority Serving Institutions, and other academic and professional institutions that contain significant populations of potential applicants for Commerce positions and opportunities that vary in both relevant degrees and geographic location. Commerce Servicing HR Offices will continue to use the automated “diversity notification” feature in the automated hiring system to notify organizations, universities, etc., when positions are posted on USAJOBS.
4. Commerce Servicing HR Offices will continue to collaborate with hiring managers and supervisors on recruitment efforts. Progress made on management involvement in the workforce planning and hiring process will continue to be gauged through the Chief Human Capital Officers Council’s Management Satisfaction Survey. Standardized criteria for evaluation of supervisors’ responsibilities in the recruiting, hiring, and transitioning employees process has been implemented since Fiscal Year 2010.
5. Commerce will continue to increase and widen the pipeline through programs such as the Workforce Recruitment Program for College Students with Disabilities, individual bureau internship opportunities, Presidential Management Fellows program, and the new Pathway programs. Commerce will monitor student appointments that are eligible for conversion to the competitive service and identify barriers, if any, of those appointments not converted.
6. Commerce will continue to maintain its [Job Opportunities](#), [Student Career Opportunities](#), and other websites that provide contact information for individuals who can answer questions about various internship programs housed throughout the Department and its bureaus. Additionally, a link to the Office of Civil Rights’ [Federal Internship Directory](#)

has been added on the main Student Career Opportunities page at <http://hr.commerce.gov>.

7. Commerce will identify and implement ways to utilize social media to enhance connections with former, current, and perspective students and recent graduate interns as a “Student Ambassadors” initiative.

Priority 1.2: Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.

1. Commerce will conduct barrier analysis where needed, within both the Senior Executive Service, and the General Schedule (or equivalent) when collected data shows a significant anomaly in regards to diversity. Based on the results of the analysis, Commerce will develop an action plan to decrease and eliminate the barriers, as needed. In addition, Commerce will incorporate into the 2012 No FEAR Act Training hyperlinks to OPM’s short training videos on [Hiring People with Disabilities](#) and on using [Schedule A](#) to hire people with disabilities, and [Veterans Appointing Authorities](#).
2. Commerce will continue to utilize the Schedule A hiring authority to recruit persons with disabilities under the leadership of the Department Disability Recruitment Program Manager and in accordance with the *Disability Hiring and Retaining People with Disabilities Operational Plan*. The Program Manager will continue to work with bureau selective placement coordinators, partner with organizations to recruit and obtain résumés, assist applicants, distribute applicant résumés to hiring managers on a continual basis, submit the quarterly “Disability Dashboard,” and maintain the comprehensive webpage dedicated to [Hiring Initiatives for Americans with Disabilities](#).
3. Commerce will continue to utilize the various veterans hiring authorities to recruit veterans under the leadership of the Department Veterans Recruitment Program Manager in accordance with the *Veterans Recruitment and Employment Operational Plan*. The Program Manager will continue to work with bureau selective placement coordinators, partner with organizations to recruit and obtain résumés, assist applicants, distribute applicant résumés to hiring managers on a continual basis, submit the quarterly “Veterans Dashboard,” and maintain the comprehensive webpage dedicated to [Veterans Hiring Initiatives](#). Additionally, OPM’s “Veterans Preference Training for Hiring Managers” and “Veterans Preference Training for Human Resources Specialists” have been included in the Commerce Learning Center, and Commerce will continue to mandate this training for all newly hired HR staffing specialists.
4. Commerce will continue to utilize selective placement coordinators in the areas of recruiting persons with disabilities and veterans. Each bureau will continue to maintain and manage an individual applicant supply database of both veterans and Schedule A eligibles to distribute to hiring managers, with the goal of creating and maintaining a shared Commerce database. The list of bureau [selective placement coordinators](#) and the Department’s program managers will continue to be listed online.

5. When selection panels (interview and rating) are used, Commerce bureaus and organizational units will solicit membership from a broadly diverse pool of managers and subject matter experts. In addition, Commerce will establish a policy encouraging interview panels, unless an exception is granted by the Principal Human Resources Manager, for all supervisory positions, GS-15 or equivalent positions, and Senior Executive Service positions.

## WORKPLACE INCLUSION

**Goal 2:** *Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.*

Priority 2.1: Promote diversity and inclusion in leadership development programs.

1. Commerce will continue to work closely with affinity groups through various presentation opportunities and emails to promote and increase awareness of leadership development programs, solicit participation, and increase the diversity of the programs' applicant pools. In addition, Commerce will continue to advise Commerce employees as well as affinity groups of when leadership development program announcements are posted, the milestone dates for the selection processes, and information on the precise qualifications required. Finally, Commerce will continue to seek to obtain a diverse executive panel to conduct interviews during the programs' selection process.
2. Commerce will review the current Departmental and bureau-level succession plans and leadership development programs to update and expand upon the established strategies, ensuring that they collectively cultivate a broadly diverse pipeline for leadership positions.
3. Commerce will establish a baseline of participants in the Commerce Mentoring Program and develop strategies, as needed, to increase diversity among participants.

Priority 2.2: Cultivate a supportive, welcoming, inclusive and fair work environment.

1. Commerce will continue to use flexible workplace policies and programs, such as telework, alternative work schedules, wellness, and other worklife programs to foster a work/life balance that supports diverse backgrounds and cultures and various types of family units and responsibilities. Through these flexible programs, Commerce employees can establish and maintain the proper balance between their professional and personal lives.
2. The Diversity and Inclusion Council (see Priority 3.3) will facilitate affinity and resource groups' access to senior leadership to support the advancement of this plan and to embrace diversity and inclusion throughout Commerce.
3. Commerce will review and modify the orientation process for new and current Commerce employees and new members of the Senior Executive Service, as needed. The new employee orientation will promote diversity and inclusion as an agency value, by highlighting the importance of diversity and inclusion in achieving the mission of Commerce and its bureaus.

## SUSTAINABILITY

**Goal 3:** *Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.*

Priority 3.1: Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.

1. Commerce will establish a Chief Diversity Officer and Deputy Chief Diversity Officer positions to be held by political and/or career members of the Senior Executive Service. The Deputy Chief Diversity Officer will lead the Department's Diversity & Inclusion Council (see priority 3.3).
2. Commerce will incorporate diversity and inclusion into Commerce's Strategic Plan within the human capital planning elements, where applicable.
3. Commerce will issue the annual Secretarial EEO/Diversity Policy Statement through a broadcast e-mail to all Commerce employees.
4. Commerce will include the agency's latest workforce demographics in the biennial No FEAR Act Training.
5. Commerce will coordinate with the Office of Personnel Management to offer diversity training to members of the Senior Executive Service, in the Washington, DC area.

Priority 3.2: Fully and timely comply with all Federal laws, regulations, Executive orders, management directives, and polices related to promoting diversity and inclusion in the Federal workforce.

1. Commerce will employ a diversity and inclusion dashboard with the Office of Personnel Management's (OPM) defined matrix and use the matrix as a tool for agency workforce planning and reporting.
2. Commerce will respond to and submit timely reports to OPM when requested.

Priority 3.3: Involve employees as participants and responsible change agents of diversity, mutual respect and inclusion.

1. Commerce will establish a Diversity & Inclusion Council that will include, but not be limited to, representatives from the various bureaus, Servicing HR Offices, Office of Civil Rights, Training Officers Council, Veterans Employment Initiative, Disability Program, and the Special Emphasis Program Manager community.
2. Commerce's Diversity & Inclusion Council will participate in and contribute to OPM's Best Practice Program, as appropriate.

3. Commerce will continue to provide mandatory biennial No Fear Act training to all employees and offer non-mandatory diversity and inclusion-related training to employees and supervisors on topics such as managing and leveraging diversity, disability cultural awareness, EEO and sexual harassment, emotional intelligence, and hiring flexibilities for veterans and people with disabilities.