

Diversity, Equity, Inclusion, and Accessibility Strategic Plan for Fiscal Years 2024-2026



U.S. Department of Justice

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A Message from the Assistant Attorney General for Administration



The people of the Justice Department are a dedicated, talented, and service-driven workforce. Many choose to commit their time and expertise to DOJ because they believe in the values it promotes: justice, equality, fairness, and impartiality. It is therefore imperative that the Department take steps to support and retain that workforce and encourage future generations to choose DOJ as their employer. Doing so reinforces sustainability in performing the Department's critical work.

The Department is committed to advancing Diversity, Equity, Inclusion, and Accessibility (DEIA) for our workforce with the development of a multi-year DEIA Strategic Plan for Fiscal Years (FYs) 2024-2026. The plan, as detailed herein, outlines 5 themes that will continue to guide our DEIA efforts over the next three years:

1. Diversity
2. Equity
3. Inclusion
4. Accessibility
5. Workplace Environment

This DEIA Strategic Plan is the roadmap that guides the Department in its efforts to be an employer of choice. By articulating the goals of what we know we can be, we will plan and act to accomplish the strategies that will move us toward those goals. As we look at our workforce and our leaders, we will do so with a view toward the future: what do we need to do now to have resilient, experienced, and ready leaders and employees tomorrow? Ensuring a workplace environment that allows them opportunities, growth, and a sense of value and purpose will aid in our efforts to attract and retain a qualified and diverse workforce for years to come.

I encourage DOJ leaders and employees to embrace the principles of diversity, equity, inclusion, and accessibility, and incorporate them into your daily operations. As we implement this DEIA Strategic Plan, we will find creative solutions to challenging issues that impact our workforce and our country today.

Jolene A. Lauria
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Introduction

On June 25, 2021, President Biden issued [Executive Order \(E.O.\) 14035, “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce,”](#) which instructed every agency to complete an agency Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan that identifies actions to advance DEIA in the workplace. Those actions include strengthening the federal Government’s ability to recruit, hire, develop, promote, and retain our Nation’s talent and remove barriers to equal opportunity.

In March 2022, the Department of Justice (DOJ or Department) submitted its 2022 DEIA Strategic Plan (2022 Plan), which articulated a one-year roadmap for advancing DEIA. The 2022 Plan prioritized key areas of DEIA and established a set of data-driven strategies and related actions and measures to address areas needing improvement, identify promising practices across Components, and ensure accountability for progress.

This DEIA Strategic Plan for Fiscal Years (FY) 2024-2026 is a multi-year plan that builds upon the accomplishments and progress from the Department’s 2022 Plan by expanding the initial DEIA program infrastructure, continuing successful best practices, and taking next steps in DEIA activities. Additionally, this plan introduces a DOJ DEIA Vision Statement, formally incorporates the definitions of DEIA, includes actions to support safeguards against all harassment, and promotes greater psychological well-being at work.

DOJ Mission Statement

To uphold the rule of law, to keep our country safe, and to protect civil rights.

DOJ DEIA Vision Statement

A workplace that values diversity, equity, inclusion, and accessibility; and promotes respect and equal opportunity for a diverse workforce representative of the nation DOJ serves.

The DEIA Strategic Plan for FYs 2024-2026 reinforces the Department’s commitment to advancing DEIA. To support this commitment, in December 2022, the Department issued its first [DEIA policy statement](#):

The Justice Department’s mission is to uphold the rule of law, keep our country safe, and protect civil rights. In carrying out this mission, the Department is committed to advancing diversity, equity, inclusion, and accessibility for its workforce.

In pursuit of those principles, the Department will implement effective policies, practices, and programs; engage in open and honest communication; solicit feedback from stakeholders; engage and empower employees; ensure accountability for results; and dedicate appropriate resources to attract, develop, and retain a workforce that is representative of our Nation’s diverse population.

Through these efforts, the Department will foster an inclusive work environment that respects, embraces, and promotes the diversity and many talents of its workforce.

Achieving the goals outlined herein will require collaboration across the Department. In some instances, implementation will occur at the Department level with opportunities for Components to provide input and shape the implementation. For other initiatives, Components will need to

implement and measure an effort within the Component, then report on the progress. The Department and Component leadership will engage employees in implementing the plan.

Oversight Responsibility

A critical action for implementing the 2022 Plan was the hiring of the DOJ Chief Diversity Officer (CDO), which was completed in August 2022. The DOJ CDO is responsible for the development of future DEIA Strategic Plans and oversight of the implementation. The DOJ CDO is housed in the Justice Management Division (JMD) and reports to the Deputy Assistant Attorney General for Human Resources and Administration (DAAG HRA)/DOJ Chief Human Capital Officer (CHCO), who is under the authority and direction of the Assistant Attorney General for Administration (AAG/A).

DEIA Strategic Plan Approach

The DOJ CDO formed a team of DEIA, human resources, training, and equal employment opportunity (EEO) subject matter experts from a cross-section of Components.¹ This team assessed the status of the actions from the 2022 Plan, based on information provided by Components. The team categorized actions and annual measures that were met, those that were in progress, or were under implementation review. Using these data, the team developed new goals, strategies, and actions, or reshaped and updated goals, strategies, and actions to transform the 2022 Plan into the DEIA Strategic Plan for FYs 2024-2026. The team also solicited feedback from the Attorney General's DEIA Advisory Council and Components. Finally, the DEIA Strategic Plan for FYs 2024-2026 was reviewed by the DAAG HRA/CHCO, and the AAG/A, before being approved by the Deputy Attorney General.

DOJ's DEIA Strategic Plan for FYs 2024-2026 adopts the following terms and definitions, which have been adapted from E.O. 14035:

Diversity: The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.²

¹ Components represented: Bureau of Alcohol, Tobacco, Firearms, and Explosives; Civil Division; Civil Rights Division; Criminal Division; Executive Office for Immigration Review; Executive Office for United States Attorneys; Federal Bureau of Investigation; Justice Management Division; Office of Attorney Recruitment and Management.

² As defined in E.O. 14035, "the term 'underserved communities' refers to populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. In the context of the Federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons. It also includes individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary (LGBTQ+) persons); persons who face discrimination based on pregnancy or pregnancy-related conditions; parents; and caregivers. It also includes individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers based on older age or former incarceration; persons who live in rural areas; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers."

- **Equity:** The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to historically marginalized and underserved communities.
- **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. Accessibility 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.

The DEIA Strategic Plan for FYs 2024-2026 embodies a “whole of agency” approach to advancing DEIA. The Department embraces the fact that DEIA does not happen in a vacuum; everyone has a role in its progress. To that end, the DEIA Strategic Plan for FYs 2024-2026 incorporates, references, or relates to other Department-wide efforts, such as the [DOJ Strategic Plan](#) and its [Learning Agenda](#) (so much so that we integrated verbatim the DOJ Strategic Plan’s [Objective 1.2, Strategy 2](#) as the second Diversity goal), the Department’s [Equity Action Plan](#), and the annual Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715 reports and plans.

Furthermore, the DEIA Strategic Plan for FYs 2024-2026 includes or draws from guidance, best practices, and recommendations from across the Federal government, including the Office of Personnel Management’s [Government-wide DEIA Strategic Plan](#) and [Employee Wellness Programs guide](#), the [Surgeon General’s Framework for Workplace Mental Health & Well-Being](#), the EEOC’s [Promising Practices for Preventing Harassment in the Federal Sector](#), the joint DOJ and U.S. General Services Administration (GSA) [Section 508 Report to Congress and the President](#), and the [U.S. National Strategy to Counter Antisemitism](#). By strengthening the relationships among these initiatives, DOJ reinforces its commitment to take “a comprehensive approach to guide the activities of every Justice Department component and ensure that we continue to fulfill our responsibilities to the American people.”³

Implementation

The DOJ CDO will develop a framework for implementing the Plan and collaborate with Component stakeholders for implementation. Within 60 days of the issuance of the plan, each Component will establish its own implementation action plan to align with the CDO’s implementation framework.

³ [Department of Justice | A Message from the Attorney General | United States Department of Justice](#)

DEIA Roadmap

The six goals in the DEIA Strategic Plan for FYs 2024-2026 provide a foundation and roadmap for the Department's DEIA efforts. First, there are two goals for Diversity: 1) to provide necessary infrastructure for DEIA work, and 2) to examine the composition of the DOJ workforce and leadership. Next, the Equity goal creates pathways for employment, promotion, and opportunity for qualified talent. Finally, the Inclusion, Accessibility, and Workplace Environment goals aim to improve the employee experience, the workplace environment, and the workplace culture at DOJ.

Diversity

Goal D-1: Sustained leadership, accountability, and commitment to DEIA initiatives and infrastructure across DOJ and within each Component.

Strategies and Actions

- **Strategy D-1.1:** Develop and implement a “whole of agency” approach to advance and communicate DOJ’s DEIA initiatives.
 - **Action D-1.1a:** Develop and implement a communication plan to provide information to the DOJ workforce and public about the Department’s work to advance DEIA.
 - **Action D-1.1b:** Routinely distribute information about effective practices, provide timely notice of upcoming DEIA events and trainings, and other relevant issues to applicable and interested DOJ stakeholders.
 - **Action D-1.1c:** Launch DEIA intranet site on DOJNet.
 - **Action D-1.1d:** Share annual Federal Employee Viewpoint Survey (FEVS) results and actions taken to address the results with employees.
- **Strategy D-1.2:** Expand DOJ training curriculum to incorporate DEIA elements that identify and address barriers to DEIA and increase awareness of DEIA topics.
 - **Action D-1.2a:** Develop and implement DEIA training requirements.
 - **Action D-1.2b:** In coordination with DOJ Learning Officers, assess personnel-related, non-DEIA-specific trainings (e.g., new supervisor training), where appropriate, to determine potential to incorporate DEIA principles.
 - **Action D-1.2c:** Make available a roster of in-house volunteers who are willing to provide DEIA training to other Components.
 - **Action D-1.2d:** Identify and share training opportunities provided by other Components, federal agencies, state or Tribal agencies, or private industry.
- **Strategy D-1.3:** Strengthen the collection of workforce demographic and survey data to support data-driven decisions and streamline the tracking of DEIA initiatives.
 - **Action D-1.3a:** Develop and implement a plan to increase FEVS response rates.
 - **Action D-1.3b:** Develop and implement a plan to take in more voluntarily self-reported demographic data for current DOJ employees and applicants.

- **Action D-1.3c:** Improve the collection of workforce demographic data. This data includes, but is not limited to:
 - Applicant flow data needed to identify and address disparities in participation rates and to meet compliance requirements of the EEOC MD-715.
 - Voluntarily self-reported sexual orientation and gender identity data of employees, as allowed by law and federal guidelines.
- **Action D-1.3d:** Establish workforce data dashboards to increase accessibility and accuracy of data, as well as measure and track progress of DEIA, EEO, and Human Capital initiatives.
- **Action D-1.3e:** Incorporate exit interviews or exit surveys to support data-driven actions on retention practices.

Available Metrics to Assess Progress

- Responses to pulse surveys indicating employees are receiving communications
- Number of available DEIA-related trainings in LearnDOJ/Percipio
- List of DEIA trainings, programs, and events with the number of participants trained annually
- Use of roster of in-house volunteers who provide DEIA training
- Voluntary self-reported demographic data in National Finance Center (NFC)
- Annual FEVS response rate

Goal D-2: A high-performing workforce that represents the public we serve.

Strategies and Actions

- **Strategy D-2.1:** Develop, implement, and maintain an agency-wide recruitment and outreach plan that addresses mission critical occupations with participation rates below the civilian labor force occupational availability rate.
 - **Action D-2.1a:** Review Department and Component EEOC MD-715 reports and plans to determine the participation rate of groups currently underrepresented in the DOJ workforce, and conduct research to identify potential barriers to employment.
 - **Action D-2.1b:** Identify and remove barriers to achieving a representative workforce; improve recruitment and employment outreach plans and practices at DOJ, within federal government, and the private sector, to identify best practices that could be broadly implemented at the Department. This includes, but is not limited to, identifying, and implementing effective practices to recruit and hire a qualified, diverse workforce in mission critical occupations.
 - **Action D-2.1c:** Enhance the Justice.gov Careers webpage and increase the use of its social media platforms to provide more dynamic descriptions about the Department's work, various career paths, and efforts to improve the diversity of its workforce.

- **Action D-2.1d:** To the extent feasible, establish interview panels for selection and promotion boards with employees from a diverse range of backgrounds.
- **Strategy D-2.2:** Advance leadership, mentorship, and career development programs that serve as a pipeline for leadership and management positions for all DOJ employees and facilitate participation by members of currently underrepresented populations in the DOJ workforce.
 - **Action D-2.2a:** Assess existing leadership development programs for transparency in selection criteria and selection processes, communication methods, and other elements that may create barriers to participation; issue guidance on how to improve these elements in leadership development programs.
 - **Action D-2.2b:** Review, revise, or establish, as necessary, DEIA performance standards within Senior Executive Service, manager, and supervisor performance work plans.
 - **Action D-2.2c:** Review existing practices for promotion and retention and identify ways to expand mentorship, leadership development, and other career-building opportunities for underrepresented groups in mission critical occupations.

Available Metrics to Assess Progress

- Demographics of workforce participation rates of employment, promotions, mentoring, and leadership development programs
- Data indicating how applicants learned of open positions
- Social media and public-facing website activity tracking
- Annual FEVS Diversity index

Equity

Goal E-1: DOJ’s recruitment, hiring, professional development, and pay and compensation practices are inclusive and equitable to support the hiring, promotion, and retention of a diverse workforce.

Strategies and Actions

- **Strategy E-1.1:** Maximize internship and fellowship opportunities, with a focus on connecting with candidates from underrepresented and underserved communities, and encourage compensation for these opportunities, when feasible.
 - **Action E-1.1a:** Distribute guidance and information to managers and supervisors about internal and external programs for hiring an intern, including information and opportunities for paid internships.
 - **Action E-1.1b:** Use social media, career fairs, outreach to and relationships with Minority Serving Institutions, and Careers page on Justice.gov to attract a diverse pool of candidates for paid and unpaid internships, fellowships, and apprenticeships within DOJ.

- **Action E-1.1c:** Assess occupations or positions to identify opportunities for hiring formerly incarcerated individuals.
- **Strategy E-1.2:** Review employment application procedures and implement actions to streamline, clarify, or revise those procedures when inequities in the application process are identified.
 - **Action E-1.2a:** Identify methods to effectively communicate requirements to applicants including, but not limited to, writing job postings in plain English and clarifying requirements for background investigations.
 - **Action E-1.2b:** Collect feedback from recent hires on the application process.
 - **Action E-1.2c:** Update Careers page on Justice.gov to publish or link to application guidance, definitions, requirements, etc.
- **Strategy E-1.3:** Hire and promote qualified persons with disabilities, including targeted disabilities to meet federal government-wide hiring goals of the Rehabilitation Act of 1973.
 - **Action E-1.3a:** Train individuals involved in the hiring process on the use of Schedule A, section (u) hiring authority for applicable positions, Agency Talent Portal, and use of Workforce Recruitment Program.
 - **Action E-1.3b:** Update guidance on best practices in the hiring and interviewing process to promote accessibility and address any potential bias.
 - **Action E-1.3c:** Continue to develop and implement the annual Affirmative Action Plan for Persons with Disabilities and Persons with Targeted Disabilities and account for progress, as required by the EEOC MD-715.
- **Strategy E-1.4:** Assess pay equity and compensation disparities and practices at the Department (e.g., consideration of prior salary in recruitment and hiring) and the potential impact on hiring and retention of the DOJ workforce.
 - **Action E-1.4a:** Consider developing DOJ-wide policies specifying when, if ever, a vacancy announcement may include a request for prior salary information and when, if ever, hiring officials may base salary offers on prior salary history.
 - **Action E-1.4b:** Review and re-issue the DOJ Policy Guidance – “Pay Setting When Using Superior Qualification and Component Special Needs.”

Available Metrics to Assess Progress

- Internship participation rates
- Feedback from exit interviews
- Number of formerly incarcerated individuals in DOJ employment, internships, or fellowships (where lawfully permitted to collect)
- New Employee Focus Group feedback
- Participation rates of persons with disabilities, including those with targeted disabilities, overall and in the higher-grade cluster of GS-11 to SES
- Annual FEVS Equity index

Inclusion

Goal I-1: An inclusive workplace of collaboration, teamwork, and support for employees.

Strategies and Actions

- **Strategy I-1.1:** Expand opportunities for dialogue and employee feedback.
 - **Action I-1.1a:** Support the Department’s Diversity and Inclusion Dialogue Program (DIDP) and encourage Component and employee participation.
 - **Action I-1.1b:** Encourage Components to host DOJ-wide DEIA events open to all employees, when feasible.
 - **Action I-1.1c:** Develop mechanism(s) to assess engagement of the workforce (e.g., surveys, listening sessions) and to solicit employee feedback regarding how their Component’s policies/practices/strategies for DEIA have changed/adapted, challenges, successes, etc.
- **Strategy I-1.2:** Partner with employee affinity groups to coordinate and conduct DEIA events and to raise awareness of employee affinity groups and their activities.
 - **Action I-1.2a:** Provide affinity group information to new employees during onboarding or orientation processes.
 - **Action I-1.2b:** Raise awareness of employee affinity groups through events and various communication strategies.
- **Strategy I-1.3:** Promote inclusive language that is “person first” and which allows employees to self-determine how they are recognized.
 - **Action I-1.3a:** Identify opportunities to model the use of gender-neutral and non-binary language.
 - **Action I-1.3b:** Ensure that workplace technology programs, such as Microsoft Outlook or Teams, do not inhibit voluntary disclosure of pronouns.
 - **Action I-1.3c:** Implement methods to identify any language access barriers in DOJ employment that may be experienced by DOJ employees and applicants whose first language is not English.
- **Strategy I-1.4:** Support religious diversity by fostering a culture of tolerance and respect regardless of religious affiliation or belief.
 - **Action I-1.4a:** Continue to provide and inform employees of religious accommodations consistent with federal policy and legal requirements.
 - **Action I-1.4b:** Ensure all related EEO training addresses nondiscrimination based upon religion and includes coverage of religious accommodation and guidance to process requests.

Available Metrics to Assess Progress

- 90% or higher of DIDP participants who recommend that their Component continue to support employee participation in the DOJ DIDP Number of diversity dialogue-related events, programs, or opportunities that occur DOJ-wide

- Number and type of strategies used across DOJ to raise awareness of affinity groups (e.g., DOJ webpages, Component newsletters) Data regarding annual EEO training agency-wide
- Annual FEVS Inclusion index

Accessibility

Goal A-1: Accessibility is a core value in the workplace.

Strategies and Actions

- **Strategy A-1.1:** Ensure compliance with Section 508 of the Rehabilitation Act and enhance access to assistive technology.
 - **Action A-1.1a:** Collaborate with existing Section 508 programs to ensure access to assistive technology in the workplace.
 - **Action A-1.1b:** Build a community of practice within DOJ to bolster Component collaboration and the sharing of best practices, technological advances, and related policy and guidance.
 - **Action A-1.1c:** Consult with the U.S. Access Board, OPM, and GSA to improve Section 508 program performance measures to fully mature the Department's Section 508 program.
- **Strategy A-1.2:** Address structural and attitudinal barriers to accessibility.
 - **Action A-1.2a:** Conduct & assess the reasonable accommodation survey.
 - **Action A-1.2b:** Develop guidance and communications to assist in eliminating the impact of physical and communication barriers when accessing DOJ facilities and services.
 - **Action A-1.2c:** Review position descriptions and job postings that contain physical requirements (e.g., lifting, standing) to ensure they are appropriately validated based upon business necessity; ensure physical requirements are stated in all job vacancy announcements.
 - **Action A-1.2d:** Bolster trainings for Section 508 coordinators and employees (such as managers and supervisors) on topics including, but not limited to, conducting accessible meetings in a virtual environment, incorporating multiple modalities in communication methods, and creating accessible documents, video, and media.

Available Metrics to Assess Progress

- Section 508 compliance metrics
- Reasonable accommodation metrics
- Annual FEVS Accessibility index

Workplace Environment

Goal W-1: A DOJ workplace environment that is free from harassment, values physical and psychological safety, and supports the well-being of DOJ employees.

Strategies and Actions

- **Strategy W-1.1:** Develop clear and comprehensive policies and practices, as well as robust training and greater awareness, for preventing and addressing workplace harassment.
 - **Action W-1.1a:** Launch the Sexual Misconduct Response Unit.
 - **Action W-1.1b:** Update the Department’s anti-harassment policy and Department points of contact for employees that may be victims of harassment, to include information about where harassment allegations may be reported, and the processes and timelines for investigating and resolving harassment allegations.
 - **Action W-1.1c:** Collaborate with Components with existing anti-harassment programs that are separate from EEO to explore options to augment and broaden anti-harassment efforts.
- **Strategy W-1.2:** Promote work environments where employees can reasonably, constructively, and professionally express thoughts, emotions, opinions, and concerns.⁴
 - **Action W-1.2a:** Collect or develop tools for managers and supervisors to aid them in fostering and demonstrating support for psychological well-being.
 - **Action W-1.2b:** Amplify leadership messaging supporting psychological well-being in the workplace.
- **Strategy W-1.3:** Support the well-being of employees and the importance of available support and services.
 - **Action W-1.3a:** Routinely evaluate and promote use of Employee Assistance Programs (EAP) to identify areas needing supplementation.
 - **Action W-1.3b:** Increase availability of information and awareness of EAPs, such as inviting EAP staff to present to employees about available services.
 - **Action W-1.3c:** Communicate information about the Law Enforcement and Mental Health Act Program (LEMHAP) administered by the Department and related resources.

Available Metrics to Assess Progress

- Aggregate harassment, sexual harassment, and retaliation complaints filed, as reported in the annual No FEAR Act
- Annual Report on the LEMHAP and DOJ specific metrics
- Annual FEVS:

⁴ Such expressions must adhere to performance expectations and cannot undermine the efficiency of the federal service or violate agency policies and legal requirements.

- Question #8 - *I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.*
- Question #33 - *Employees in my work unit support my need to balance my work and personal responsibilities.*
- Question #40 - *My organization has prepared me for potential physical security threats.*
- Question #47 - *My supervisor supports my need to balance work and other life issues.*
- Question #48 - *My supervisor listens to what I have to say.*
- Question #79 - *I am comfortable expressing opinions that are different from other employees in my work unit.*
- Question #81 - *I can be successful in my organization being myself.*