

**FY 2012 –
FY 2016**

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



Vision Statement

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

Mission Statement

Recruit, retain, and develop 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, including but not limited to 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 via numerous programs such as student internship programs, Presidential Management Fellows program, career development and leadership programs, and specific policies/plans such as its *Veterans' Recruitment and Employment Operational Plan; Recruiting, Hiring, and Retaining People with Disabilities*; and *Federal Equal Opportunity Recruitment Program Plan*.

Commerce remains committed to providing equal opportunity to all applicants and current employees and 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 to assist hiring managers, supervisors, and human resources specialists in recruiting, hiring, developing, and retaining a diverse and inclusive workforce. The three goals of the Plan are:

- 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 will utilize the annual Department of Commerce Corporate Recruitment Calendar to coordinate recruitment and outreach efforts among the various bureaus and organizational units. Furthermore, the Calendar will clearly identify which events support specific areas of diversity and inclusion efforts, to encourage a greater dispersion of communities reached through Commerce recruitment and outreach activities.
3. Commerce Servicing HR Offices will continue to provide guidance and training to and conduct “strategic conversations” with hiring managers that includes information and discussions on various hiring flexibilities, such as for veterans, students, and people with disabilities, to assist in cultivating a diverse pool of highly qualified applicants.
4. Commerce bureaus and organizational units will continue to maintain and forge partnerships with various colleges, universities, and other academic and professional institutions, including Minority Serving Institutions, that contain significant populations of potential applicants for Commerce positions and opportunities, which are varied in both relevant degrees required or useful 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.
5. 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.
6. Commerce will continue to review and monitor the diversity among student internships and fellowship program new hires by bureau/organizational unit, on a

quarterly basis, as part of the Department's Executive Dashboard ("Dasher"), which includes hires made through the current student appointment authorities. 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 (when available). Commerce will monitor student appointments that are eligible for conversion to the competitive service and identify barriers, if any, of those appointments not converted.

7. 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>.

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, as well as the various veterans hiring authority to recruit veterans.

Commerce has a Department Disability Recruitment Program Manager who is responsible for the agency's disability recruitment program. This individual works with bureau selective placement coordinators, assists applicants, distributes applicants' résumé to hiring managers on a continual basis, partners with organizations to recruit and obtain résumés for hiring managers.

Commerce has a *Disability Hiring and Retaining People with Disabilities Operational Plan* which contains information and strategies to assist hiring managers, supervisors, and human resources specialists in recruiting, hiring, and retaining people with disabilities, including those with targeted disabilities. In addition, Commerce has a comprehensive webpage dedicated to [Hiring Initiatives for Americans with Disabilities](#), including the selective placement coordinators contact information, at <http://hr.commerce.gov>.

The webpage has a link to USAJOBS for job seekers, names of selective placement coordinators who can assist with questions, training on the use of Schedule A Authority, Reasonable Accommodation, Computer Accommodation Program, Assistive Technology Resources, Disability Resources, Recruitment/Hiring Resources, frequently asked questions, etc.

Commerce has a Department Veterans Recruitment Program Manager who is responsible for the agency's veterans recruitment program. This individual works with bureau selective placement coordinators, assists applicants, distributes applicants' résumés to hiring managers on a continual basis, partners with organizations to recruit and obtain résumés for hiring managers.

Commerce has a *Veterans Recruitment and Employment and Employment Operational Plan* which contains overarching goals and strategies to increase the number of veteran new hires. The plan addresses: 1) leadership commitment, 2) skill development and employment, 3) marketing veterans employment, and 4) information gateway. In addition, Commerce has a comprehensive webpage dedicated to "Veterans Hiring Initiatives," located at <http://hr.commerce.gov/Careers/Veterans/index.htm>. The webpage has a link to USAJOBS for job seekers, veterans employment contact list, vet guide, frequently asked questions, the operational plan, appointing authorities, etc. Commerce also submits a comprehensive quarterly "Veteran Hiring Dashboard" to leadership that shows the number of opportunities within each bureau to hire a veteran and the number and percentage of veterans hired. In addition, the Office of Personnel Management'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 mandate this training, beginning in Fiscal Year (FY) 2012, for all current human resources staffing specialists, and all newly hired human resources staffing specialist.

In addition to the Department Disability and Veterans Program Managers, each Commerce bureau has selective placement coordinators. 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 a shared Commerce database during FY 2012.

3. Commerce will continue to utilize selective placement coordinators in the areas of recruiting persons with disabilities and veterans. The list of bureau selective placement coordinators and the Department's program managers will continue to be listed online at <http://hr.commerce.gov>.
4. When selection panels (interview and rating) are used, Commerce 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 available bureau-level succession plans to update and expand upon the established strategies, ensuring that they collectively cultivate a broadly diverse pipeline for leadership positions.

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

1. Commerce will continue to use flexible workplace programs, such as telework and alternative work schedules, 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 issue the annual Secretarial EEO/Diversity Policy Statement through a broadcast e-mail to all Commerce employees.
2. Commerce will include the agency's latest workforce demographics in the biennial No FEAR Act Training.
3. 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 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 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.