

DEPARTMENT OF COMMERCE

DIVERSITY & INCLUSION STRATEGIC PLAN FY 2017 – FY 2021



Mission Statement

Ensure agency policies, practices, and procedures are conducive to recruiting, retaining and developing a diverse, high-performing workforce, by cultivating an organizational culture that promotes and fosters empowerment and engagement at all employee levels.

Vision Statement

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

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

Overview

The Department of Commerce (Department of Commerce) is committed to providing equal opportunity to all applicants and employees, while fostering and supporting a diverse workforce where all employees feel included, valued, and critical to its mission of promoting job creation, economic growth, sustainable development, and improved standards of living for all Americans.

The FY2017 Diversity and Inclusion Strategic Plan outlines the strategic direction for continued development and implementation of business policy and procedures to demonstrate this commitment across all Bureaus over the next four fiscal years.

This updated plan enhances the framework outlined within the first strategic plan (FY 2012-FY2016), and further aligns with the next phase of Executive Order 13583:

<https://www.whitehouse.gov/the-press-office/2011/08/18/executive-order-13583-establishing-coordinated-government-wide-initiative> .

It is also integral to the goal of Operational Excellence as established in the departmental operational strategic plan,

https://www.commerce.gov/sites/commerce.gov/files/media/files/2014/doc_fy2014-2018_strategic_plan.pdf, which has the empowerment and engagement of Commerce employees as a strategic objective for this goal.

The FY2017 Plan also links to the Office of Personal Management (OPM) Government-wide Inclusive Diversity Strategic Plan, <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/governmentwide-inclusive-diversity-strategic-plan-2016.pdf> and supports critical Federal reporting requirements (e.g. Federal Equal Opportunity Recruitment Program (FEORP)).

As noted in the OPM Government-wide Inclusive Diversity Strategic Plan, “A commitment to equal opportunity, diversity, and inclusion is critical to accomplishing the Federal Government’s missions.” The Department further adopts the OPM definitions for key terms:

- **Diversity**: a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively.
- **Inclusion**: a set of behaviors (culture) that encourages employees to feel valued for their unique qualities and experience a sense of belonging.
- **Inclusive diversity**: a set of behaviors that promote collaboration amongst a diverse group.

The Diversity and Inclusion Council

In FY 2012, Commerce established the Diversity and Inclusion Council (D&I Council). This council is sponsored by the Deputy Assistant Secretary for Administration/Chief Diversity Officer, is chaired by the Deputy Chief Diversity Officer, and is comprised of representatives from each Commerce Bureau, Affinity Groups across the department, as well as departmental leadership councils. Through this council, the Department develops and promotes education and awareness of diversity and inclusion strategies. This council also serves as a forum for sharing best practices and ensuring consistent use of metrics across the department.

Through this strategic plan, the Department's D&I Council sets forth three key goals, objectives, and guidance for achieving the Department's mission and vision for a valued, diverse, and inclusive workforce:

1. Active engagement of leadership at all agency levels in supporting and enhancing a diverse and inclusive agency culture;
2. Continue the momentum toward recruiting, retaining and developing a diverse and inclusive workforce; and
3. Effectively use data to further develop and manage diversity drivers.

Achieving these goals will be possible through collaboration across Bureau leadership, Human Capital professionals, Diversity and Inclusion professionals, Affinity Group leaders, Employee Resource Groups leaders, and Union members.

Goal 1: Leadership Engagement

Agency leaders at all levels will strengthen an inclusive environment that cultivates a supportive and welcoming diverse workforce.

Strategies:

1. Commerce, through the Diversity and Inclusion Council(D&I) and Bureau leaders, will continue to provide guidance and training to hiring managers and conduct “strategic conversations” that include information and discussions on various hiring flexibilities, (e.g. veterans, students, and people with disabilities, under represented populations), to assist in cultivating a diverse pool of highly qualified applicants.
 - a. Bureaus may develop or revise existing leadership awareness campaigns or seminars.
 - b. In coordination with established engagement guidance, Bureaus can enhance or create leadership tools for hiring, retaining and developing employees:
https://publish.doc.gov/s/groups/public/@doc/@cfoasa/@ohrm/documents/content/prod02_010659.pdf .
2. Commerce will increase leadership awareness of existing human resources policies and programs to nurture a diverse pool of highly qualified applicants, such as veterans, students, people with disabilities, and underrepresented groups.
3. Commerce will continue to use flexible workplace policies and programs, such as telework, alternative work schedules, wellness, and other work/life programs to foster a work/life balance that supports diverse backgrounds and cultures and various types of family units and responsibilities.
4. Commerce Human Capital Management Officers and leaders will communicate the importance and benefit of fostering an inclusive diversity effort to promote organizational effectiveness and workforce productivity as stated by the Office of Personnel Management.

Measures:

1. All Bureaus to create quarterly goals for program or organization and meet each regularly to review the steps toward each goal. Progress and best practices will be shared through the D&I Council.
2. All Bureaus to conduct a pilot to test and validate the leadership training in an Agency.
3. All Bureaus revise or create a human capital operations plan that may include a hiring official’s manual and training procedures.

Goal 2: Workforce Inclusion

Promote a culture of diversity and inclusion by connecting employees to agency mission areas.

Strategies:

1. Commerce, through the Diversity and Inclusion Council (D&I) and Bureau leaders, will continue to work closely with Affinity groups through various speaking and presentation opportunities, diversity and inclusion fairs and other events. Departmental email communications will be sent 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 employees as well as Affinity groups when leadership development program announcements are posted, the milestone dates for the selection processes, and information on the precise qualifications required.

2. Commerce will review the current Departmental and Bureau-level succession plans and leadership development programs to recommend updates and methods to expand upon the established strategies, ensuring that they collectively cultivate a broadly diverse pipeline for leadership positions.

Measures:

1. Bureaus may conduct regular reviews of their employee recruitment into leadership development programs (Departmental and/or Governmental) to determine if programs are marketed to all segments of the workforce, and to develop strategies to eliminate barriers to participation where they exist.
2. Bureaus should review and enhance existing programs and training on mentoring and coaching and leverage or develop training materials on mentoring and coaching a diverse workforce.

Goal 3: Data-Driven Sustainability

Enhance structures and strategies that optimize policy, process, and programs.

Strategies:

Through data reviews of applicant flow data, barrier analysis, and ongoing recruitment reporting, Bureaus can provide updates to leaders for decision making and workforce planning. The D&I Council will ensure a common understanding of key metrics and definitions for Diversity and Inclusion across the Department.

Measures:

1. Commerce, through the Diversity and Inclusion Council(D&I) and Bureau leaders, will integrate current diversity metrics across the Department (through Headquarters and Bureau partnerships). This includes, but is not limited to reviewing statistics on employee hiring, retention, promotions, EEO compliance, grievances and diversity of talent pipeline/outreach efforts and employee Affinity and resource group accomplishments.
2. Commerce Bureaus will conduct analysis of available data sources, such as, Federal Employee Viewpoint Survey indices (e.g. New IQ, Employee Engagement), Exit Surveys, pulse check instruments, etc.