



2024

# Executive Office for Immigration Review Strategic Management of Human Capital and Workforce Plan June 2024



## EOIR Strategic Management of Human Capital and Workforce Plan

### Executive Summary

Employees are the most valuable asset of the Executive Office for Immigration Review (EOIR). This Strategic Management of Human Capital and Workforce Plan (Plan) reflects EOIR's commitment to provide the necessary support, training, and leadership for its employees so that all can work together to fulfill EOIR's critical mission to provide for the fair, efficient, and consistent interpretation and application of immigration law. Accomplishing that mission – and EOIR's overall goal of reducing the pending caseload of immigration cases – entails developing, recruiting, and retaining a highly professional workforce consistent with the human capital goal identified in EOIR's strategic plan, which will be discussed further in the following sections.

This Plan was developed and organized based on the Office of Personnel Management's (OPM) Human Capital Framework (HCF) and the Department of Justice (DOJ) and EOIR's strategic plans. The four systems that structure the Human Capital Framework, and which serve as EOIR's goals in this Plan, are: Strategic Planning and Alignment, Talent Management, Performance Culture, and Evaluation. These systems will be used to drive EOIR's actions and decisions, from overall mission to individual programs.

EOIR is taking several steps to better manage its human capital, including developing a workforce planning model, conducting a component-wide skills gap analysis, developing new performance and awards policies, and refining metrics for evaluating our progress, among other initiatives. EOIR has also taken steps to expand its recruitment strategies and improve retention, including creating a rebranding committee comprised of representatives of EOIR components that focuses on such efforts. The committee continues to implement employee engagement, retention, and recruitment strategies (including Diversity, Equity, Inclusion, and Accessibility considerations), as well as an overall revitalization of the agency before both internal and external stakeholders.

Additionally, EOIR will work to develop component business profiles so that the EOIR workforce, which includes 34 active career series,<sup>1</sup> will be tied to the overall EOIR Strategic Plan and provide the basis for long-range workforce planning. As reflected in this plan, EOIR is committed to continually assessing and meeting its human capital needs now and in the future.

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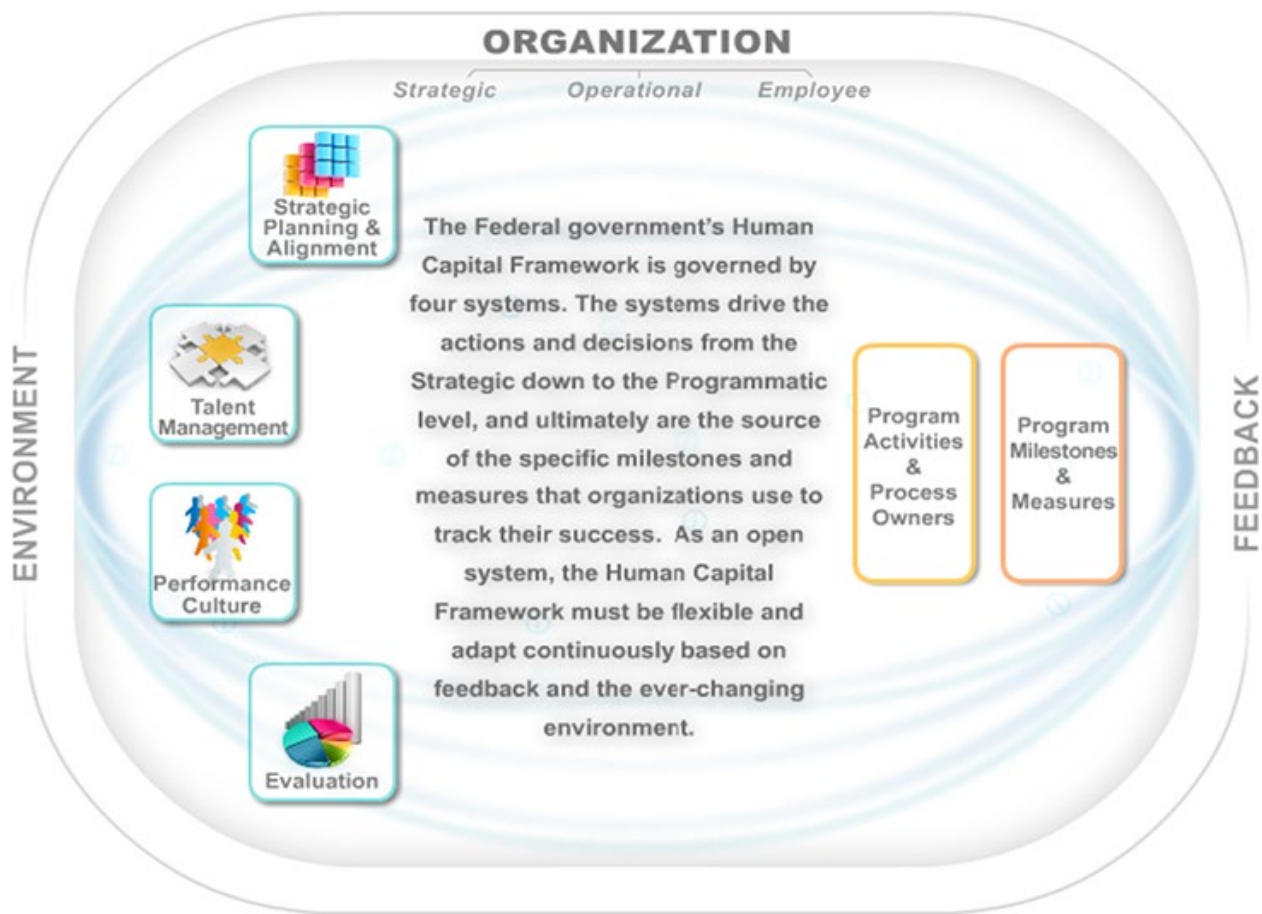
<sup>1</sup> The series are delineated in Appendix B: EOIR Occupational Group and Career Series- May 2024.



# EOIR Strategic Management of Human Capital and Workforce Plan

## Introduction

This Plan will be used to drive EOIR’s human capital management and workforce planning efforts in accordance with OPM’s Human Capital Management Framework (depicted below) and consistent with the DOJ and EOIR’s strategic plans.

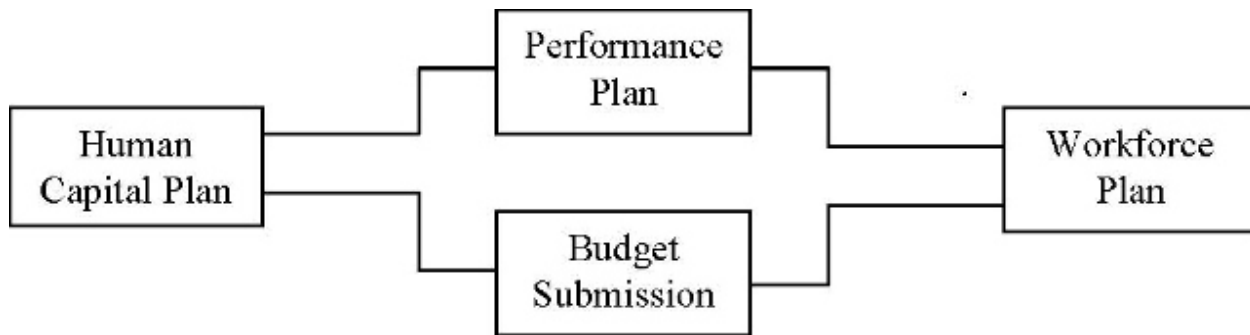


Planning for human resources is one of the greatest challenges for managers and leaders, particularly when faced with limited resources. To meet this challenge, a strategic approach for matching human resources with EOIR’s anticipated needs is essential. Workforce planning and analysis is a fundamental planning tool that contributes to the achievement of program objectives by providing a basis for justifying budget allocation and workload staffing levels. As EOIR develops strategies to support the achievement of both long-term and annual performance goals in this plan, workforce planning and analysis will be included as a key management activity. In sum, strategic management of human capital refers to how and why EOIR will strategically approach human capital assets like education, training, intelligence, skills, health, and other things



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employers value such as fairness and accountability. Workforce planning refers to how EOIR will resource and position its workforce to implement the strategies as well as address operational realities, and workforce planning is typically done annually, or as needed, based upon resources/operational needs.



The management of human capital and workforce planning is necessary, for the reasons discussed in the previous paragraph. Additionally, the Government Accountability Office (GAO) recommended that EOIR develop a strategic workforce plan that addresses the key principles of workforce planning to better position EOIR to address staffing needs. The GAO key principles of workforce planning include: identifying critical skills, developing strategies to address skills gaps, and monitoring progress. Further, GAO recommended that the Director of EOIR involve key leadership and stakeholders in establishing a documented governance structure for workforce planning that includes assigned and documented roles and responsibilities for workforce planning and implementation across all levels of EOIR; and measurable and observable targets and metrics to determine effectiveness in achieving strategic or organizational goals.

In response, EOIR has proposed a Strategic Workforce Management governance structure, included as Appendices F and G, that will lead EOIR's strategic workforce planning efforts, guiding workforce planning and implementation across all levels of EOIR and creating measurable and observable targets and metrics to determine effectiveness in achieving strategic or organizational goals. Additionally, EOIR is working with the U.S. Office of Personnel Management (OPM) to establish policies and processes for workforce planning, including utilizing workforce planning workshops to forecast mission critical talent needs; identify skills gaps; analyze current workforce and talent supply; and develop, implement, and evaluate strategies to address the gaps. Beyond the term of the OPM contract, EOIR's Strategic Workforce Management governance structure will hold leadership accountable for utilizing established policies and processes for workforce planning and achieving workforce planning goals. As part of its work with EOIR, OPM provided a list of findings and recommendations to assist EOIR with its human capital management and workforce planning efforts ("Organizational Design and Workforce Planning: Recommendations Report").



## EOIR Strategic Management of Human Capital and Workforce Plan

### Human Capital Strategic Context

#### EOIR Strategic Plan and Direction

In March 2024, EOIR approved a new Strategic Plan covering FY 2024 – 2028. The plan was [posted online in April 2024](#) and describes four strategic goals:

- Goal 1: Maximize Operational Efficiency While Ensuring Due Process
- Goal 2: Foster a Culture of Public Service with Highly Engaged and Goal-Driven Employees
- Goal 3: Create an Adaptable Organization by Using the Right Technology
- Goal 4: Improve Communication to Ensure Proactive Management of the Immigration Adjudication System

In order to meet these goals and accomplish EOIR's overarching priority of reducing the backlog of immigration cases, the agency needs to recruit and retain staff. Achieving EOIR's mission, vision, strategic goals, and objectives requires an inclusive, diverse, highly skilled, highly motivated, and effective workforce comprised of employees who are enthusiastic about where they work and engaged in what they do. They should be provided with a workplace in which they are valued, trained, and encouraged to thrive. Success in recruiting, training, and retaining a workforce that meets changing mission requirements and program priorities requires a commitment to build the necessary infrastructure and a willingness to create a workplace that rewards teamwork and cooperation.

This Plan will help to define and direct the strategic management of human capital at EOIR to ensure that employees are effectively utilized to support EOIR's mission, vision, strategic goals, and objectives. Within the EOIR strategic plan, our primary human capital goal is Goal 2: Foster a Culture of Public Service with Highly Engaged and Goal-Driven Employees. The goal is designed to have the right people in the right place at the right time to carry out EOIR's mission with the right tools and expertise.

As noted in the Executive Summary, EOIR's Human Capital Mission is to develop, recruit, and maintain a highly professional workforce. Our Human Capital approach will provide leadership, guidance, and technical expertise in all areas related to management of EOIR's human resources, including recruitment, employee development, staff retention, and leadership in labor-management cooperation. EOIR's Human Resource Vision is a premier workforce that is diverse, committed to excellence, and motivated to carry out EOIR's mission.

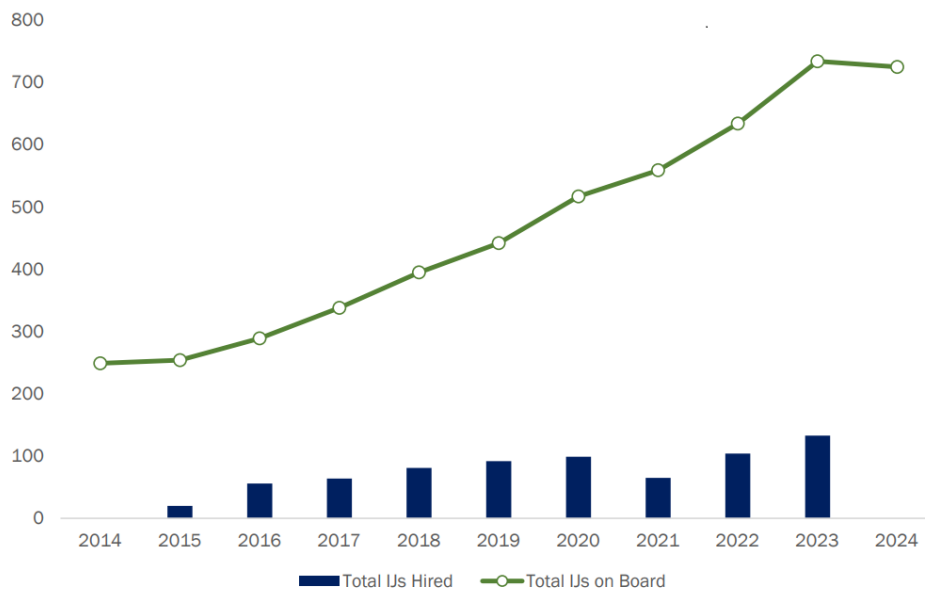


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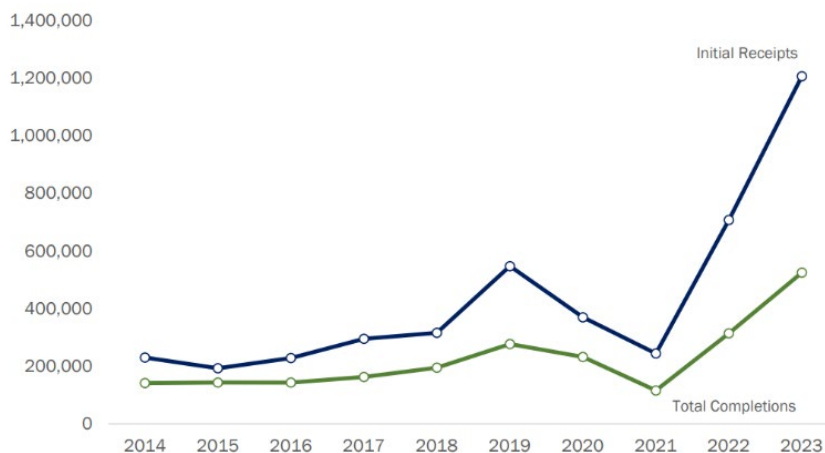
## Factors Driving a Successful Human Capital Strategy

EOIR has faced significant challenges in accomplishing its mission. While EOIR’s staff has grown, its workload has grown at a disproportionately higher rate. The chart below shows that from FY 2017 to FY 2023, EOIR’s onboard IJs increased by 117% (FY2017 338 to FY2023 734); however, EOIR receipts increased by 308% (FY 2017 295,263 to FY2023 1,206,222).

*Immigration Judge Hiring*



*New Cases and Total Completions*







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During times when funding has been limited, hiring activity has typically been concentrated on front-line positions directly supporting the agency's mission (e.g., immigration judges, attorneys, and interpreters). While this may seem like an appropriate alignment of personnel with mission, EOIR must also hire adequate administrative and infrastructure staff.

EOIR management will take a fresh look at several diverse areas, from the agency's basic processes (e.g., federal sector reform) to headquarters structure (i.e., number of offices and their reporting relationships). Changes in these areas and others must be addressed when planning EOIR's needs for present and future effectiveness.

As discussed above, workforce planning is a systematic approach to ensuring that the agency has the right people, with the right skills, in the right place, and at the right time. EOIR, as is generally the case with sustainable organizations, has been involved with aspects of workforce planning throughout its history. What differs now is the emphasis on a systematic examination of the workforce's sustainable capability to meet mission-critical objectives; recruitment, development, motivation, and retention efforts closely tied to building and maintaining that capability, with costs allocated in the agency budget as strategic investments; and evaluation of these efforts in light of how well they contribute to the effective and efficient accomplishment of the mission.

### Factors Affecting EOIR Human Capital Planning

Legislative and Regulatory: Government-wide concerns with human capital issues have resulted in a number of legislative, policy, and regulatory changes. Some of these are the Chief Human Capital Act of 2002, 5 C.F.R. § 250.2032, the OPM Human Capital Assessment and Accountability Framework, Human Capital Standards for Success, and the Annual Human Capital Management Report. The GAO has also reported on EOIR's need for strategic management of human capital and workforce planning:

- GAO-17-438, "Immigration Courts: Actions Needed to Address Workforce Planning and Other Management Challenges" recommended that:
  - To better address current and future staffing needs, the Director of EOIR should develop and implement a strategic workforce plan that addresses, among other areas, key principles of effective strategic workforce planning, including (1) determining critical skills and competencies needed to achieve current and future programmatic results; (2) developing strategies that are tailored to address gaps in number, deployment, and alignment of human capital approaches for enabling and sustaining the contributions of all critical skills and competencies; and (3) monitoring and evaluating the agency's progress toward its human capital goals and the contribution that human capital results have made toward achieving programmatic results.



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- GAO-23-105432 “Immigration Courts: Actions Needed to Address Workforce, Performance, and Data Management Challenges” recommended that:
  - The Director of EOIR should involve key leadership and stakeholders in establishing a documented governance structure for workforce planning that includes assigned and documented roles and responsibilities for workforce planning and implementation across all levels of EOIR, and measurable and observable targets and metrics to determine effectiveness in achieving strategic or organizational goals.
  - The Director of EOIR should take additional steps to communicate clear information to Congress as a part of its annual budget justification regarding EOIR’s workforce needs and the extent to which its existing appropriations support its total reported positions.
  - The Director of EOIR should implement a process to evaluate, on a periodic basis, the performance appraisal program for adjudicative staff (immigration judges, assistant chief immigration judges, and appellate immigration judges), consistent with OPM guidance.

Technology: Goal 3 in EOIR’s strategic plan is to create an adaptable organization by using the right technology. As discussed in EOIR’s strategic plan, technology is a critical component of EOIR’s ability to adapt to shifts in immigration flows, address its caseload, and ensure due process. Technology is changing so rapidly and dramatically that all organizations, public and private, are having difficulty obtaining and maintaining the skills needed to plan for and operationalize their technology requirements. In EOIR, this encompasses not only standard information technology (IT), but also the highly sophisticated equipment used in programs. EOIR’s strategic goals envision an agency capable of developing new technologies, providing integrated data sets for decision support and management systems, enhancing data management and analysis capabilities, and providing easy accessibility of data to the public. The advent of Artificial Intelligence (AI) will play a key role in EOIR human capital endeavors, particularly in using AI to maximize and better utilize scarce resources.

Business Practices: As evidenced by its historic workload performance (e.g., all-time high number of cases completed or otherwise resolved), EOIR has a highly motivated workforce that is focused on accomplishing EOIR’s mission. It is committed to organizational excellence and recognizes the need to continue to improve its human capital management practices as part of its larger effort to integrate planning, performance measurement, and budget formulation. New business processes, along with an increased emphasis on customer service and strategic alliances, create the need for new skills and different ways of thinking about its work.

Resources: Although EOIR has received modest annual increases to its budget over the past few years, in FY 2024, the budget actually decreased from FY 2023 while new case filings increased exponentially. Further, increased concerns about growing Federal deficits may bring renewed pressure on EOIR’s resources (people, processes, and technology) in the near term and





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foreseeable future. This will continue to impact EOIR's ability to retain critical knowledge and skills and to increase the recruitment of staff in multiple disciplines and functions. A list of EOIR's core job series by EOIR office can be found in Appendix B: EOIR Occupational Group and Career Series- May 2024.

### Development of the Plan

Based upon OPM advice, legal authorities, GAO recommendations, and other references, EOIR developed this Plan to ensure its implementation efforts are holistic and will help EOIR attain its strategic goals and objectives as outlined in the EOIR Strategic Plan (which aligns to the DOJ Strategic Plan). The Plan includes guidance for implementation and communications that are flexible enough to allow changes in initiatives as EOIR develops insight into which initiatives best move the Agency towards results and how to best communicate those results. The Plan is also linked to budget realities. Adequate leadership support and resources, both human and fiscal, are critical to the success of any plan. This Plan constitutes a roadmap to ensure a strong workforce that is able to meet the mission challenges of today and the future.

EOIR recognizes communication is a critical component of developing and implementing any plan that requires an enterprise-wide effort. An informed and participative workforce involved in making decisions that impact them is more likely to be committed to and positively engaged in taking on a leadership role in accomplishing EOIR's mission. During OPM's work with EOIR, there were several "visioning" sessions conducted from January 5 – May 3, 2023, with focus groups that included staff at all levels. By the end of the visioning session, the attendees had identified general areas that should be addressed in the Plan. Specific to human capital management and workforce planning, these areas include:

1. Strategic Planning
2. Workforce Analysis
3. Funding and Resources/Workload
4. Training
5. Recruitment and Hiring

The issues raised in the visioning sessions are, to a substantial degree, incorporated in this Plan. The most important first step is to ensure the Plan aligns programs and human capital/workforce planning so that all executives can assume ownership of the goals. As a best practice and as recommended by GAO, there is a strong need for a strategic human capital and workforce plan. In arriving at these priority areas, the participants considered the full scope of human capital management and workforce planning.



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### Supporting Infrastructure, Roles, and Responsibilities for Human Capital Management

Strategic communication is the cornerstone of effective human capital management. In any work environment, the need to inform others, share information, educate employees, brief management, brainstorm ideas with colleagues, and serve customers are the linchpins to accomplishing the work. Accordingly, EOIR has developed and will implement a comprehensive communication strategy that ensures all employees understand the Human Capital Plan, including their roles and responsibilities, and provides regular progress reports on accomplishing action strategies.

To successfully implement EOIR's Strategic Management of Human Capital and Workforce Plan, everyone, from the Director to frontline employees, must be committed to the Plan and its goals. Senior leadership will need to communicate its commitment to developing human capital in general and to achieving the specific human capital goals outlined in the Plan. In addition, they must provide support by incorporating human capital into their performance plans and ensuring that resources are allocated to the efforts.

EOIR's Human Resources and Chief, Strategic Workforce Management, will take the lead in implementing and maintaining the Plan, coordinating among offices, developing and implementing the communication strategy, and managing the accountability system. Through these efforts, EOIR employees should be able to identify their roles in the agency's human capital management and provide feedback. Moreover, the Plan will be available on EOIR's internal and external websites.



## EOIR Strategic Management of Human Capital and Workforce Plan

### Strategic Management of Human Capital Goals and Objectives

As discussed, EOIR's strategic management of human capital and workforce planning will require aligning strategic planning, human capital, and budgeting to meet organizational goals and objectives. Further, in order to accomplish EOIR's priority to reduce the backlog, we need to ensure EOIR has an enterprise-wide approach to implementation. The below framework will be used to drive EOIR's actions and decisions, from overall mission to individual programs.

Within the DOJ Strategic Plan, EOIR aligns to the following DOJ Strategic Objectives:

Objective 1.1: Protect Our Democratic Institutions

Objective 1.2: Promote Good Government

Objective 3.4: Expand Equal Access to Justice

Objective 5.1: Administer an Equitable and Efficient Immigration Court System

EOIR's Strategic Plan was published online in April 2024. In that plan, EOIR provided details regarding how EOIR strategic goals and objectives align to the DOJ Strategic Plan's goals and objectives (see [Executive Office for Immigration Review | EOIR Strategic Plan | United States Department of Justice](#)). Information demonstrating how EOIR aligns to the DOJ Strategic Plan as well as the DOJ Human Capital Operating Plan can be found in Appendix C: EOIR Strategic Management of Human Capital and Workforce Planning Alignment. EOIR's Strategic Plan also provided a high-level outline of how it would manage human capital and discussed the following four goals to align to the aforementioned DOJ Objectives:

*a. EOIR Strategic Goal 1: Maximize Operational Efficiency while Ensuring Due Process*

EOIR's ability to invest in increasing, supporting, and retaining its human capital is its greatest challenge to maintaining the highest levels of operational efficiency and ensuring due process. With an ever-increasing number of cases and a caseload primarily determined by the volume of cases filed by the Department of Homeland Security (DHS), retaining and increasing human capital in EOIR is a requirement for maintaining maximum operational efficiency.

*b. EOIR Strategic Goal 2: Foster a Culture of Public Service with Highly Engaged and Goal-Driven Employees*

EOIR relies upon effective decision-making processes governing the allocation and use of judges, staff, facilities, and funds to ensure the best use of limited resources. These processes must respond to immigration court and appellate workloads. As an example, within the Office of the Chief Immigration Judge (OCIJ), workloads vary by location and over time. Developing, evaluating, and implementing best practices will assist managers in addressing workload changes. With IJ hiring reaching historical highs in FY 2023 and the surging volume of new cases filed by DHS, the increase in judges must coincide with appropriate support staff and administrative and



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operational hiring. There have also been record levels of appeals to the Board of Immigration Appeals (BIA) as a direct result of the increased immigration court workload.

EOIR recognizes that mission success hinges on the recruitment, development, and retention of a talented, engaged, and goal-driven workforce. EOIR must recruit, train, and allocate staff in accordance with agency human capital goals, and thereafter provide training and performance feedback to ensure employee development, advancement, and retention. EOIR must also provide training and feedback throughout an employee's tenure, well beyond onboarding training, with particular emphasis on their first year of federal service through implementation of our New Employee Integration Program. This will foster commitment to the agency's mission, aid in retention, and promote the commitment to excellence we strive for to ensure our collective success. In addition, EOIR understands leadership development is a critical component in building a talented, diverse, and skilled workforce to meet the challenges that lie ahead for the DOJ. As such, EOIR will use programs such as the Leadership, Enrichment, and Advancement Detail (LEAD) Program, which EOIR recently launched to promote EOIR employees' professional growth while supporting the mission and strategic goals of our agency. The LEAD Program provides employees with opportunities to strengthen competencies, enhance performance, expand skillsets, and achieve professional objectives through enrichment and detail opportunities. Enrichment opportunities are geared towards skill development and may include opportunities for advanced trainings or projects, such as legal writing workshops or shadowing opportunities, for example. Advancement detail opportunities are designed to provide employees with the experience needed to excel in their current positions and advance into other positions.

*c. EOIR Strategic Goal 3: Create an Adaptable Organization by Using the Right Technology*

Technology is a critical component of EOIR's ability to adapt to shifts in immigration flows, address its caseload, and ensure due process. EOIR will endeavor to utilize technology to the fullest extent, including AI, while maintaining a strong prioritization of security of sensitive information. EOIR must modernize its information technology to keep up with the demands of adjudicating cases.

*d. EOIR Strategic Goal 4: Improve Communication to Ensure Proactive Management of the Immigration System*

Proactive management of the immigration adjudication system refers to: (a) overseeing day-to-day court operations; (b) managing adjudication methods – in-person, telephonic, virtual (internet-based or through video-teleconferencing/VTC); (c) maintaining ICOR for all EOIR stakeholders; and (d) utilizing effective data management tools.

Continuing to promote constructive and responsive communication between EOIR leadership and staff will reap benefits for the agency and stakeholders alike. For example, EOIR,



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through the offices of the Ombuds and Equal Employment Opportunity (EEO), recently held joint listening sessions with each component and with immigration courts nationwide, to increase communication and transparency and to provide a forum for staff to express their concerns. EOIR also revamped its Intranet page to highlight important stories and information pertaining to EOIR to increase transparency. An employee who feels appreciated is more engaged in their duties and better positioned to serve the agency and help address its challenges. Increased productivity is the byproduct of an employee feeling supported by their leadership, as evidenced by research demonstrating the impact of transformational leadership on employee performance. When employees thrive, the mission benefits.

Effective communication between OIT and all EOIR components is critical to improving court processes. EOIR leadership prioritizes strong communication, not only to convey policies or operational information, but also to foster a sense of community. It is critical for the Chief Information Officer (CIO) to cultivate and maintain a forward leaning communications approach toward other EOIR components. For example, the CIO should focus on strategic and enterprise-level messaging with the components such as educating and socializing component leadership on new and additive technologies and capabilities. The CIO should also strive to keep the other components apprised of developments and trends within its workforce, especially regarding initiatives designed to improve the office work environment. Further, EOIR must ensure that employees' voices are heard. Employee feedback provides valuable insight into both operations and morale, identifying potential high-value areas for improvement.

To achieve the aforementioned objectives, EOIR has developed four goals and their underlying objectives based upon the OPM Human Capital Framework. Each goal area also includes information about recent key accomplishments, as well as EOIR Accountability Measures and Milestones. These are high-level measures and milestones meant to measure and track progress in accomplishing the human capital strategic goals. Other metrics EOIR will utilize include agency retention rates, exit surveys, responses to the Federal Employee Viewpoint Survey (FEVS), and feedback received during performance appraisal evaluations, EEO/Ombuds listening sessions, and EOIR-wide Town Halls with leadership. More detailed tracking information may be found in future implementation plans. *See* Appendix D: Implementation of EOIR's Human Capital and Workforce Plan.

Many of the below strategies are cross-cutting. Thus, rather than repeating them throughout the document, they are denoted only in the location deemed most appropriate.

### **A. Human Capital Goal 1: Strategic Planning and Alignment:**

EOIR's first human capital goal is strategic planning and alignment. Human capital strategy must be aligned with our mission, goals, and organizational objectives; and this focus must be integrated into our strategic plans, performance plans, and budgets. EOIR is working to meet this goal, as demonstrated below.





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### Key Accomplishments:

- In April 2024, EOIR completed and published the EOIR Strategic Plan FY2024-2028.
- In June 2024, EOIR prepared and submitted this Plan to DOJ leadership and GAO for review, consideration, and approval.
- In June 2024, EOIR refined and implemented workforce analysis and planning models (AMICUS, Court Processing, Court Location, and Interpreter Allocation models). These are tools that continue to evolve and are applied across EOIR, providing consistent indicators and information that inform court operations.

### Initiatives Timeline:

- Agency Strategic Planning
  - To accomplish the goals of the EOIR Strategic Plan, EOIR will create an Implementation and Execution Plan by 9/2024.
  - EOIR will continuously evaluate strategic alignment success and adjust human capital strategies as needed.
- Strategic Human Capital Planning
  - EOIR will conduct an EOIR-wide skills gap analysis by 8/2024.
- Annual Performance Planning
  - EOIR will work to ensure annual performance plans, budgetary documents, and employee performance plans align with the EOIR Strategic Plan.
  - EOIR will implement a process to periodically evaluate its performance appraisal program for judges to better position EOIR to determine the program's effectiveness.
  - EOIR will pursue the transition from legacy Performance Planning and Evaluations to the digital USA Performance System to make the evaluation process more transparent, efficient, and easier to determine effectiveness.
- Human Capital Best Practices
  - EOIR will review, update, and/or develop and implement new performance and awards policies by 3rd quarter/FY25, pending budget availability.
  - EOIR will partner with DOJ to explore establishing an OPM-certified SES CDP for DOJ by FY26.
- Organizational Development
  - Ensure human capital support for reducing the backlog of cases using both strategic and workforce planning.
    - Focus on strategic and streamlined hiring.
    - Identify the appropriate number of court resources needed to reduce the backlog.
    - Develop stakeholder communication plan related to this effort.
  - EOIR will provide leadership training to equip leaders with the skills needed to drive the strategic plan and manage change effectively by 09/2024.



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- Change Management<sup>2</sup>
  - Position EOIR as an employer of choice.
    - Provide more entry-level positions and internship opportunities.
    - Develop clear and consistent onboarding policies and materials.
    - Create career-ladder positions and detail programs geared toward employee development and growth opportunities.
    - Conduct annual competency gap assessments.
    - Improve career training opportunities across EOIR.
  - Establish a “One-EOIR” approach.
    - Set and communicate specific Key Performance Indicators to measure organizational performance.
    - Set and communicate strategic direction with EOIR’s Strategic Plan FY2024-2028 and other tools.
    - Standardize organizational chart structure to promote greater transparency.
  - Assess change readiness and address any barriers by 09/2024.
    - Survey staff to gauge attitudes, perceptions, and readiness for change.
    - Barriers can be overcome with transparency, communication, and engaging and involving employees.

### *EOIR Accountability Measures and Milestones*

Action Strategy	Measure(s) / Milestone(s)	Timeframe	Owner
Agency annual performance plans and budget align with EOIR Strategic Plan and agency objectives.	% of employees who understand the linkage between their performance plan and EOIR strategic plan.	Annual	Agency executives / senior leadership and Admin
	% of derivative EOIR office plans that align with EOIR Strategic Plan and agency objectives.	Annual (as applicable as component plans are not a requirement, but best practice).	Agency executives / senior leadership and Admin
Develop/update comprehensive Human Capital Strategic Plan, incorporating analysis of previous human capital plans results, and ensure integration into decision-making processes to drive continuous improvement.		Every 3-4 years (or as needed based on change management)	Agency executives / senior leadership and Admin
Complete a new Human Capital Implementation Plan (or plans) each year aligned to this Plan and post it.	Develop timeframes, determine costs, and assign ownership for the initiatives and strategies in this plan.	Annually (may vary) dependent upon the initiatives.	Agency executives / senior leadership and Admin

<sup>2</sup> Change management refers to how an organization manages change within the organization to make it as seamless as possible.



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### B. Human Capital Goal 2: Talent Management

EOIR's second human capital goal is in the area of workforce planning and deployment. In this area, EOIR will continue to strive to create an agency that is person-centered, mission-focused, and that leverages e-Government, competitive sourcing and innovative administrative and operational policies. EOIR will foster a greater sense of mission and dedication by raising the agency's stature as a place to work through a variety of means, including better employee engagement, greater communication, expanded recruitment strategies, more robust retention efforts, and an overall revitalization of the agency's reputation before both internal and external stakeholders.

#### *Key Accomplishments:*

- EOIR launched its Rebranding Committee in April 2023, which continues to implement strategies for improving recruitment and retention, including: creating a dedicated New Employee onboarding page to guide new employees/staff; implementing team-building activities across EOIR; revamping EOIR's website; and hosting sessions on how to become an immigration judge.
- EOIR continued to enhance its workforce analysis and planning model, applied primarily to court operations, which provides consistent indicators and information for EOIR court operations.
- Developed several new initiatives that required restructuring and reformation of traditional EOIR operations (and thus Human Capital needs) to meet new mission needs. For example, EOIR expanded adjudications from five to seven days and utilized case flow management to reduce the time needed for a case to be adjudicated, thereby allowing EOIR to resolve immigration cases in a timelier manner. Additionally, EOIR published a rule on April 2, 2024, expanding the size of the BIA to 28 members and implemented several initiatives to increase the BIA's production, including panel and attorney specialization and case flow town halls.
- Completed a series of strategic workforce planning workshops on October 13 & November 1, 2023, that were attended by select leaders and subject-matter experts responsible for workforce planning in the subordinate units.
  - Attendees at these workshops received training and practical exercise on how to engage in proactive, strategic and systematic processes which align strategic planning, human capital, and budgeting to meet organizational goals and objectives through: forecasting mission critical talent needs; identifying skills gaps; analyzing current workforce and talent supply, and developing, implementing, and evaluating strategies to address the gaps.



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### *Initiatives:*

- Workforce Planning<sup>3</sup>
  - Continue to develop and enhance a governance structure to guide EOIR's workforce planning efforts and hold leadership accountable for progress on workforce goals.
  - Conduct surveys regarding position skills and current skills gap, incorporating DEIA to see where we can improve from a diversity standpoint and ensure the workforce is representative and inclusive.
  - Conduct a supply analysis to better understand the current workforce and how it is projected to change over time, due to attrition and other trends.
  - Conduct human capital capability assessment.
  - Identify future mission needs and conduct future skills gap analysis.
  - Conduct a demand analysis to better understand EOIR's current and future workforce requirements.
  - Continue to build out EOIR workforce analysis tools and models to inform workforce planning.
  - Update EOIR's workforce planning tools and model with newly available data (as needed, but at least annually).
  - To assess skills gaps, each component will fill out a template that provides EOIR's Office of Administration's (OA) Office of Human Resources (OHR) the details of each component's workforce needs, the strategic direction for each component's workforce planning, and assists with talent management across EOIR.
    - Provide the Chief, Strategic Workforce Management, the necessary information for strategic hiring, helping to ensure that hiring meets organizational goals and objectives.
    - Submit completed template annually to OA OHR.
    - Increased use of data analytics applied against our Mission Critical Occupations profile will allow EOIR to create a comprehensive future workforce Demand/Supply profile along with an accurate Skills Gap and Surplus analysis process to effectively manage the workforce.
    - Develop Position Descriptions for each Mission Critical Occupation, which will be reviewed as part of the skills gap analysis and then and updated to reflect the current and future needs of the agency.
  - Improve Recruitment and Hiring via Workforce Planning.
    - Improve effectiveness of succession planning for key positions.
      - Develop EOIR-wide succession planning and guidance with key stakeholders.
      - Develop succession planning report for key positions.
      - Implement EOIR Executive Succession Plan to identify, recruit and develop potential leaders.

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<sup>3</sup> EOIR's Strategic Workforce Planning Timeline is attached as Appendix E: EOIR Strategic Workforce Planning Timeline.



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- Recruitment and Outreach
  - Create vacancy announcements that encourage application by qualified candidates.
    - Include language in each vacancy announcement that reflects the “team” experience, and for IJ vacancy announcements, include reference to the IJ team (the IJ and the staff that support them, including the attorney, legal assistant, and other support staff).
    - Include language in each vacancy announcement that highlights the direct and indirect impact of the positions.
    - Include reference to recruitment tools determined to be appropriate.
    - Host listening session to determine what challenges would-be candidates—or actual candidates—face in applying for and accepting positions.
    - Amplify outreach to historically underserved populations to help ensure that all qualified candidates are aware of the opportunities and their potential to apply for them.
  - Update communications efforts to account for changes to the recruitment process.
    - Establish social media strategy for each job posting.
    - Redraft internal messaging to include encouragement to forward vacancy announcements to potentially interested and qualified candidates.
    - Host outreach sessions with Department affinity groups, law schools, non-governmental organizations, and Federal offices that employ potentially interested and qualified candidates.
    - Develop recruitment materials for each immigration judge vacancy announcement that includes reference to vacancy announcements for support positions to demonstrate commitment to providing recruits with proper staffing support.
  - Establish a working group to transform our pre-employment process.
    - Draft and implement standard operating procedures for:
      - Ensuring security processing is as efficient as possible.
      - Streamlining administrative processing.
      - Establishing timelines for candidates and EOIR staff.
  - Establish dedicated points of contact for each selectee.
    - Provide EOIR selectees with a dedicated point of contact for questions about the process from selection to entry on duty.
    - Request permission from selectees to share their contact information with a current EOIR employee and provide employee with selectees’ contact information (as permitted).
    - Provide selectees with a dedicated point of contact who will be a peer upon onboarding.
    - Task EOIR employees with outreach to all selectees between offer and onboarding.
  - Identify team members who will focus on evaluation of benefit-based incentives.





## EOIR Strategic Management of Human Capital and Workforce Plan

- Create a team to draft and seek approval of justifications for incentives (e.g., leave category enhancements; recruitment bonuses).
  - Develop a centralized repository of Recruitment and Outreach materials for sharing best practices internally.
- Employee Development
  - Executive Competency Development and Sustainment
  - EOIR Mentorship Program
  - Supervisor Orientation and Advanced Supervisor Training Program
  - Employee Training and Development (Non-attorney)
    - There is a robust training and CLE program for attorneys; however, non-attorneys make up 56% of EOIR's workforce. In accordance with 5 C.F.R. § 412.202, EOIR will create an extensive non-attorney development program that will focus on offering employees opportunities to improve competencies and technical skills necessary to be masters of their craft, and able to function effectively in the EOIR mission environment at or beyond the full capacity of their position descriptions.
  - "Developmental Skills Academy"
    - Launch EOIR's program for high-density entry level positions such as Legal Assistants, to ensure new employees are equipped with a standardized foundation of common competencies necessary for success in their new position.
  - Mentoring Program for Non-Attorneys
- Leadership Development
  - EOIR will create and implement a revamped Supervisor Orientation and Refresher (SOAR) to address the needs of a new supervisor in their first year of federal service.
  - EOIR will also create a Senior Supervisor Development Program focusing on mentorship opportunities and competency development in accordance with the OPM Table of Proficiency Levels for Leadership Competencies to prepare supervisors for progression into roles of greater duties and responsibilities, to include Management and Executive roles.
  - EOIR recently launched its Leadership, Enrichment, and Advancement Detail (LEAD) program, which will provide detail opportunities for employee professional growth and development.
    - The mission of the LEAD Program is to advance EOIR's commitment to each employee's professional growth while supporting the mission and strategic goals of EOIR.
    - The program provides employees with opportunities to strengthen competencies, explore career options, prepare them for leadership opportunities or to become experts in their chosen field or position, enhance performance, expand skillsets, and achieve professional objectives throughout their career.
    - LEAD offers two types of opportunities: enrichment and advancement.



## EOIR Strategic Management of Human Capital and Workforce Plan

- Enrichment opportunities help employees acquire and develop new skills; these might include cross training, shadowing opportunities, software/technology advanced training, advanced legal writing workshops, etc.
- Advancement opportunities are similar to the traditional detail opportunity model; these opportunities are offered with the purpose of workforce planning and career development and could be detail opportunities both within and outside the employee's component.
- Retention and Readiness
  - A strong onboarding process is key to a successful retention program. EOIR will expand the concept of Employee Onboarding with the creation of the Multi-Year Employee Onboarding and Integration Report (MY-EOIR program), which provides for a comprehensive embrace of employees from the pre-onboarding process through their first year of federal service through workplace sponsors, and ongoing engagement with the employee to gauge an employee's performance, training opportunities, and job satisfaction in their new role.
  - Leverage FEVS to identify and implement priority initiatives.
  - Utilize entry and exit survey data to identify barriers to retention.
  - Leverage telework and remote work programs to support future of work in a manner that is consistent with DOJ Policy 1200.1.
  - Promote safe and inclusive workplaces.
  - Advance workforce transformation for priority occupations.
    - Advance workforce transformation for front-line personnel per the OPM closing skill gaps initiative.
    - Strengthen the Senior Executive Service (SES) talent pipeline.
    - Identify and utilize tools leading to consistency and efficiency in human capital practices.
- Knowledge Management
  - Explore strategies to encourage desired employee behaviors, such as rewarding knowledge sharing and learning.
  - Encourage networking through collaboration, such as creating communities of human capital practice and online forums.
  - Share the knowledge with persons with a human capital need-to-know, such as providing access to databases and documents.
  - Analyze and store gathered information, such as using data mining and analytics.
  - Codify information into structured content, such as creating knowledge bases and wikis.



## EOIR Strategic Management of Human Capital and Workforce Plan

### *EOIR Accountability Measures and Milestones*

<b>Action Strategy</b>	<b>Measure(s) / Milestone(s)</b>	<b>Timeframe</b>	<b>Owner</b>
Develop and implement an EOIR workforce plan by engaging key stakeholders across the agency to identify mission-critical requirements and gaps.	Workforce plan is created and published.	09/2024	Agency executives
Identify competencies of mission-critical positions and conduct competency gap analysis.	Year-to-year comparison between the % of supervisors who score employees proficient in competency gap analysis and the % of employees who score themselves proficient in competency gap analysis.	08/2024	Managers of components where mission-critical positions are located with assistance from OA
Finalize and complete implementation of Succession Plan.		09/2024	OA
Develop and enhance IDP program to ensure it is properly funded, based on competencies, and is aligned with agency goals and objectives.	Training budget is based on competency gap analysis.	Ongoing	Agency executives with assistance from OA
Develop a framework for EOIR future structure, factoring in services and costs, and using workforce data; provide the framework to components; receive action plans to include redeployment and layering/delaying as necessary and integrating technology, competitive sourcing, etc.		08/2024	Agency executives with assistance from HR
Explore development of a Human Capital Knowledge Management Database.		TBD	OA
Reduce vacancy days for IJs	IJ Vacancy Days	Quarterly	OClJ, OA
Reduce time to fill open critical non-IJ positions		Annual	OA, OOD



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Overall Time to Hire	Coordinate with DOJ to align EOIR’s time-to-hire in line with DOJ, achieving average time-to-hire (measured in calendar days) to 150 days in FY24, 147 days in FY25 and 145 days in FY26. The FY23 baseline average time-to-hire is 156 days.	Annual	OA, OOD
Time-to-hire for Legal Assistants	Contribute to the overall DOJ reduction in time-to-hire for Legal Assistants to 132 days in FY24, 130 days in FY25, and 128 days in FY26. The FY23 baseline average time-to-hire was 135 days.	Annual	OA, OOD, Policy
Separation rate of Legal Assistants	Contribute to the reduction of the DOJ separation rate for Legal Assistants to 13 percent in FY24, 12 percent in FY25 and 11 percent in FY26. The FY23 baseline separation rate was 14 percent.		
Time-to-hire for IT Specialists, Data Scientists, Computer Scientists (Artificial Intelligence) and Computer Engineers (Artificial Intelligence)	Contribute to DOJ reduction in time-to-hire for IT Specialists to 171 days in FY24, 162 days in FY25 and 155 days in FY26. The FY23 baseline average time to hire was 180 days. 2. Develop FY24 time-to-hire baseline for Data Scientist, Computer Scientist (Artificial Intelligence), and Computer Engineer (Artificial Intelligence) positions.	Annual	OA, OOD, Policy



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Fill rate	Contribute to DOJ achieving 95 percent or greater fill rate for IT Specialists across the Department.	Annual	OA, OOD, Policy
Attrition Rate	Contribute to DOJ achieving 10 percent or less attrition rate for IT Specialists across the Department.	Annual	OA, OOD, Policy
Reduce number of skill gaps in critical workforce segments		Annual	OA, OOD
Reduce Aggregate Separation Rate	Contribute to reducing the DOJ aggregate separation rate for MCOs to 7 percent in FY24. The FY23 baseline aggregate was 8%.	Annual	OOD, Policy, OA
Response rates on the Departure View survey	By the end of FY24, contribute to DOJ achieving a 20% response rate on the Departure View. The survey data will be obtained and validated by JMD HR	Annual	OA, OOD, Policy
Number/Percentage of Senior Executives eligible to retire and succession plans that are in place	Determine the baseline level of the number/percentage of Senior Executives eligible to retire with/without a succession plan in place. Establish a target number/percentage increase of Senior Executives to participate as mentors by Q1 FY25.	Annual	OA, OOD, Policy

### C. Human Capital Goal 3: Performance Culture

EOIR’s third goal area is to further develop a human capital management system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that





## EOIR Strategic Management of Human Capital and Workforce Plan

support mission objectives.

### *Key Accomplishments:*

- EOIR in collaboration with OPM recently completed the report “Organizational Design and Workforce Planning: Recommendations Report.” This report reviewed EOIR’s current state structure and proposed policies and processes for workforce planning and position management. EOIR also requested OPM’s assistance with prioritizing and planning staffing to help increase effectiveness and efficiency of EOIR’s workforce management.

### *Initiatives:*

- Continuous Learning
  - Expand availability of trainings, including free Continuing Legal Education (CLE) classes for all attorneys.
    - EOIR partnered with Westlaw LegalEdcenter, and more recently, with Practicing Law Institute to provide all EOIR attorneys free and unlimited access to Continuing Legal Education courses.
    - Annual training on asylum law conducted by the DOJ Office of Immigration Litigation (OIL).
- Performance Management
  - Assess judges’ satisfaction with the judge performance appraisal program’s equity, utility, and accuracy and implementing a process to periodically evaluate EOIR’s performance appraisal program to enable EOIR to gauge the program’s effectiveness.
- Diversity, Equity, Inclusion and Accessibility (DEIA)
  - Expand DOJ training curriculum to incorporate DEIA elements that identify and address barriers to DEIA and increase awareness of DEIA topics, including:
    - Mandatory psychological safety training.
    - Incorporating DEIA into our skills gap analysis to help determine where we can improve from a diversity standpoint.
  - Use telework and remote work as an effective recruitment and retention strategy consistent with DOJ policy 1200.1, and enhance efforts to employ and accommodate people with disabilities.
  - Ensure compliance with section 508 of the Rehabilitation Act of 1973 and enhance access to assistive technology.
  - Develop robust training for preventing and addressing workplace harassment.
- Engaged Employees
  - EOIR’s Rebranding Committee brainstormed and is in the process of implementing teambuilding activities across EOIR, including:
    - Periodic in-office planned group luncheons/holiday office parties
    - Office Spirit Week
    - Decompression spaces and activities
    - Cookouts/picnics
    - Volunteer activities



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- After-work social activities
- EOIR family days
- Local sporting events/office sports team
- Dinners hosted by management
- Encourage EOIR employees to provide feedback to better assess how employees jointly experience the policies, practices, and procedures characteristic of their agency and its leadership.
- Collaboration
  - Receive from and send detailees to other components.
  - MOU with other agencies to collaborate on special projects.
- Labor/Management Partnership
  - EOIR is also implementing an array of initiatives designed to boost communication between leadership and staff, including quarterly Assistant Director/Deputy Assistant Director forums and EOIR-wide Town Halls.
    - Quarterly forums will encourage the free exchange of information among the leadership of the EOIR subordinate offices while promoting communication among different work units.
      - This will assist in the development of a stakeholder communication plan, reduce informational silos, and improve coordination and awareness between components to encourage unity of effort.
      - These forums could also serve as a venue for the Executive Leadership to disseminate strategy and guidance and serve as a laboratory of innovation for new strategies and policies that may prove beneficial to EOIR.
    - Quarterly Town Halls will directly address employee concerns and will provide a venue both for employees to express their feedback and for Executive leaders to share the latest news and information with all components.
      - This will reduce informational silos and improve coordination and awareness among components to encourage unity of effort.
  - In connection with its effort to improve communication, EOIR recently launched a series of listening sessions with the Office of the Ombuds and the Equal Employment Opportunity Office, jointly met with each component and every court nationwide.
    - During these listening sessions, staff are encouraged to share their feedback, which is then collected, without attribution, and shared with EOIR leadership.
- Work-Life Balance
  - Utilizing telework and remote work as an effective recruitment and retention strategy consistent with DOJ Policy Statement 1200.1, especially as a tool to retain specialized workers, recruit specialized or hard-to-fill positions, and address office space limitations.



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### *EOIR Accountability Measures and Milestones*

Action Strategy	Measure(s) / Milestone(s)	Timeframe	Owner
Federal Employee Viewpoint Survey	Increase % of FEVS response rates	Annual	OOD, OA, Policy
Improve Employee Engagement index score	Improve the DOJ FY25 FEVS employee engagement index score by 2	Annual	OOD, OA, Policy
FEVS manager ability	In FY24, improve the average score on FEVS questions measuring a manager's ability to inspire employee collaboration, creativity, and innovation to 62 percent. The FY23 score was 57 percent.	Annual	OOD, OA, Policy
Ability to access talent outside of traditional roles and occupations	# of details	Annual	OA
Conduct DEI Training	# of DEI Trainings completed	Annual	Policy, OOD
Increased rates of internal mobility for certain occupational series	# of employees who were able to move into their desired positions with EOIR	Annual	OA, OOD
Number of OPM foundational competencies which are mapped to at least one training module and/or resource.	Ensure that 100 percent of OPM's foundational leadership competencies are mapped to specific online learning modules and resources by the end of FY24.	Annual	OA, OOD, Policy
Implicit bias and interviewing skills training.	By the end of Q4 FY24, the goal is to have 50 percent of individuals involved in the hiring process to have taken implicit bias and interviewing skills training within the last three years.	Annual	OA, Policy, OOD



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Reduce gender disparity attrition	By the end of FY24, reduce the gender disparity attrition rate to 1.32 percent. The FY22 baseline was 1.36 percent.	Annual	OA
Percentage of component human resources staff trained in SES and SL position classification.	Provide SES/SL position classification training to 100% of component human resources functional staff by the end of FY 25.	Annual	OA

### D. Human Capital Goal 4: Evaluate

EOIR’s fourth goal is to further develop a human capital management system that contributes to agency performance by monitoring and evaluating outcomes of its human capital management strategies, policies, programs, and activities.

#### Key Accomplishments:

- EOIR has recently enhanced several of its operational models that impact human capital. Models such as the Court Location Model and Interpreter Allocation Model are regularly used to help inform the most efficient allocation of EOIR resources.

#### Initiatives:

- Business Analytics
  - Establish a Data-Driven Foundation for Workforce Planning.
    - Determine people analytics needs for workforce planning.
    - Educate employees on how they can use people analytics including the suite of tools currently provided to them.
    - Create the necessary infrastructure to enable workforce planning at all levels and across organizational units. This includes identifying which data needs to be captured to empower future insights and laying the foundation upon which future workforce planning applications can be scaled.
  - Expand People Analytics for Decision-Making
    - Apply technology such as Artificial Intelligence (AI) to empower smart and predictive decision making. AI uses information provided about staffing resources to help predict defects or redundancies early in projects and assist in overall risk analysis and mitigation. It also helps managers accurately compute the number of people and resources required to complete a project. This will allow managers to predict rates of attrition, employees at risk of burnout, candidate screening, and more.



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- Combine predictive analytics and visualization tools to improve workforce planning.
- Data-driven decision making
  - Initiate conduct of on-site human capital audits/assessments.
  - Explore EOIR adoption of a system to support capture and analysis of audit activities (e.g., Virtual Accountability, Compliance and Evaluation (VACE)).

### *EOIR Accountability Measures and Milestones*

Action Strategy	Measure(s) / Milestone(s)	Timeframe	Owner
Ensure compliance with EOIR human capital policies and procedures	Number of total audits/assessments conducted per FY	TBD	OA
External entity annual human capital review that includes an evaluation report		Annual	OA
Review Potential AI and other technologies that may be of use/interest to EOIR		Ongoing	OA, OOD
Further develop a workforce planning dashboard, separate from current personnel systems, incorporating predictive analytics for talent planning.		Ongoing	OA, OCIJ, OOD



## EOIR Strategic Management of Human Capital and Workforce Plan

### Appendix A: Acronyms, Definitions, and Authorities

Name / Source	Acronym	Description
5 CFR Part 250 – Personnel Management in Agencies		Subpart B – Strategic Human Capital Management
Congress		Congress authorizes policies and programs, and the budgetary resources needed to execute them. Congress also exercises oversight responsibilities for policy and program outcomes, and the resources expended to achieve outcomes.
Chief Human Capital Officers (CHCO) Act of 2002, Title XIII – Federal Workforce Improvement Subtitle A – Chief Human Capital Officers	CHCO Act	A law requiring 24 Executive Departments and Agencies to appoint or designate a Chief Human Capital Officer and establish a CHCO Council to bring the management of Human Capital to a higher level of attention and authority. The Act, in part, dictates the following: “The functions of each Chief Human Capital Officer shall include setting the workforce development strategy of the agency; <ol style="list-style-type: none"> <li>1. Assessing workforce characteristics and future needs based on the agency's mission and strategic plan;</li> <li>2. Aligning the agency's human resources policies and programs with organization mission, strategic goals, and performance outcomes;</li> <li>3. Developing and advocating a culture of continuous learning to attract and retain employees with superior abilities;</li> <li>4. Identifying best practices and benchmarking studies; and</li> <li>5. Applying methods for measuring intellectual capital and identifying links of that capital to organizational performance and growth.</li> </ol>
Delegated Examining Authority	DEU	An authority OPM grants to agencies to fill competitive civil service jobs with: <ul style="list-style-type: none"> <li>* Applicants applying from outside the Federal workforce,</li> <li>* Federal employees who do not have competitive service status, or</li> <li>* Federal employees with competitive service status.” See <a href="http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf">http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf</a> for more DEU information.</li> </ul>
Executive Office for Immigration Review	EOIR	A component created in 1983 as a separate agency within the U.S. Department of Justice (DOJ or Department) and is responsible for adjudicating immigration-related cases. Under the delegated authority of the Attorney General, EOIR interprets and administers federal immigration laws and regulations by conducting immigration court proceedings, appellate reviews, and administrative hearings in certain types of immigration-related cases.
Federal Employment Viewpoint Survey	FEVS	An organizational climate survey and assesses how employees jointly experience the policies, practices, and procedures characteristic of their agency and its leadership. Results from the OPM FEVS offers insights into whether, and to what extent, workplace conditions characterizing successful organizations are present in Federal agencies, information important to successful organizational change and development initiatives. The OPM FEVS serves as a tool for employees to share their





## EOIR Strategic Management of Human Capital and Workforce Plan

		perceptions regarding critical topics including their work experiences, their agency, and leadership. Data collection supports results reporting at lower organizational levels, allowing managers to identify where improvements within a specific work unit may be necessary.
GPRAMA Modernization Act (GPRAMA) of 2010	GPRAMA	<p>A law that modernizes the Government Performance and Results Act of 1993, requiring quarterly performance assessments of government programs to monitor and assess each agency's performance and improvement, as well as directing the establishment of Performance Improvement Officers and a Performance Improvement Council led by the Office of Management and Budget (OMB).</p> <p>GPRAMA, in part, dictates that OMB collaborates with agencies to develop a Federal Government Performance Plan for each agency containing priority goals of two types: outcome and management improvement goals. Agencies are required to integrate Human Capital Strategies into their agency strategic plans in order to assure full alignment of talent with agency mission and strategy. Agencies must have quarterly targets with clearly defined milestones, and report quarterly on a public website. In addition, agencies must report on and update their priority goals every two years.</p>
Office of Management and Budget	OMB	Serves the President in implementing his vision across the Executive Branch through coordination of budget management and oversight.
Office of Personnel Management	OPM	Regulates the laws governing human capital management to build a high quality and diverse Federal workforce. OPM delegates personnel authorities to the agencies and monitors their compliance and effectiveness.
Government Accountability Office	GAO	Serves Congress as an independent, nonpartisan agency to help improve agency performance. GAO's mission is to investigate how the Federal Government uses tax dollars that have been allocated, and to report on their findings.
Executive Order 13932, Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates	EO 13932	As of June 26, 2020, this Executive Order requires agencies to modernize their recruitment practices to better identify and secure talent through skills- and competency-based hiring. This EO requires, that as the civilian workforce evolves, the Federal Government must explore alternative tools that will generate more meaningful results when assessing the job-related competencies of candidates during the hiring process
Executive Order 14025, Worker Organizing and Empowerment	EO14025	As of April 26, 2021, this Executive Order encourages worker organizing and collective bargaining to, among other things, give workers the means to build the power to ensure that their voices are heard in their workplaces, their communities, and in the Nation.



## EOIR Strategic Management of Human Capital and Workforce Plan

### Appendix B: EOIR Occupational Group and Career Series- May 2024

Occ Series	Title	Employee Count (as of May 2024)
0080	Security Administration Series	22
0086	Security Clerical and Assistance Series	1
0089	Emergency Management Series	1
0201	Human Resources Management Series	27
0203	Human Resources Assistance Series	1
0260	Equal Employment Opportunity Series	5
0301	Miscellaneous Administration and Program Series	59
0303	Miscellaneous Clerk and Assistant Series	3
0306	Government Information Series	11
0340	Program Management Series	3
0341	Administrative Officer Series	5
0342	Support Services Administration Series	18
0343	Management and Program Analysis Series	41
0501	Financial Administration and Program Series	7
0505	Financial Management Series	1
0560	Budget Analysis Series	7
0901	General Legal and Kindred Administration Series	742
0904	Law Clerk Series	13
0905	General Attorney Series	1163
0935	Administrative Law Judge	4
0950	Paralegal Specialist Series	16
0963	Legal Instruments Examining Series	40
0986	Legal Assistance Series	283
1001	General Arts and Information Series	1
1035	Public Affairs Series	8
1040	Language Specialist Series	95
1101	General Business and Industry Series	8
1102	Contracting Series	7
1176	Building Management Series	1
1412	Technical Information Services Serie	2
1530	Statistics Series	1
2003	Supply Program Management Series	2
2010	Inventory Management Series	2
2210	Information Technology Management Series	33
	<b>Grand Total</b>	<b>2633</b>



## EOIR Strategic Management of Human Capital and Workforce Plan

### Appendix C: EOIR Strategic Management of Human Capital and Workforce Planning Alignments

*Crosswalk Table of EOIR Strategic Management of Human Capital and Workforce Plan Goals to DOJ and EOIR Strategic Plans*

DOJ Strategic Objective	EOIR Strategic Goals	EOIR Strategic Management of Human Capital Management and Workforce Plan
<ul style="list-style-type: none"> <li>1.2 Promote Good Government.</li> <li>5.1 Administer an Equitable and Efficient Immigration Court System.</li> </ul>	EOIR Strategic Goal 1: Maximize Operational Efficiency while Ensuring Due Process.	Goal 1: Strategic Planning and Alignment; Goal 2: Talent Management; Goal 3: Performance Culture; Goal 4: Evaluation.
<ul style="list-style-type: none"> <li>1.2 Promote Good Government.</li> <li>3.4 Expand Equal Access to Justice.</li> <li>5.1 Administer an Equitable and Efficient Immigration Court System.</li> </ul>	EOIR Strategic Goal 2: Foster a Culture of Public Service with Highly Engaged and Goal-Driven Employees.	
<ul style="list-style-type: none"> <li>1.2 Promote Good Government.</li> <li>5.1 Administer an Equitable and Efficient Immigration Court System.</li> </ul>	EOIR Strategic Goal 3: Create an Adaptable Organization by Using the Right Technology.	
<ul style="list-style-type: none"> <li>1.1 Protect our Democratic Institutions. Promote Good Government.</li> <li>3.4 Expand Equal Access to Justice.</li> <li>5.1 Administer an Equitable and Efficient Court System.</li> </ul>	EOIR Strategic Goal 4: Improve Communication to Ensure Proactive Management of the Immigration System.	

This table demonstrates how EOIR Strategic Management of Human Capital Management and Workforce Plan goals support EOIR goals and the applicable DOJ objectives in a cross-cutting one-to-many relationship (versus direct one-to-one).



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*Crosswalk Table of EOIR Human Capital Goals to DOJ Human Capital Priorities and to OPM Human Capital Framework*

DOJ Human Capital Priorities	Strategic Planning and Alignment	Talent management	Performance Culture	Evaluation
Replenish the talent pipeline for Mission Critical Occupations and improve retention rates.	X	X		X
Close Skills Gaps in the Legal Assistant occupation.	X	X		X
Recruitment, Succession Planning, and Knowledge Transfer.	X	X		X
Employee experience, Well-Being, and Workplace Inclusivity.	X	X	X	X
Ensure that DOJ's recruitment, interview, professional development, and pay and compensation practices are inclusive and equitable to support the hiring, promotion, and retention of a diverse workforce.	X	X	X	X
Closing Staffing Shortages and Workforce Assessment Communication Gaps in the IT Specialist Occupation.	X	X		X
Strengthen Human Capital Accountability and Compliance.	X			X



## EOIR Strategic Management of Human Capital and Workforce Plan

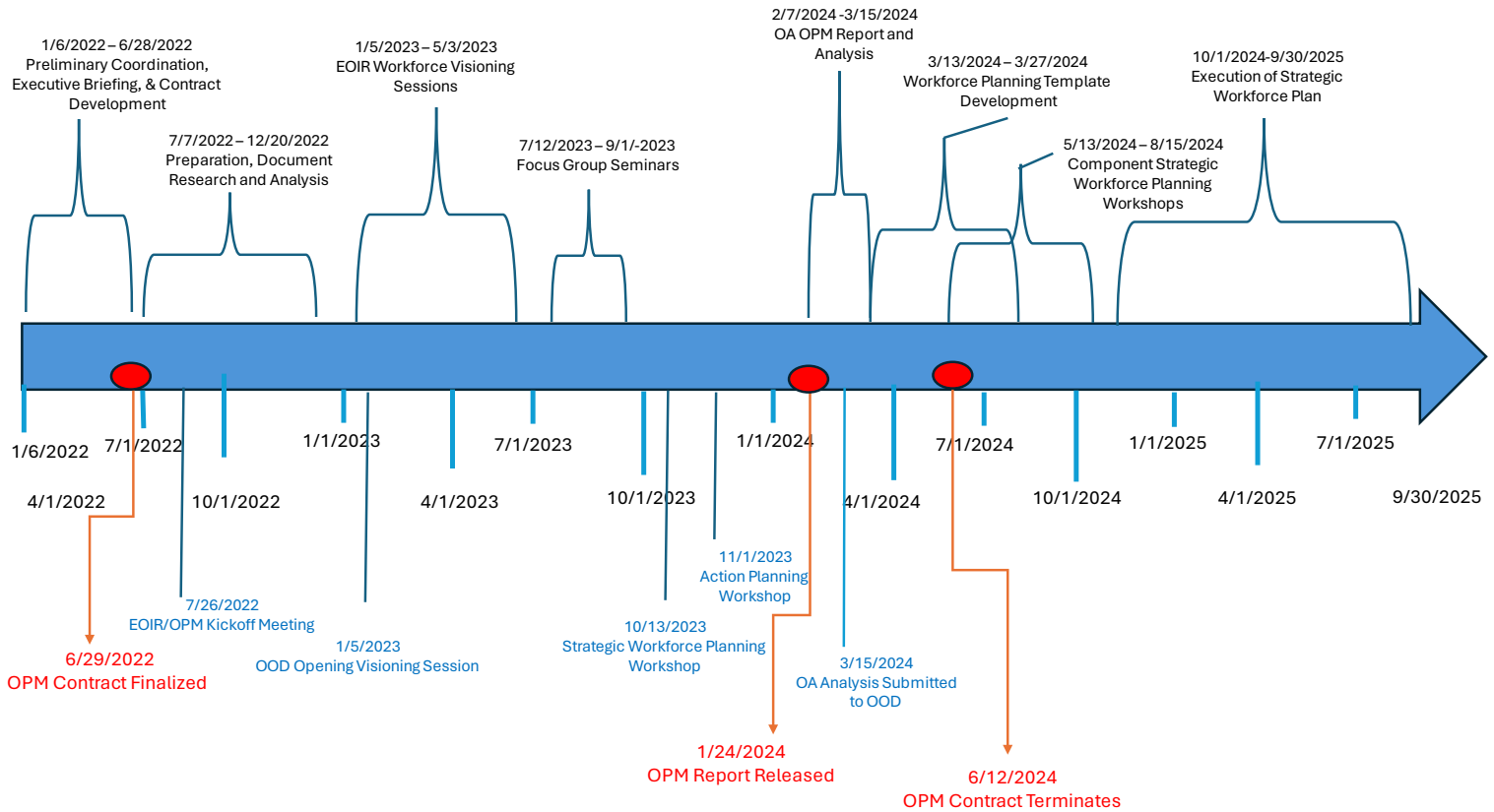
### **Appendix D: Implementation of EOIR's Human Capital and Workforce Plan**

To bring the Strategic Human Capital Management and Workforce Plan to fruition, action plans must be implemented to accomplish the many goals outlined in the plan. Future implementation plans will more specifically discuss the ways in which we will link our human capital actions to our mission, ensuring the EOIR's strategic goals, as specified in our new Government Performance and Results Act (GPRA) plan, can be accomplished as expected by both governmental leadership as well as the public. We will also work to determine the budget implications of these actions and identify the ways in which we will monitor and evaluate the effectiveness of the actions we take.



# EOIR Strategic Management of Human Capital and Workforce Plan

## Appendix E: EOIR Strategic Workforce Planning Timeline







## EOIR Strategic Management of Human Capital and Workforce Plan

### Appendix F: EOIR Strategic Workforce Management Governance Structure

#### Executive Summary

The Government Accountability Office (GAO) [recommended that EOIR establish a governance structure](#) to help ensure that EOIR's strategic management of human capital and workforce planning efforts are successful. According to the GAO, a governance structure refers to the framework of project management, especially regarding rules, procedures, roles, and the division of responsibilities within the decision-making process. Management develops the governance structure and assigns the responsibilities to discrete units to implement the workforce plan and enable the organization to operate in an efficient and effective manner. This governance structure should include: (1) assigned and documented roles and responsibilities for strategic management of human capital and workforce planning, including implementation of the plan(s), across all levels at the agency; and (2) measurable and observable targets and metrics to determine effectiveness in achieving organizational goals.

EOIR's strategic management of human capital and workforce planning will require aligning strategic planning, human capital, and budgeting to meet organizational goals and objectives through: forecasting mission critical talent needs; identifying skills gaps; analyzing current workforce and talent supply, and developing, implementing, and evaluating strategies to address the gaps. Therefore, EOIR proposes that the Chief, Strategic Management of Human Capital and Workforce Planning will be the Assistant Director for Administration, who is housed within the Office of Administration. The Office of Administration is an EOIR component that is supervised by the Director and Deputy Director. The Office of Administration is a natural fit because it is the EOIR component that supports appropriations, budget and financial management, contracts and procurement, human resources, security, space and facilities management, and logistics. Further, designating a component head as responsible for leading Strategic Management of Human Capital and Workforce Planning holds senior management accountable for organizational progress and results. Additionally, EOIR proposes that the Chief, Strategic Management of Human Capital and Workforce Planning, will be supported by the Office of the Director and other components as described below.

By assigning roles and responsibilities for strategic management of human capital and workforce planning to existing positions across multiple components, EOIR encourages collaboration across all levels of the organization at minimal cost to the agency. However, by designating a component head as Chief, Strategic Management of Human Capital and Workforce Planning, EOIR ensures leadership is held accountable for implementation and results.

In accordance with GAO's recommendation, EOIR proposes the following Strategic Workforce Management governance structure.



## EOIR Strategic Management of Human Capital and Workforce Plan

### Appendix G: Governance Structure

#### A. EOIR Director

- Maintain commitment to the Human Capital Plan and its goals and communicate that commitment through senior leadership.
- Provide direction and hold senior leaders accountable for implementation of the Human Capital Plan, resource prioritization, and allocation for human capital efforts.

#### B. Core Human Capital and Workforce Structure

##### 1. Chief, Strategic Management of Human Capital and Workforce Management (Assistant Director, Office of Administration)

The Strategic Management of Human Capital and Workforce Planning Structure will consist of a Chief, Strategic Management of Human Capital and Workforce Planning. The Assistant Director for Administration will serve as the Chief, Strategic Management of Human Capital and Workforce Planning.<sup>4</sup> The Assistant Director for Administration leads EOIR's Office of Administration, which is supervised by the Director and Deputy Director of EOIR. The Chief, Strategic Management and Workforce Planning, will be responsible for guiding EOIR's strategic management of human capital and workforce planning efforts with responsibility for human capital initiatives, workforce planning and implementation across all levels of EOIR, and creation of measurable and observable targets and metrics to determine effectiveness in achieving strategic or organizational goals. Specific areas of focus would include:

- Workforce Planning and Data Analysis
- Contractor Support Ratio and Workforce Integration Analysis
- Forecasting, tracking, and recruitment of Missions Critical Occupations
- FEVS & Exit Survey Analysis and Action Planning
- Performance Appraisal Program Evaluation and Assessment
- Recruitment and Outreach programs for targeted Mission Critical Occupations
- Employee Succession and Career Ladder Planning
- Organizational Structure and Skills gap analysis
- Serve as POC with JMD and OPM on all Strategic Workforce issues
- Other human capital efforts outlined in EOIR's Strategic Management of Human Capital and Workforce Plan

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<sup>4</sup> This is a collateral duty.



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- Demonstrate commitment, support, and leadership, and allocate adequate resources. Ensure that the Human Capital Plan is used to set priorities for resource allocation, workload distribution and funding requests, within the context of the Agency's strategic plan. Ensure resource prioritization and allocation in support of human capital efforts.
- Establish specialized workgroups, as needed, to develop human capital and workforce plans and initiatives. In support of these workgroups, at a minimum, the Chief will have two support personnel:

- *Data Analyst (Program Analyst within Planning, Analysis, and Statistics Division (PASD))*

The Strategic Management of Human Capital and Workforce Structure will be supported by a program analyst within PASD, which is under the Office of the Director. The program analyst serves as data analyst and advisor to management through developing data visualizations, data analyses, and other data products related to the Strategic Workforce Management process. Primary areas of focus would include:

- Report and Dashboard Development
  - Develops performant Power BI data structures (e.g., datasets and dataflows) to enable the development of interactive visualizations.
  - Develops intuitive and interactive Power BI reports and dashboards/SharePoint that depict the state of the workforce and help users make better decisions.
  - Organizational Chart Development across EOIR using Vision Interlink.
- Data Training and Support
  - Creates training content and knowledge sharing resources to educate stakeholders and customer agencies on the value and use of data.
  - Captures and formulates data to illustrate the various workforce management postures, scenarios, and probabilities to support policy development and planning.
- Research and Analysis
  - Collaborates with stakeholders to identify research and business questions for further inquiry.
  - Applies statistical techniques to generate insights and develop recommendations from the data.



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- Communicates and presents data analysis results, orally and in-writing, to non-technical audiences.
- *Instructional Systems Specialist (Assistant Chief or Program Analyst within the Legal Education and Research Services Division (LERS))*

The Strategic Management of Human Capital and Workforce Structure will also be supported by the Assistant Chief or program analyst within LERS, which is a division under EOIR's Office of Policy. LERS develops and coordinates substantive legal training and professional development for new and experienced judges, attorneys, and others within EOIR. The primary duties of the Instructional Systems Specialist would be to develop, administer, supervise, promote, conduct, or evaluate programs and activities focused on the development of individuals in supervisory, managerial and executive positions, as well as individuals whom the agency identifies as potential candidates for those positions, based on the agency's succession plans. Specific areas of focus include:

- Development of formal agency training programs in areas such as:
    - Executive Competency Development and Sustainment
    - EOIR Mentorship Program
    - Supervisor Orientation and Advanced Supervisor Training Program
    - Employee Training and Development (Non-attorney)
    - EOIR LEAD Program
  - Collaborate in development of EOIR annual training budget
  - Internship Program Development, Analysis and Oversight
  - New Employee Integration (NEI)
  - Town Hall and Brown-Bag curriculums
2. *Deputy Chief, Strategic Management of Human Capital and Workforce Management (Deputy Assistant Director, Office of Administration)*
- Assists the Chief, Strategic Management of Human Capital and Workforce Planning, in carrying out responsibilities to oversee compliance with federal laws governing the civil service and implementing EOIR human capital and workforce plans and activities.
  - Serves as the Chief's principal advisor on human capital policy planning, development, formulation, and issuance, as well as evaluation of the compliance and effectiveness of EOIR human capital programs.
  - Works with the Office of the Director to assure that human capital policy and program initiatives are aligned with and contribute to EOIR's strategic goals and objectives, as



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well as the agency's mission, financial and operating plans, budget estimates and submissions, and short and long-term performance objectives.

- Develops and recommends plans to assure that EOIR has the diverse, highly skilled, technically competent, and well managed workforce (i.e., talent) necessary to achieve its strategic goals and annual operating objectives and that it is deployed in a structure that is both citizen-centered and mission-focused. To this end, works with the Office of the Director to employ sophisticated quantitative methods and modeling techniques to anticipate future agency human resources requirements, assessing those requirements against current and projected workforce demographics (including years of service and experience, intake and attrition rates, diversity, critical skill mix, etc.).
- Assist the Chief with directing and/or managing the full complement of human capital programs, including workforce planning, recruitment, selection, placement, promotion, separation, position classification, position management, pay administration, employee benefits and awards, employee relations, labor relations, career management, compensation, cultural change, succession management, employee satisfaction, and other areas as appropriate.
- Works with the governance group and the Office of the Director to place a particular emphasis on analyzing mission requirements and priorities; translating those requirements into critical workforce competencies (including leadership competencies); analyzing and assessing "gaps" between those critical competencies and existing workforce competencies; and devising means of closing the gaps. Ultimately, utilizes the data and information from these analyses in developing short- and long-range recruitment, staffing, retention, and succession management plans to ensure that the workforce requirements of the Department are met.

### 3. *Chief Human Capital Officer (Chief, Office of Human Resources Services)*

- Serves as a full and active partner in the management decision-making process by ensuring that EOIR's workforce management program supports EEOC's strategic goals.
- Participate in planning, programming, budgeting, and implementation workgroups to assure workforce issues are taken into consideration and properly resourced.
- Provide EOIR-wide human capital policy development and oversight.
- Provide mechanism for coordination and collaboration with all offices; facilitate the gathering of and sharing of innovative practices.
- Manage accountability for EOIR's progress.
- Lead the effort to maintain and update the Plan.



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### 4. EOIR Office Representatives (BIA, OCAHO, OCIJ, OIT, OGC, OOD, OP)

- Serve as Subject Matter Experts for their respective offices to provide operational, technological, and legal expertise as called upon by the Chief, Strategic Management of Human Capital and Workforce Management.
- Identify and make recommendations on human capital issues affecting functional support to EOIR.
- Each representative is delegated by their respective office’s leadership to serve in a collateral capacity to their existing positions. This will typically consist of each office’s HR personnel experts. Appointments are permanent unless modified by each respective office’s leadership.

### C. Other Roles and Responsibilities in Support of the Governance Structure

Office of the Deputy Director	<ul style="list-style-type: none"> <li>• Integrate Human Capital Plan Goals and Strategies into office business plans.</li> <li>• Participate in the development of Human Capital Plan, human capital plans/initiatives.</li> <li>• Identify and make recommendations on human capital issues affecting functional support to EOIR.</li> <li>• Demonstrate commitment, support, and leadership, and allocate resources.</li> <li>• Understand EOIR’s Strategic Plan FY2024-2028 to tailor human resource programs and practices to build relevant competencies.</li> </ul>
EOIR Office of Human Resource Professionals	<ul style="list-style-type: none"> <li>• Provide policies, programs, and processes that support EOIR in developing, valuing, and sustaining a world-class workforce.</li> <li>• Lead EOIR-wide workforce management functions including strategic human capital planning, labor and employee relations, performance management and incentive awards, executive resources, distance learning, leadership development, alternative dispute resolution, employee assistance program, time and attendance, and human resources data management and automation initiatives.</li> <li>• Provide training and career development, retirement and</li> </ul>





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	<p>benefits counseling, personnel and payroll processing, and the full range of recruitment, staffing, classification, and management advisory services.</p>
EEO Director	<ul style="list-style-type: none"> <li>• Understands DOJ Strategic Plan, EOIR Strategic Plan and EOIR Strategic Management of Human Capital and Workforce Plan to provide EEO and help facilitate diversity programs.</li> </ul>
Supervisors, Managers, and Executives	<ul style="list-style-type: none"> <li>• Integrate human capital strategies into organizational decisions and strategies.</li> <li>• Manage performance to achieve organizational goals including the appropriate use of awards/recognition and corrective actions.</li> <li>• Utilize available human capital management resources.</li> <li>• Model behavior expected of all employees.</li> <li>• Develop employees using either formal or informal methods.</li> <li>• Fully utilizes employees' skills and abilities.</li> <li>• Support use of family-friendly workplace policies.</li> <li>• Follows and enforces DOJ and EOIR human capital management policies.</li> <li>• Adhere to merit system principles established by law and upholds the values embodied in these principles.</li> <li>• Creates a positive, supportive, productive work environment.</li> <li>• Effectively manage diversity.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Initiate and take responsibility for proactively managing personal career and development opportunities.</li> <li>• Provide feedback and share information and knowledge.</li> <li>• Participate in efforts to design human capital programs for the agency workforce.</li> <li>• Serve as leaders to aid DOJ and EOIR in meeting their missions.</li> </ul>
Diversity, Equity, Inclusion and Accessibility Program	<ul style="list-style-type: none"> <li>• Ensure resources and opportunities are considered to strengthen and advance diversity, equity, inclusion, and accessibility across the Federal Government.</li> <li>• Ensure EOIR compliance with Executive Order 13985. (Advancing Racial Equity and Support for Underserved Communities Through the Federal Government).</li> </ul>