

Diversity, Equity,  
Inclusion, and  
Accessibility  
Strategic Plan  
Fiscal Years 2022-2026



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# Diversity, Equity, Inclusion, and Accessibility Strategic Plan

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## Message from Acting Commissioner Troy A. Miller



U.S. Customs and Border Protection (CBP) is a premier law enforcement agency because our foundation is our people. Our employees are CBP's greatest resource and we demonstrate that we value them by creating an equitable, inclusive, and accessible work environment that respects all the backgrounds, identities, and diversity of the members of our workforce.

I envision a work environment where every person who devotes themselves to our mission feels valued, supported, and represented and our agency should be a place where they can be their authentic selves and bring themselves fully to our mission every day.

CBP is a unique organization, each of our program offices have varied characteristics and operations, which call for a tailored approach to addressing and enhancing diversity, equity, inclusion, and accessibility (DEIA). With the aid of overarching strategic, implementation, and communication plans, program offices will be able to tailor plans to address and improve DEIA within their respective areas and unique mission requirements. Plans to address DEIA within CBP will address gaps and opportunities in recruitment, hiring, promotion, retention, professional development, accountability, and barriers to equal employment opportunities.

It is my sincerest hope that we can create a CBP for all—a workplace where everyone feels a part of the mission, can be their authentic self, and has equitable access to opportunities and resources. This roadmap is an important first step to improving DEIA within CBP and bringing the skills and talents of all CBP employees to bear to protect the American people.



Troy A. Miller  
Acting Commissioner

## Introduction

U.S. Customs and Border Protection (CBP) remains America’s single largest, Federal law enforcement unified border agency charged with the national security mission of controlling, managing, and securing the Nation’s borders, while simultaneously facilitating legitimate international travel and trade. CBP’s workforce is diverse and interacts with myriad of diverse global individuals each day. CBP must develop and implement strategies to improve and support DEIA—more specifically, DEIA’s impact on recruitment, hiring, retention, promotion, professional development, and accountability, while addressing attitudinal barriers in support of a flexible and diverse workforce. To maintain its status as a premier federal law enforcement organization, CBP must ensure equity among its employees by providing them with tools and training necessary to develop the requisite skill and knowledge to accomplish present and future mission objectives.

On June 25, 2021, President Biden signed Executive Order 14035, which seeks to strengthen the federal workforce by promoting DEIA. Specifically, the Executive Order directs the heads of each agency to make advancing DEIA a priority component of an agency’s management agenda and strategic planning. The DEIA strategic plan should identify actions to advance DEIA in the workforce and remove any potential barriers. Plans should also include quarterly goals and actions to advance DEIA initiatives in an agency’s workforce and **workplace culture**.



In [2016](#), the Office of Personnel Management (OPM) issued a draft [Government-wide Inclusive Diversity Strategic Plan](#), which identified **three goals** based on the lessons learned from the implementation of the [2011 Government-wide Plan](#). CBP adopted the three federal goals and further clarified them for its 2022-2026 DEIA Strategic Plan.

In alignment with OPM guidance, Executive Orders, and the [2022 Government-wide Plan](#)<sup>1</sup>, CBP refreshed its [Diversity and Inclusion Strategic Plan](#)—now a DEIA Strategic Plan. This plan acknowledges that the responsibility of establishing and maintaining a diverse workforce is not limited to managerial actions regarding recruitment, hiring, retention, promotion, professional development, accountability, and countering attitudinal barriers; the responsibility also lies with all CBP employees to dispel stereotypes, dismiss biases, stand against harassment, and work to cultivate an environment that is based on mutual respect. Therefore, CBP must create and maintain a positive work environment where the similarities and differences of individuals are respected and valued, allowing everyone to reach their full potential and maximize contributions to achieve strategic goals and objectives. The Agency must ensure all individuals who support CBP’s mission have the tools needed to meet CBP’s mission well into the future. This plan is designed with input from employees and insights from leaders to guide the functional integration of DEIA into everyday practices and to make it a key element of the Agency’s organizational culture. By fostering a positive work environment based on DEIA principles, CBP will leverage the strengths of all employees to collectively achieve CBP’s homeland security mission.

## GOALS

### *Leaders Lead*

1 CBP leaders will own, actively participate in, and be held accountable for the development, implementation, and advocacy of DEIA initiatives designed to accomplish the Agency’s mission.

### *Connected Culture*

2 CBP will demonstrate an Agency-wide commitment to improve employees’ sense of belonging and engagement across all mission-supporting functions and activities.

### *Data-Driven Diversity*

3 CBP will evaluate data, policies, processes, and programs to address under-representation in the workforce using practices proven to advance DEIA.

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<sup>1</sup>The title was updated to The Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, which will be referenced as the Government-wide Plan.

# Defining DEIA

Per the [2022 Government-wide Plan](#), the individual elements of DEIA are defined as follows:



**Diversity**  
The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underrepresented communities.



**Equity**  
The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underrepresented communities that have been denied such treatment.



**Inclusion**  
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. This 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.



# Aligning with DHS and Government-wide DEIA Strategic Plans

As a federal agency and a subcomponent of the Department of Homeland Security (DHS), CBP will align with and support the stance of the Department on DEIA. DHS adopted an approach to DEIA centered around meeting the unique needs of people who work for and with the Department. The goals outlined below align to DHS's plan to foster a workplace that respects employee differences across CBP through accountable leadership, emphasis on culture, and the use of data to diversify its workforce.

The **Five Operating Principles** are as follows:

- 1 Use data and evidence-based decision-making
- 2 Focus on continuous improvement
- 3 Adopt a collaborative, whole-of-agency mandate with partnership engagement
- 4 Prioritize accountability and sustainability
- 5 Understand the perspectives of the workforce and the customers



## Aligning with DHS and Government-wide DEIA Strategic Plans

The following three DEIA goals detail the alignment of CBP’s updated strategic DEIA goals to that of the Operating Principles provided in the Government-wide Plan.

### *CBP DEIA Goal*

### *Supported Government-wide DEIA Operating Principle(s)*

#### **Goal 1: Leaders Lead**

CBP leaders will own, actively participate in, and be held accountable for the development, implementation, and advocacy of DEIA initiatives designed to accomplish the Agency’s mission.

#### **Principle 4: Prioritize Accountability and Sustainability**

Principle 4 places the onus of DEIA advancement on agency leaders—in planning, policy and decision making, championing, and in crafting agencies’ management agendas.

Goal 1 is designed such that leadership is accountable and actively involved in ensuring that DEIA is interwoven, maintained, and supported throughout all levels of CBP.



## Aligning with DHS and Government-wide DEIA Strategic Plans

### *CBP DEIA Goal*

#### **Goal 2: Connected Culture**

CBP will demonstrate an Agency-wide commitment to improve employees' sense of belonging and engagement across all mission-supporting functions and activities.

### *Supported Government-wide DEIA Operating Principle(s)*

**Principle 2:** Focus on Continuous Improvement

**Principle 3:** Adopt a Collaborative, Whole-of-Agency Mandate with Partnership Engagement

**Principle 5:** Understand the Perspectives of the Workforce and the Customers

Principle 2 concentrates on always improving—specifically maturing in DEIA—calling for agencies to adopt a closed, continuous, model for opportunity identification, solution development, testing, implementation, and evaluation.

Principle 3 focuses on leveraging the collaborative power of the entire agency to further DEIA—in norms, values, planning, budgeting, and learning agendas. More specifically, this principle points to partnership engagement with functional internal teams and external entities.

Principle 5 directs agencies to gain a better understanding of what employees need to do their jobs effectively, and an awareness of the challenges employees manage outside of the workplace to improve the employee experience.

Goal 2 aligns with these principles as it will require understanding the perspectives of the employees to craft and leverage a whole-of-agency mandate focused on enacting DEIA change. That change will point to a cultural shift—one where foundational documents and programs will be modified or established to incorporate DEIA broadly and narrowly across CBP; modifications and improvements will be a product of continual, leader-empowered, employee-informed perspectives and inputs.

## Aligning with DHS and Government-wide DEIA Strategic Plans

### *CBP DEIA Goal*

#### **Goal 3: Data-Driven Diversity**

CBP will evaluate data, policies, processes, and programs to address underrepresentation in the workforce using practices proven to advance DEIA.

### *Supported Government-wide DEIA Operating Principle(s)*

**Principle 1:** Use Data and Evidence-based Decision Making

**Principle 3:** Adopt a Collaborative, Whole-of-Agency Mandate with Partnership Engagement

Principle 1 emphasizes the use of data analysis and gathered insights, combined with examinations of organizational practices, policies, and programs to drive DEIA within an agency, such that it impacts all phases of the employment cycle.

Principle 3 encourages agencies to develop strategic partnerships with non-profit and educational institutions to expand relationships with under-represented communities.

Goal 3 is designed to align with the central ideas of Principles 1 and 3. It calls for data to be the foundation of increased diversity in CBP's workforce—identifying present gaps in representation, opportunities for policy support, programmatic innovation, and partnership establishment.

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# State of the Agency: CBP's DEIA Mission, Values, and Vision

Diversity, equity, inclusion, and accessibility are essential elements in achieving CBP's mission, living its values, and realizing its vision as an agency. Increasing workforce diversity will improve the quality of decisions made by CBP employees in addressing current and emerging issues. Prioritizing equity equips all employees with access to opportunities for success considering the specifics of their circumstances. **Fostering an inclusive culture that values diversity will reduce institutional silos and improve information sharing within CBP and with other law enforcement and intelligence enterprise partners.** Lastly, enhanced accessibility by way of tailoring environments and providing resources for employees in need of reasonable accommodations reduces obstacles to success based on employee-specific needs.

Ultimately, federal law enforcement in an interagency environment requires information-sharing partnerships. A culture that recognizes, appreciates, and endorses DEIA principles fosters partnerships by encouraging different viewpoints. Numerous studies demonstrate that organizations with a diverse workforce, especially within their senior management ranks, outperform their peers over time. Research<sup>2</sup> shows diversity-centered organizations outperform their peers at:

- Attracting top-tier talent
- Developing stronger relationships with customers and stakeholders
- Improving decision-making and innovation
- Increasing employee engagement and satisfaction

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<sup>2</sup> [Delivering growth through diversity in the workplace | McKinsey](#)



## State of the Agency: CBP’s DEIA Mission, Values, and Vision

A culture of DEIA will help to integrate multiple viewpoints while promoting information sharing and engagement, vital to achieving a **“whole-of-government” approach**. The complexity of CBP’s mission requires the use of all available resources to effectively operate in the changing global environment. Constant collaboration with interagency and external partners requires the development of cultural understanding and fluency. Understanding and fluency are formed through exposure to, and the sharing of, different experiences and perspectives across the workforce. The benefits of DEIA will help CBP achieve its vision to be the global leader in promoting strong security and trade partnerships that foster a safe, secure, and prosperous American and global community.

What follows are CBP’s DEIA Policy and DEIA Mission statement, which outline how to advance DEIA from each respective vantage point.



# State of the Agency: CBP's DEIA Mission, Values, and Vision

## Policy Statement

CBP is dedicated to building and advancing a diverse, equitable, inclusive, and accessible Federal law enforcement organization in which the knowledge, skills, and abilities of all employees are fully utilized to achieve our demanding mission.

Our workforce interacts daily with global travelers and trade partners from around the world. We are often the first representation the United States of America that these travelers and partners experience. By ensuring the full range of America's diversity in our workforce – including members of underserved communities such as people with disabilities and members of the LGBTQI+ community, CBP can leverage those strengths that come with diversity achieving improved outcomes, better decision making, and innovative solutions, making us a stronger, more effective organization.

To continue to build CBP and sustain our reputation as the premier border enforcement agency in the world, we must fully activate the benefits of DEIA management principles to maintain a positive work environment where both similarities and differences of individuals are acknowledged and valued.

To fully integrate the ethos of DEIA in the workplace **we must enhance our practices around management accountability, recruitment, hiring, promotion, retention, and professional development, while addressing attitudinal barriers;** furthermore, we must heighten employee engagement in developing policies, training, and other practices to comprehensively improve DEIA across all aspects of CBP.



## DEIA Mission Statement

CBP is dedicated to recruiting, hiring, retaining, developing, and advancing a high-performing workforce that is representative of all groups within the United States.

CBP values:

- Diversity by continuously working to build and maintain a workforce that is representative of the American people.
- Equity by ensuring employees receive fair treatment and equal access to benefits and privileges of employment.
- Inclusion through recognizing and utilizing the backgrounds, talents, and skills within our workforce.
- Accessibility in providing facilities, programs, and services that all employees can fully and independently use while addressing physical and attitudinal barriers to ensure equitable opportunities.

CBP protects our borders, the American people, and economic prosperity by living our core values and making DEIA a cornerstone of all that we do.

## State of the Agency: CBP's DEIA Mission, Values, and Vision

Below are examples that reflect our achievements and attainment related to the foundational statements above.

**The National Recruitment Division (NRD)** is committed to sourcing candidates from underrepresented populations by conducting, and participating in career fairs, webinars, information sessions, and other recruitment events to brand the agency as one that values diversity and inclusion. Targeted special emphasis groups include, but are not limited to, Women, Black or African Americans, Veterans, and Persons with Disabilities. The NRD maintains a repository of potential applicants (leads) via its CBP Talent Network and tracks these leads through the hiring process. NRD Recruitment Services Branch focuses on outreach and advertising to candidates via paid advertising, paid and organic social media, job boards, and other platforms that reach candidates from diverse backgrounds. Many of these advertising campaigns feature CBP employees who are representatives of underserved populations. NRD is finalizing a CBP Strategic Diversity Outreach and Recruitment Plan in coordination with program offices across CBP.



**Office of Training and Development (OTD)** operates the Leadership Development Center which is dedicated to developing resilient leaders at all levels by preparing them for complex, dynamic challenges through mission-focused educational programs that are grounded in the highest ethical and professional standards.

OTD also directs the CBP Leadership Institute (LI) which is in alignment with current CBP initiatives, Office of Personnel Management (OPM), and DHS requirements. Three key concepts are embedded throughout the CBP LI curriculum: (1) cultivate strong abilities in the OPM Executive Core Qualifications; (2) promote emotionally intelligent climates; and (3) strengthen the role of leaders in creating a climate capable of countering workforce challenges and strengthening the resiliency of CBP employees. Upon completion of the program, participants are expected to perform successfully in key CBP leadership positions at the GS-15 and SES level.

## State of the Agency: CBP's DEIA Mission, Values, and Vision

Areas of the greatest opportunity are as follows:

- **Building a Standardized Framework:** The development of a standardized framework for the **collection and analysis of DEIA data** across its employment programs and initiatives will help to identify gaps in data availability, highlight barriers, and aid the Agency in measuring progress toward DEIA goals.
- **Accountability Measures:** Recent FEVS and Pulse surveys show that CBP employees score lower in assessments of engagement, perceptions of equity, and trust in leadership across DHS subcomponents. Accountability measures will help **CBP assess the impacts of action plans** to address the areas on which CBP employees rated lower and determine if resources devoted to implementing these plans are well spent.
- **Explicit DEIA Strategic Planning:** CBP's previous strategic plan does not directly include DEIA in its goals, objectives, or key activities; however, this is an opportunity to **leverage the DEIA Strategic Plan to close any gaps in understanding around DEIA strategy**, and how it fits into the Agency's overall mission and priorities.





## Spotlight Story: 3L Alliance – Law Enforcement, Leadership, Legacy



In 2019, CBP’s Office of Field Operations (OFO) determined a need to better engage and support the female officer community and created; the 3L Alliance, an “informal” mentorship program to meet that need.

Chief CBP Officer Annica Zacarias gives a first-hand account of the work and value 3L provides to CBP. Chief Zacarias, who has been a part of the 3L Alliance since its inception, speaks of the group with a distinct sense of pride— “To see the positive impact this is having to field OFO employees is very rewarding,” she said.

At CBP there are various opportunities to take part in employee organizations—many of them more formal and focused on career growth and progression. The 3L Alliance focuses on providing a more comfortable, open, supportive space that focuses on the individual. The group is open to any employee within CBP, male or female, at any GS level, and Senior Executive Service leaders. It is presently scaled across 12 Field Offices.

In its sessions, space is curated for sharing experiences, which often results in increased comradery through commonalities found across the various walks of life represented in the participant body; more specifically, Chief Zacarias notes that the 3L Alliance allows junior employees to view senior employees through a more relatable human lens. For example, in a session with participants of varying levels of seniority, a director was comfortable being transparent about feelings of anxiety when speaking with the media. The group offered support and encouragement, and participants were able to see the director as a peer and not solely a superior.

In addition to support up and down the chain of command, there is also freedom for those who might not have traditionally felt comfortable sharing about themselves in the workplace due to their **gender identities**. Male participants are also welcomed to share their experiences and perspectives with the group and gain insights into the challenges their female counterparts experience.

Lastly, the benefits of the 3L Alliance to CBP are tangible, with the Buffalo Field Office reporting an increase in productivity attributable to participation in the group.

The 3L Alliance, though currently framed from a female perspective, is at its core about informal mentorship. Chief Zacarias says that as it grows, the 3L Alliance can be customized and adapted to meet the specific needs of individual units—continuing to provide an open, supportive, environment to discuss challenges, and maximize positives for all CBP employees.

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*“To see the positive impact this is having to field OFO employees is very rewarding”*  
*-Annica Zacarias, Chief CBP Officer*

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## Spotlight Story: Task Force for Women



The Task Force for Women (TFW) is a Customs and Border Protection (CBP) initiative ` diversity, hiring, and promotion practices.

TFW has adopted the following mission, vision, and guiding principles:

- **Mission:** Promote a culture of gender diversity, equity, and inclusion for all employees through unified initiatives that foster an environment that is safe, prosperous and mission ready.
- **Vision:** To be the leading driver for uniting and fostering CBP's equity, diversity, and inclusion.
- **Guiding Principles:** Respect, Inclusion, Dignity, Teamwork, Transparency, and Integrity.

Erin Vespe is CBP's acting Deputy Executive Assistant Commissioner for Enterprise Services and Chairperson of the TFW. The TFW provides an avenue for employees to communicate their experiences and contribute to fostering and supporting a diverse workforce. With the support of agency senior leaders, CBP's TFW works to evolve a culture of awareness and diversity through comprehensive and transformative initiatives that reevaluate existing standards and norms that advance fairness and accessibility for all employees.

Increasing the number of gender and diversity related efforts is not enough. In its first two years, the TFW has hosted dozens of panels, conversations, and discussions attended by thousands of CBP employees. Topics ranged from providing tips for career advancement and work life balance to conversations about unconscious bias and domestic abuse.

# Equity Assessment Summary

In March 2022, CBP completed an equity assessment in preparation for the development of the DEIA Strategic Plan. The findings showed DEIA factors in related DHS and CBP plans, external and internal stakeholder perspectives, and demographic workforce trends. The assessment concluded with recommendations for taking a deeper look into DEIA barriers and integrating White House and OPM guidance into DEIA strategy.

## **DEIA in related DHS and CBP plans**

There are three relevant plans that include DEIA factors for CBP to consider: DHS Inclusive Diversity Strategic Plan (FY 2021-2024), CBP's Strategic Plan (2021-2026), and CBP's Diversity and Inclusion Strategic Plan (2016-2020). From these plans, the Agency can determine Departmental and Agency priorities, learn how to build on previous DEIA efforts, and identify organizational improvements to facilitate future implementation.

## **External and internal stakeholder perspectives**

External stakeholder perspectives come from Government Accountability Office audits and congressional and media reports. Audits identify concerns with recruitment, hiring, professional development, and retention. Congressional and media reports focus on frontline employee behaviors, internal accusations, and a permissive organizational culture.

Internal stakeholders include SES leadership and five DEIA-related employee groups. Through a survey, SES leadership prioritized DEIA efforts related to professional development and emphasized employee engagement as a key theme. In focus groups, employees expressed perceptions of inequity and a lack of transparency around professional development, advancement, and promotion processes.



## Equity Assessment Summary Continued

### Workforce Demographics Trends

Trends across two CBP workforce demographics indicate opportunities to improve. These addressable opportunities are as follows:

- Representation rates of female and Black/African American employees remain below the Relevant Civilian Labor Force (RCLF)<sup>3</sup> rates for both groups in Fiscal Year (FY) 2021 in CBP's major occupations, which are those in the law enforcement and agricultural specialist series, accounting for over 75% of total Agency employees. Females and Black/African American employees in major occupations were 23% and 4% below the RCLF rate, respectively. The RCLF is the National Civilian Labor Force re-weighted by job series to match CBP's workforce.
- Female and Black/African American employees have not seen year-over-year growth at the GS-12 through GS-14 levels from FY 2019 to FY 2021.
- Females and Black/African American employees separated from CBP at a higher rate than their workforce representation in FY 2021.



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<sup>3</sup> The RCLF is the Civilian Labor Force (CLF) data that are directly comparable (or relevant) to the population being considered in the Federal workforce. For example, if we were analyzing representation of Black or African American engineers employed in the Federal workforce, we would compare them with Black or African American engineers reported in the CLF. The Black or African American engineers in the CLF represent the RCLF in this example.

## Equity Assessment Summary Continued

There has been some progress in promotion, with CBP seeing improvements in the demographic representation of female and Black/African American employees at the GS-5 through GS-9 levels and GS-15 and senior levels.

Regarding employee engagement and perceptions of inclusivity, demographic trends in Federal Employee Viewpoint Survey results (2018 and 2019) show that **indicators of access to professional development have been improving, with non-minority females reporting the greatest improvements**, and minority males reporting the lowest improvements.

### Recommendations

The CBP Equity Assessment included recommendations for identifying and analyzing behavioral barriers that may impede change, root cause identification, addressing stakeholder concerns, data gaps, and advancing levels in OPM's DEIA maturity model. Specific recommendations are reflected in the DEIA Strategic Plan's goals, strategies, and outcomes.



# Goals, Strategies, and Outcomes

## Acting on CBP’s DEIA Goals and Strategies to Achieve Outcomes

Outlined below are the Agency’s goals and strategies determined to be critical in advancing DEIA within CBP in conjunction with the requirements from Executive Orders, Operating Principles espoused in the Government-wide Plan, and increasing CBP’s maturity per the OPM DEIA Maturity Model (see Attachment 1).

### **Goal 1: Leaders Lead**

CBP leaders will own, actively participate in, and be held accountable for the development, implementation, and advocacy of DEIA initiatives designed to accomplish the Agency’s mission.

*Strategy*

*Outcomes*

**Strategy 1.1**

At all levels, CBP leaders will allocate sufficient resources, consistently champion, and increase the transparency of DEIA efforts within their respective organizations.

**Outcomes for Strategy 1.1**

- Program office leaders regularly align DEIA efforts with applicable guidance from the DHS’s Chief Diversity Officer or equivalent.
- Resources (time, funds, and staffing) are allocated to exclusively support and focus on DEIA.
- Senior Executive Service leaders participate in DEIA engagements/initiatives.
- DEIA is considered in professional development program structures and improvements.
- All employees understand and are rated by an impartial and uniform rating system and criteria.
- Evaluators are trained in the rating process and provide unbiased ratings.

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# Goals, Strategies, and Outcomes

## **Goal 1: Leaders Lead**

CBP leaders will own, actively participate in, and be held accountable for the development, implementation, and advocacy of DEIA initiatives designed to accomplish the Agency’s mission.

*Strategy*

*Outcomes*

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**Strategy 1.2**

SES leaders will prioritize policies and metrics for new and existing DEIA programs and will promote diversity in mentoring, coaching, training, and performance planning.

**Outcomes for Strategy 1.2**

- Leaders share stories about their offices’ DEIA progress and achievements—publicly and often.
  - Leadership training programs, such as the CBP Leadership Institute, provide leaders with professional education on how to effectively incorporate DEIA into their employee coaching and development practices.
  - Agency-wide reporting of DEIA metrics (quarterly or twice a year).
  - Transparent communication of leadership actions and decisions that impact DEIA.
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1

# Goals, Strategies, and Outcomes

## **Goal 2: Connected Culture**

CBP will demonstrate an Agency-wide commitment to improve employees’ sense of belonging and engagement across all mission-supporting functions and activities.

### *Strategy*

### *Outcomes*

#### **Strategy 2.1**

Senior Executive Service leaders will establish and promote a culture of inclusion and accountability, supported by measurement tools, continuous dialogue, and inclusive learning for all employees.

#### **Outcomes for Strategy 2.1**

- Values that advance DEIA are incorporated into employee evaluations and adopted across all offices.
- Examples to define and clarify inclusive behavior are communicated to all employees.
- With support and oversight from leaders, non-managerial employees are empowered to lead DEIA efforts that identify addressable issues and are authorized to generate and implement approved solutions.
- Leaders have greater engagement in Employee Resource Groups and employee organization DEIA initiatives, such that they can use that perspective in decision-making, and to petition for support and resources on behalf of these groups.

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## Goals, Strategies, and Outcomes

### **Goal 2: Connected Culture**

CBP will demonstrate an Agency-wide commitment to improve employees' sense of belonging and engagement across all mission-supporting functions and activities.

#### *Strategy*

#### *Outcomes*

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#### **Strategy 2.2**

SES leaders will adopt a continuous improvement model to increase employee connection with organizational DEIA improvements and integrate employee input throughout all phases.

#### **Outcomes for Strategy 2.2**

- Non-managerial employee input is incorporated in continuous improvement efforts, by ensuring those employees are represented and take part in continuous improvement assessment and decision-making conversations.
  - DEIA improvements have verifiable employee support (e.g., survey results, personal quotes, etc.).
  - Employee support of DEIA initiatives is incorporated into pay and benefits structures by way of awards.
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## Goals, Strategies, and Outcomes

### **Goal 3: Data-Driven Diversity**

CBP will evaluate data, policies, processes, and programs to address underrepresentation in the workforce using practices proven to advance DEIA.

#### *Strategy*

#### *Outcomes*

##### **Strategy 3.1**

Senior Executive Service leaders will use data-driven approaches to diversify recruitment and hiring; this includes analyzing applicant flow data, partnering with diverse organizations to draw from all segments of society, and utilizing applicable hiring authorities.

##### **Outcomes for Strategy 3.1**

- Applicant diversity is increased by leveraging employee networks and affiliations to further identify and target opportunities to recruit from underrepresented communities.
- Implement practices to reduce implicit biases in recruitment and hiring (e.g., masking candidate names on resumes sent to hiring managers).
- CBP's adopted definition for data-driven diversity is easily understandable and crafted by an identifiable body or source from within the Agency.
- Improved strategic relationships and student programs (e.g., internship programs) at targeted institutions of higher education.

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## Goals, Strategies, and Outcomes

### **Goal 3: Data-Driven Diversity**

CBP will evaluate data, policies, processes, and programs to address underrepresentation in the workforce using practices proven to advance DEIA.

#### *Strategy*

#### *Outcomes*

##### **Strategy 3.2**

Senior Executive Service leaders will promote DEIA throughout the employee lifecycle by analyzing relevant data and processes, applying best practices across CBP program offices, and collaborating with internal stakeholders.

##### **Outcomes for Strategy 3.2**

- SES committee is established to provide DEIA data governance and guidelines for CBP.
- Expanded data capabilities to consistently capture DEIA-related data points.
- The Agency’s progress is shared in a public forum, where the whole of CBP is briefed on data-validated accomplishments and challenges and given an opportunity to ask questions of leaders about DEIA.

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## How the Plan was Developed

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Underwent an assessment of its equity (scanning the environment, gathering insights from members of the workforce, and analyzing data)

Solicited feedback from office leaders to update and refine goals, strategies, and potential outcomes

Aligned the DEIA Strategic Plan with that of DHS and the federal guidance from the Government-wide Plan

## Attachment 1: OPM DEIA Maturity Model

Below is the DEIA Maturity Model by which OPM assessed all federal agencies. The model is the basis for an agency to apply in its planning and actions to mature and advance in all areas of DEIA. CBP will act on the strategies outlined above to close the gaps between its present levels of maturity (per OPM’s assessment) to reach Level 3 maturity across all Signals of Maturity and Sub Areas. In August 2021, OPM rated CBP’s current DEIA approach at Level 1 (Foundational Capacity) and focused on complying with nondiscrimination legislation and regulatory requirements.

<i>Signals of Maturity   Sub Area</i>	<i>Level 1 Foundational Capacity</i>	<i>Level 2 Advancing Outcomes</i>	<i>Level 3 Leading &amp; Sustaining</i>
DEIA Approach	Focused on complying with nondiscrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. agency practices promote the values of DEIA, but DEIA may not yet be integrated across Agency mission and strategic planning.	DEIA is an integral part of overall agency mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data driven analysis, and continuous improvement. Agency undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity Framework	Definition of diversity confined to EEO categories.	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational Structure	DEIA work may be under-resourced within the organization and/or decentralized across the agency.	DEIA work partially funded with limited integration across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of agency leadership with significant and sustained SES responsibility.

*OPM DEIA Maturity Model (continued)*

<i>Signals of Maturity</i>	<i>Sub Area</i>	<i>Level 1 Foundational Capacity</i>	<i>Level 2 Advancing Outcomes</i>	<i>Level 3 Leading &amp; Sustaining</i>
DEIA Integration		DEIA work may be siloed within the agency and/or disconnected from mission and strategic planning.	DEIA goals reflected in agency strategic planning.	DEIA goals fully and strategically integrated with agency strategic planning, performance management, and learning agendas.
DEIA Program Structure	Resources	DEIA may be an unfunded mandate within the agency; DEIA initiatives and programs may not have dedicated resources.	Limited funding, pending funding request and/or existing infrastructure / teams being leveraged to support the DEIA function.	Appropriate funding and staffing connecting to specific metrics that are established for budget justifications for increased funding for DEIA. Continuous assessment of return on DEIA investments.
	Program Management	Management of DEIA initiatives may be decentralized within the agency and/or DEIA programs are not led by senior leadership.	Senior managers have been assigned with program responsibility within the agency but DEIA initiatives are not yet driven by senior-most leaders with a direct line to the secretary or agency head.	Chief Diversity Officer or Diversity and Inclusion Officer has direct line to secretary or agency head and coordinates DEIA policies and initiatives across agency.

*OPM DEIA Maturity Model (continued)*

<b><i>Signals of Maturity</i></b>	<b><i>Sub Area</i></b>	<b><i>Level 1 Foundational Capacity</i></b>	<b><i>Level 2 Advancing Outcomes</i></b>	<b><i>Level 3 Leading &amp; Sustaining</i></b>
Data-Driven Workplace Policy, Practices, and Procedures	Data-Driven Approach	Agency captures data for baseline reporting and compliance.	Agency captures comprehensive data and monitors outcomes via dashboards that are used to inform decision-making.	Agency subject matter experts and general managers leverage data to monitor outcomes and conduct root cause analysis.
	Policy Development	Agency policies meet legislative and regulatory requirements and agency assesses barriers to employment.	Agency regularly evaluates and addresses systemic and cultural barriers, if any, across the talent lifecycle for all employees, including those from underserved communities.	Agency regularly assesses practices, addresses any potential barriers, analyzes data, and broadly communicates results/outcomes with the workforce and the public.
	Recruitment	Recruitment policies and practices may focus on non-discrimination of diverse candidates.	Recruitment policies and practices proactively advance DEIA goals and actively promote diversity.	Recruitment policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.

*OPM DEIA Maturity Model (continued)*

<b><i>Signals of Maturity</i></b>	<b><i>Sub Area</i></b>	<b><i>Level 1 Foundational Capacity</i></b>	<b><i>Level 2 Advancing Outcomes</i></b>	<b><i>Level 3 Leading &amp; Sustaining</i></b>
Data-Driven Workplace Policy, Practices, and Procedures	Hiring	Hiring policies and practices focus on compliance with nondiscrimination laws or take basic steps to promote DEIA.	Hiring policies and practices proactively advance DEIA goals and actively promote diversity.	Hiring policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.
	Promotion	Promotion policies and practices focus on compliance with nondiscrimination protections.	Promotion policies and practices proactively advance DEIA goals and actively promote diversity.	Promotion policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underrepresented communities.
	Retention	Retention practices include nondiscrimination complaint and investigation processes.	Retention practices proactively advance DEIA goals and provide information about resources to employees.	Retention practices actively work to mitigate barriers faced by employees in the workplace, including employees from underrepresented communities.
	Professional Development	Professional development programs do not include DEIA content and/or only convey information to employees about opportunities.	Professional development programs proactively advance DEIA by including targeted DEIA content.	Professional development programs strategically advance equity for employees by mitigating barriers, including for employees from underserved communities.



*OPM DEIA Maturity Model (continued)*

<b><i>Signals of Maturity</i></b>	<b><i>Sub Area</i></b>	<b><i>Level 1 Foundational Capacity</i></b>	<b><i>Level 2 Advancing Outcomes</i></b>	<b><i>Level 3 Leading &amp; Sustaining</i></b>
Data-Driven Workplace Policy, Practices, and Procedures	Pay & Compensation	Pay and compensation practices focus on compliance with nondiscrimination policies.	Pay and compensation policies advance DEIA goals and seek to improve fair pay.	Pay and compensation policies actively work to advance pay equity across the Agency.
	Reasonable Accommodation for Employees and Applicants with Disabilities	Reasonable accommodations policies focus on compliance with non-discrimination laws.	Reasonable accommodations policies seek to improve employee experiences and promote opportunity for employees with disabilities.	Reasonable accommodations policies advance accessibility agency-wide and advance equity for Americans with disabilities.
	DEIA Training	DEIA trainings may be under-funded, have limited availability, and/or meet minimum requirements for accessibility.	DEIA trainings proactively advance equity by promoting a culture of inclusion.	DEIA trainings are an integral part of the agency-wide learning agenda and are strategically leveraged to advance agency-wide equity goals.
	Workplace Safety and Sexual Harassment	Workplace safety policies focus on compliance with laws and mandates, and the agency has written workplace safety policies in place.	Agency proactively advances DEIA through robust implementation of written workplace safety policies.	Workplace safety policies are promoted by the senior-most leaders within the agency and are an integral part of workplace culture.

*OPM DEIA Maturity Model (continued)*

<b><i>Signals of Maturity</i></b>	<b><i>Sub Area</i></b>	<b><i>Level 1 Foundational Capacity</i></b>	<b><i>Level 2 Advancing Outcomes</i></b>	<b><i>Level 3 Leading &amp; Sustaining</i></b>
Data-Driven Workplace Policy, Practices, and Procedures	Workplace Safety and Sexual Harassment	Workplace safety policies focus on compliance with laws and mandates, and the agency has written workplace safety policies in place.	Agency proactively advances DEIA through robust implementation of written workplace safety policies.	Workplace safety policies are promoted by the senior-most leaders within the agency and are an integral part of workplace culture.
	Inclusive Workplace Culture	Agency may lack inclusive workplace programming and/or programming is limited in scope.	Agency proactively advances DEIA values in workplace culture.	Agency integrates workplace inclusion measures into overall performance management and strategic planning.
	Reasonable Accommodation for Employees Seeking a Religious Accommodation	Reasonable accommodations policies focused on compliance with non-discrimination laws and mandates.	Agency takes proactive steps to advance inclusion for employees who are people of faith and improves the experience of accessing religious accommodations.	Agency embeds inclusion of employees of all faiths and religious beliefs throughout workplace culture and continuously improves the religious accommodations process.

*OPM DEIA Maturity Model (continued)*

<b><i>Signals of Maturity</i></b>	<b><i>Sub Area</i></b>	<b><i>Level 1 Foundational Capacity</i></b>	<b><i>Level 2 Advancing Outcomes</i></b>	<b><i>Level 3 Leading &amp; Sustaining</i></b>
SES & Leadership Involvement	Engagement	Leaders endorse DEIA and encourage participation / participate in some workforce DEIA events / observances.	Leaders regularly elicit employee feedback and seek support from ERGs.	Leaders model and champion DEIA consistently.
	Accountability	Agency may lack clear accountability structures to ensure leaders are involved in promoting and advancing DEIA within the workplace, or DEIA is promoted by leaders who feel personally motivated.	Leaders are held accountable for DEIA actions / outcomes, as appropriate, by way of their performance evaluations.	Leaders integrate DEIA into their decision-making process, governance structure, mission, and goals.

*OPM DEIA Maturity Model (continued)*

<b><i>Signals of Maturity</i></b>	<b><i>Sub Area</i></b>	<b><i>Level 1 Foundational Capacity</i></b>	<b><i>Level 2 Advancing Outcomes</i></b>	<b><i>Level 3 Leading &amp; Sustaining</i></b>
Culture of Inclusion	Strategy	Agency may have ad hoc or standalone initiatives focused on raising awareness of the benefits of an inclusive workplace culture.	Agency has clear mission, vision, and values that reflect a commitment to DEIA and alignment to internal and external brand in the language used to promote DEIA.	Agency has a formal DEIA strategy, including milestones/timelines and ongoing evaluation of effectiveness.
	Employee Experience	Agency builds employee engagement/ ERGs on an ad hoc basis.	Agency adopts inclusion programs and initiatives that align with Agency-wide DEIA and mission goals.	Agency leverages the diverse backgrounds of employees and ERGs to enhance results of Agency programs and initiatives.
	Accessibility	Agency meets legislative and regulatory requirements for access needs and reasonable accommodations.	Agency makes key investments to improve and expand accessibility proactively across the organization.	Agency proactively assesses the environment for barriers to accessibility and makes improvements based on continual evaluation of data and changes in legal requirements.