2023-2026

USCIS DEIA
STRATEGIC PLAN

This page intentionally left blank.

TABLE OF CONTENTS

This page intentionally left blank.

MESSAGE FROM THE DIRECTOR

Dear Colleagues,

Every day, we uphold America's promise as a nation of welcome and possibility with fairness, integrity, and respect for all we serve. By embedding the principles of diversity, equity, inclusion, and accessibility (DEIA) into our agency decisions and daily activities, we attract, recruit, train, and retain employees who successfully carry out the mission of USCIS, and we achieve our core value of championing people. This empowers employees to bring their best selves to USCIS, in service to the public and the USCIS mission. When people of all backgrounds are valued, heard, and respected in an inclusive manner, the nation reaps the reward.

I am proud to announce USCIS' first ever DEIA Strategic Plan. This strategic plan is our roadmap to realizing our promise as an agency to incorporate DEIA into our daily work through six primary goals with clear, concise, and practical ways to implement them across the agency. With quarterly and annual reporting, we will monitor and evaluate our progress to ensure accountability for achieving our DEIA strategic goals.

I am pleased with the progress we have made so far, but I recognize that there is much more work to be done.

I am both excited and energized by your support for, and continued partnership in, advancing the goals and principles of this groundbreaking plan.

As you familiarize yourself with our strategic plan, I challenge you to consider ways you can contribute to advancing the DEIA goals of our agency. I look forward to seeing the amazing work that we will achieve together.

Thank you,

Ur M. Jaddou
Director

INTRODUCTION

This USCIS DEIA Strategic Plan was prepared in furtherance of the goals of **Executive Order 14035**, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforc*e (EO 14035), issued by President Biden on June 25, 2021. EO 14035 launched a government-wide initiative to re-focus efforts to cultivate a federal workforce that is drawn from, and reflective of, the full diversity of the nation and advance employment opportunities for all, including individuals from historically underserved communities. USCIS is fully committed to these principles and this landmark plan outlines how USCIS will achieve these goals.

This plan amplifies the culture of DEIA embodied in the goals of the **FY 2023-2026 USCIS Strategic Plan** and our core values. It focuses on accelerating our agency efforts to improve accessibility and inclusion and increase diversity and equity, and integrating DEIA into the agency's decision-making, governance, and mission to enhance the quality of work life and better fulfill our mission. The agency commits to achieving DEIA with this plan and outlines the strategies that will be used to integrate and sustain those principles in USCIS policies, practices, and culture. USCIS will use this plan as a roadmap to achieve DEIA maturity by cultivating a more innovative, inclusive, accountable, and engaged workforce.

These DEIA goals and strategies reflect a joint effort of agency employees representing a wide range of program offices and directorates and was developed after receiving a multitude of input, including from employees attending inclusive diversity dialogues, a range of agency reports, and external resources, such as the government-wide and DHS DEIA plans. All USCIS leadership stands committed to pursuing the strategies and implementing the actions outlined in the plan. This level of leadership engagement ensures visibility into USCIS' progress across the agency and that DEIA is integrated into all agency functions as a priority. Our Union partners are also critical to the success of this effort. We appreciate their input, collaboration, and support in the development of this plan and commit to working with them in partnership to achieve these goals.

The plan is composed of six strategic goals, each relating to a distinct DEIA element. These strategic goals will drive operational effectiveness in core areas such as leadership accountability, attracting and retaining a diverse workforce, modernizing infrastructure to sustain accessibility, and fostering and maintaining safer workplaces. Each goal comprises several strategies, which describe the desired outcomes, along with the actions USCIS will take to achieve these outcomes and how success will be monitored and measured.

The strategies also map to the OPM/OMB DEIA Maturity Model to track progress consistently. These tools will help USCIS evaluate its success in reaching its DEIA goals. Each tool that will be used to measure the agency's progress is described in Appendix B. The goals are:

Goal 1: **Leadership Engagement** - Leaders model and champion DEIA consistently.

Goal 2: **Diversity** - Attract and build a representative workforce at all levels of the organization.

Goal 3: **Equity** - Foster an equitable workplace to ensure employees have the resources they need to succeed.

Goal 4: **Inclusion** - Nurture a culture that prioritizes inclusivity and belonging.

Goal 5: **Accessibility** - Modernize infrastructures to build and sustain an accessible environment - physically, mentally, and technologically.

Goal 6: **Safer Workplace** - Maintain a safe and respectful workplace.

The USCIS DEIA Strategic Plan is a living document that will be regularly evaluated and refined to accomplish its underlying objectives, accommodate identified best practices, and integrate new ideas. Additionally, each program office and directorate will engage in action planning to support the agency in achieving the plan's goals. USCIS' greatest strength is our workforce; implementing this plan will build on that strength as we work together to make the vision of this plan a reality.

GOAL 1: LEADERSHIP ENGAGEMENT

Leaders model and champion DEIA consistently.

■ STRATEGY 1.1 - TRAIN AND EDUCATE SENIOR LEADERS IN DEIA TOPICS.

A more informed and empowered leadership team will create a stronger DEIA culture and improve employee engagement. Leaders will develop the knowledge and skills needed to effectively manage and leverage DEIA across USCIS.

Actions

- Conduct a comprehensive DEIA training needs assessment and benchmarking study.
- Develop training resources and products to enable leaders to promote DEIA.
- Identify DEIA training options and vendors and provide regular training to all senior leaders.

Tools for Measuring Progress

- Percent of USCIS senior leaders who have completed DEIA training
- FEVS DEIA Index score
- EEO and Diversity Climate Survey results
- OPM/OMB DEIA Scorecard

■ STRATEGY 1.2 - ENSURE SENIOR LEADERS ARE ACCOUNTABLE FOR DEMONSTRATING BEHAVIORS THAT SUPPORT DEIA VALUES, OBJECTIVES, AND ACTIVITIES.

DEIA will be integrated into leaders' daily decision-making processes. These efforts will be monitored, evaluated, and recognized. USCIS will empower leaders to sustain their DEIA efforts and become consistent champions of DEIA.

Actions

- Conduct program office and directorate (POD) DEIA assessments and engage senior leaders in action planning.
- Develop a framework to assist senior leaders in promoting, actively participating in, and communicating support of DEIA activities.
- Recognize exceptional DEIA efforts through leadership awards.

Tools for Measuring Progress

- Number of POD DEIA assessments completed
- Percent of internal-facing POD action plan initiatives identified in POD DEIA assessments and other DEIA evaluations completed such as participation at events, hosting events, speaking engagements, dedication of resources, DEIA related communications, employee awards and recognition, etc.
- Number of employees who attend or view USCIS special observance events
- FEVS DEIA Index score
- Employee feedback (listening sessions, surveys)
- OPM/OMB DEIA Scorecard

■ **STRATEGY 1.3 - INCREASE SUBJECT MATTER EXPERTISE AND AVAILABLE RESOURCES TO FURTHER DEIA GOALS AND OBJECTIVES.**

Key personnel and resources will be secured to effectively develop and execute DEIA policies and practices. Consistent allocation of resources will ensure DEIA is embedded in USCIS culture.

Actions

- Establish DEIA-related positions including a chief diversity and inclusion officer (CDIO), statistician, and DEIA specialists to execute USCIS DEIA efforts.
- Establish a DEIA council to inform, advise, and support DEIA activities. Members will include agency senior leadership with the ability to commit resources and ensure accountability, union representatives, employee association leaders, and other USCIS stakeholders.
- Establish a DEIA champion position in each POD to assist with the development and execution of DEIA action items.
- Create a centralized budget for DEIA-related activities.

Tools for Measuring Progress

- Establishment and onboarding of CDIO and other DEIA-related positions
- Establishment and convening of DEIA council
- Number of DEIA champions in place
- FEVS DEIA Index score
- EEO and Diversity Climate Survey results
- OPM/OMB DEIA scorecard

GOAL 2: DIVERSITY

Attract and build a representative workforce at all levels of the organization.

■ **STRATEGY 2.1 - IDENTIFY AND ELIMINATE BARRIERS TO EQUAL EMPLOYMENT OPPORTUNITIES IN RECRUITING, HIRING, AND RETAINING DIVERSE TALENT.**

Thorough analyses of workforce data and employment policies, processes, and practices will be conducted to pinpoint root causes of lower-than-expected workforce representation, remove barriers to equal opportunity, and cultivate and sustain a skilled, engaged, and diverse workforce.

Actions

- Broaden the availability and analysis of data to measure and assess workforce demographics.
- Conduct analyses to identify barriers to equity in the employment life cycle.
- Take action to eliminate barriers that create lower-than-expected representation of certain demographic groups in the workforce, including in leadership positions.

Tools for Measuring Progress

- Number of studies completed
- Number of barriers identified
- Actions taken to eliminate barriers
- Increased rates among groups with lower-than-expected representation in the workforce

■ **STRATEGY 2.2 - EMPLOY INNOVATIVE METHODS TO ATTRACT A DIVERSE APPLICANT POOL.**

A diverse and representative workforce that draws from a range of backgrounds, experiences and perspectives will result in innovation and increased employee engagement. Cultivating a diverse workforce will position USCIS to better serve its customers.

Actions

- Establish an inclusive recruitment and hiring hub with resources for hiring officials.
- Create and implement an inclusive outreach and recruitment plan within each POD.
- Leverage partnerships with professional organizations, minority serving institutions (MSIs), community colleges, universities, and employee associations.
- Promote paid internships, fellowships, and apprenticeships.

Tools for Measuring Progress

- Percentage of underserved populations in applicant pool
- Number of partnerships with professional organizations, MSIs, community colleges, and universities
- Increased USCIS participation in outreach and recruiting events/activities focused on attracting a diverse pool of candidates
- Percent increase in full-time hiring and paid internships, fellowships, and apprenticeships through special hiring authorities, Pathways Programs, Schedule A, veterans, military spouses, returned Peace Corps volunteers, and partnerships with MSIs
- Increased rates among groups with lower-than-expected representation in the workforce

GOAL 3: EQUITY

Foster an equitable workplace to ensure employees have the resources they need to succeed.

■ STRATEGY 3.1 - IMPROVE COLLECTION OF, AND ACCESS TO, CAREER DEVELOPMENT PROGRAM DATA.

Robust demographic data will allow USCIS to better evaluate career development programs and other employment opportunities, to identify and address any barriers to employee growth and advancement.

Actions

- Develop and implement a system to collect and analyze data related to career development programs.
- Expand data sources to track career development program applicants and selections by demographic groups.

Tools for Measuring Progress

- Development and implementation of a career development data tracking system with robust reporting capabilities
- Ability to track applications to, and selections for, development programs by demographic groups

■ STRATEGY 3.2 - INCREASE ACCESS TO DEVELOPMENT OPPORTUNITIES.

By mitigating potential barriers to professional development opportunities, USCIS will ensure all employees have equitable access to tools and resources to help them with career growth.

Actions

- Promote the use and execution of career development opportunities, including individual development plans (IDPs), skills assessments and related training, mentoring, and coaching.
- Evaluate and enhance leadership and career development programs to increase access to opportunities, including for members of underrepresented groups.

Tools for Measuring Progress

- Percent of employee applications to development programs
- Percent of employee participation in IDP, career development, mentoring, and coaching programs
- Representative participation in career development opportunities by demographic group
- Percent increase in representation of underrepresented groups in higher-graded positions

■ **STRATEGY 3.3 - PROVIDE EMPLOYEES AND THEIR ELIGIBLE DEPENDENTS, INCLUDING LGBTQI+ EMPLOYEES, WITH EQUITABLE ACCESS TO SUPPORT SERVICES.**

USCIS will advance equity by providing all employees, including LGBTQI+ employees, and their families with equitable access to support services aligned to their needs to increase wellness and engagement.

Actions

- Evaluate and modify WorkLife programs to encourage culturally competent services that meet the needs of the workforce.
- Promote Employee Assistance Programs (EAP) and other WorkLife programs, including available mental health referral services and resilience programs.
- Evaluate USCIS policies, procedures, and guidance for gaps in addressing the needs of employees who are transgender and transitioning.

Tools for Measuring Progress

- WorkLife programs participation rates
- Number of gaps identified and addressed
- FEVS scores
- EAP utilization rates
- WorkLife support webinar attendance reports
- Employee WorkLife Resources provided via:
  - USCIS Today articles
  - WorkLife Coordinator POCs
  - Monthly HCT conference calls
  - Employee feedback (listening sessions, surveys)

GOAL 4: INCLUSION

Nurture a culture that prioritizes inclusivity and belonging.

STRATEGY 4.1 - PROVIDE TIMELY AND EFFECTIVE RELIGIOUS ACCOMMODATIONS AND ACCOMMODATIONS FOR PEOPLE WITH DISABILITIES.

Ensuring accommodation requests are efficiently processed will improve the employee experience, productivity, engagement, and retention, by providing employees with the tools and flexibilities needed to perform their duties.

Actions

- Acquire interactive IT system to assist in accommodations tracking, reporting, and analysis.
- Train and educate employees, supervisors, and management officials on the requirements and processes for providing accommodations and increasing accessibility.
- Develop and implement religious accommodation policy and procedures.
- Increase efficiency in the processing of accommodation requests.

Tools for Measuring Progress

- Average time to resolve accommodation requests
- EEO complaint activity related to accommodations
- Reduction in separation of persons with disabilities
- FEVS DEIA Index score
- EEO and Diversity Climate Survey results
- OPM/OMB DEIA Scorecard

STRATEGY 4.2 - STRENGTHEN MECHANISMS FOR EMPLOYEE FEEDBACK AND INPUT.

To better understand employee experiences and bridge gaps to improve inclusion and engagement, USCIS will routinely invite feedback via various means, allowing employees to provide input regarding their experience and the decisions that impact them.

Actions

- Design a "Voice of the Employee" program with a sophisticated, mixed method approach to collecting employee feedback.

- Strengthen and leverage partnerships with the union and employee associations to encourage employee participation.
- Encourage establishment of new USCIS chapters of employee associations.

Tools for Measuring Progress

- Employee feedback (listening sessions, surveys)
- Employee participation in existing employee associations and chapters
- Creation of new USCIS employee association chapters
- FEVS DEIA Index score
- EEO and Diversity Climate Survey results
- OPM/OMB DEIA Scorecard

◼ STRATEGY 4.3 - EXPAND THE AVAILABILITY OF DEIA TRAININGS.

To ensure that every employee is engaged, feels a sense of belonging, and is empowered to be their authentic self in the workplace, employees at all levels of USCIS will be trained on DEIA principles and practices, embedding DEIA into USCIS culture and decision-making.

Actions

- Evaluate, develop, and implement DEIA trainings so that employees are supported and encouraged to promote respectful, safe, and inclusive workplaces and have increased understanding of implicit or unconscious bias.
- Establish a robust DEIA training program.
- Leverage USCIS Special Emphasis Program Managers to deliver training.

Tools for Measuring Progress

- Number of DEIA modules created and delivered
- Number of employees attending DEIA training
- Post-training feedback surveys
- FEVS DEIA Index score
- EEO and Diversity Climate Survey results
- OPM/OMB DEIA Scorecard

GOAL 5: ACCESSIBILITY

Modernize infrastructures to build and sustain an accessible environment – physically, mentally, and technologically.

■ **STRATEGY 5.1 - ENSURE THAT THE USCIS WORK ENVIRONMENT IS ACCESSIBLE TO ALL EMPLOYEES, TAKING INTO ACCOUNT PHYSICAL, MENTAL, AND TECHNOLOGICAL NEEDS.**

USCIS will increase accessibility by proactively updating and modernizing infrastructure, including its facilities and technology, so employees of all abilities can fully and independently utilize physical and virtual spaces.

Actions

- Conduct studies and focus groups with USCIS employees to identify gaps and barriers to accessibility in the workplace.
- Review and update existing accessibility policies, guidance, and procedures.
- Provide training and guidance on processes to make physical and virtual environments, including common and individual environments, accessible spaces.
- Train employees on conducting accessible meetings, creating accessible documents, and addressing potential physical and attitudinal barriers to equitable opportunities.

Tools for Measuring Progress

- Number of policies, guidance, and procedures reviewed and updated
- Number of employees trained on USCIS accessibility policy and guidance
- USCIS facilities accessibility audit results
- Percentage of EEO complaints related to accessibility
- OPM/OMB DEIA Scorecard
- Number of 508 trusted testers within USCIS
- OMB Bi-annual Government-wide Section 508 Program Maturity Survey (USCIS webpage conformance) results

GOAL 6: SAFER WORKPLACE

Maintain a safe and respectful workplace.

■ **STRATEGY 6.1 - BUILD AND SUSTAIN A ROBUST ANTI-HARASSMENT PREVENTION PROGRAM THAT IS ACCESSIBLE TO ALL EMPLOYEES.**

By improving the framework for receiving and addressing reports of workplace harassment, while also actively promoting education, training, and prevention programs, USCIS will create a climate and culture of safety for all employees.

Actions

- Review and update existing anti-harassment and workplace violence prevention policies, guidance, procedures, and evaluation mechanisms.

- Allocate resources for effective implementation of the programs.

- Regularly and effectively train supervisors and managers about how to prevent, recognize, and respond to conduct that could rise to the level of harassment, discrimination, or retaliation.

- Provide employees with ongoing, interactive training on workplace harassment, anti-bullying, bystander intervention, anti-discrimination, conflict management, and implicit bias.

- Provide support for federal employees who have experienced workplace discrimination, harassment, and retaliation.

Tools for Measuring Progress

- Number of policies, guidance documents, and procedures reviewed and/or updated
- Number of employees and supervisors trained
- EEO and Diversity Climate Survey results
- Employee post-service feedback surveys

STRATEGY 6.2 - ENSURE QUALITY AND TIMELINESS OF INVESTIGATIONS OF REPORTS OF HARASSMENT AND WORKPLACE VIOLENCE.

USCIS will dedicate resources to ensure investigations are performed and support services are provided in a trauma-informed and thorough manner. All reports of harassment and workplace violence will be assessed expeditiously, and quality investigations will be conducted in a timely manner.

Actions

- Establish or update workplace policies and resources to support employees who have experienced domestic violence, sexual assault, or stalking.

- Analyze existing processes and procedures and implement anti-harassment and workplace violence program efficiencies.

- Ensure that employees responsible for receiving, investigating, and/or resolving complaints are well-trained to perform their functions promptly, fairly, and in a trauma-informed manner.

Tools for Measuring Progress

- Number of policies and procedures reviewed and updated or established
- Number of trained employees conducting investigations
- Case processing timeframes

APPENDIX A

EXECUTIVE ORDER KEY CONCEPTS AND TERMS

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

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

Inclusion The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

Accessibility The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. 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.

Underserved Communities 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 (LGBTQI+) 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.

APPENDIX B

TOOLS FOR MEASURING PROGRESS

Operational/activity measures (milestones) and outcome/performance measures (measures) are tools that will be used to determine how successful the agency is in reaching its DEIA goals. Milestones gauge the status of activities and help to produce the outcome measures, while outcome measures help the agency assess the end impact of the activities. Each strategy is accompanied by milestones and measures to gauge the agency's progress in implementing the DEIA Strategic Plan. Unless otherwise noted, all milestones are assessed quarterly, and outcome measures are tracked annually.

FEVS DEIA Index This measure will be tracked annually year over year. Also known as the Federal Employee Viewpoint Survey DEIA Index, it aligns with government priorities and current research from, the U.S. Office of Personnel Management (OPM) which developed the Index for the 2022 FEVS. The measure was specifically designed to align with Executive Order 14035 which features four distinct factors: diversity, equity, inclusion, and accessibility, included as subindices in the survey. Each factor aligns with specific questions that will be used to measure the success of related DEIA goals.

EEO and Diversity Climate Survey This measure will be tracked annually or biennially (every two years) and year over year through a confidential USCIS workforce survey coordinated by the Office of Equal Opportunity and Inclusion that focuses on the equal employment opportunity (EEO) and diversity climate at USCIS. It is an extension to the FEVS and furthers the agency's goal to cultivate a work environment where all employees feel valued and are treated fairly. The survey is also administered in support of the Equal Employment Opportunity Commission's (EEOC) requirement for federal agencies to conduct annual self-assessments to determine their progress in achieving model EEO programs and to identify possible barriers that may impede certain groups of employees from enjoying equal employment opportunity.

OPM/OMB DEIA Scorecard (Maturity Model) This measure will be tracked annually. It is a sample tool developed by OPM for agencies to use to assess the effectiveness of DEIA within their workforce policies and culture that supports agencies in effectively building an infrastructure for DEIA to improve efficiency, effectiveness, and equity. This model can be adopted or adapted to meet an Agency's unique structure and needs. See the DEIA Appendix Model Overview in Appendix C.

USCIS Today Topics shared via USCIS Today will help to measure progress quarterly. USCIS Today is an online publication of the Office of Public Affairs that features USCIS news, policy, events, jobs, spotlights, and employee recognition.

HCT Conference Call This measure will be tracked quarterly. A monthly Teams call where the Office of Human Capital and Training (HCT) updates agency leaders or their representatives, chiefs of staff, mission support managers and other liaisons to HCT from across USCIS on key human resources and training topics. Topics shared via HCT conference calls will be tracked.

WorkLife Programs Topics shared via WorkLife program POCs will be tracked quarterly. WorkLife is the business practice of creating a flexible, supportive environment to engage employees and maximize organizational performance. WorkLife programs are critical management tools for the Federal community as they strive to maintain an excellent, engaged workforce. Key WorkLife programs offered to employees include worksite health and wellness, Employee Assistance Programs (EAP), workplace flexibilities—telework and remote work, dependent care, worksite lactation programs, and workplace violence prevention programs. These programs can demonstrate significant benefits for agencies, employees, and communities.

EAP Utilization This measure will be tracked quarterly in an anonymized manner to protect employee privacy. The EAP provides guidance to managers, supervisors, and employees related to personal and workplace issues. Services for all USCIS employees include short-term counseling, information, and referral to community resources, preventative health education, training, and trauma debriefings and response. EAP services also include coaching, consultation and access to comprehensive resources and training for management.

508 Trusted Testers The number of trusted testers is a quarterly milestone. Section 508 of the Rehabilitation Act of 1973 (**29 U.S.C § 794 (d)**), applies to all federal agencies when they develop, procure, maintain, or use electronic and information technology. Under Section 508, agencies must give disabled employees and members of the public access to information comparable to the access available to others. A **trusted tester** is a person certified to provide accurate and repeatable Revised 508 conformance test results for web content.

OMB Bi-annual Government-wide Section 508 Program Maturity Survey This measure will be tracked bi-annually. Federal agencies are required to report to the Office of Management and Budget (OMB) twice per year on their IT accessibility/Section 508 program maturity and effectiveness including webpage conformance. These reports are analyzed to find ways to improve collaboration across agencies, reduce redundancies, and develop solutions to improve the management of government accessibility programs.

APPENDIX C

DEIA MATURITY MODEL OVERVIEW

USCIS will map its DEIA actions to this maturity model recommended in government-wide guidance as captured in the table below. USCIS will collect the required data to establish our baseline and determine where the agency stands on the maturity spectrum and where to target our efforts towards improvement. It is also important that we determine the appropriate standards of measurement along with key performance indicators and evaluative methods to gauge our progress in advancing DEIA.

SIGNALS OF MATURITY	LEVEL 1 Foundational Capacity	LEVEL 2 Advancing Outcomes	LEVEL 3 Leading and Sustaining
DEIA approach	Focused on complying with non-discrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency/component practices promote the values of DEIA, but DEIA may not yet be integrated across agency/component mission and strategic planning.	DEIA is an integral part of overall agency/component mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data-driven analysis, and continuous improvement. Agency/component undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity framework	Definition of diversity confined to EEO categories.	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational structure	DEIA work may be under- resourced within the organization and/or decentralized across the agency/component.	DEIA work integrated across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of agency/component leadership with significant and sustained SES responsibility.
DEIA integration	DEIA work may be siloed within the Agency/Component and/or disconnected from mission and strategic planning.	DEIA goals reflected in Agency/Component strategic planning.	DEIA goals fully and strategically integrated with Agency/Component strategic planning, performance management, and learning agendas.

This page intentionally left blank.