



CENTER FOR VETERINARY MEDICINE
**DIVERSITY AND
INCLUSION**
STRATEGIC PLAN

FY 2020 – 2024



Message from the Center Director and Executive Officer

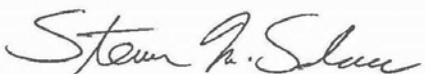
The Center for Veterinary Medicine (CVM) takes great pride in celebrating diversity and is committed to maintaining an inclusive workplace for **ALL** employees – regardless of race, religion, national origin, sexual orientation, gender identity, age, physical ability, or any other personal characteristics. We are honored to lead a Center so strongly dedicated to diversity and inclusion.

Since CVM launched its first *Diversity and Inclusion Strategic Plan* in 2015, we have made great progress in not only implementing the plan but going above and beyond the plan's stated goals to reinforce the importance of fostering a diverse workforce and inclusive workplace. We use several tools to measure employee perceptions of diversity and inclusion, including the Inclusion Quotient (IQ) index within the Federal Employee Viewpoint Survey (FEVS) and the CVM Diversity and Inclusion survey. The IQ consists of 20 items correlated with inclusive environments and thereby seeks to measure how fair, open, cooperative, supportive, and empowering one's organization is perceived to be. Analysis of the IQ since 2015 has shown CVM to score at least 10-20% higher than the Department and Government-wide on each of these subscales with our overall IQ score steadily rising from 75 in 2015 to 84 in 2018. Additionally, our own set of diversity and inclusion metrics, assessed through our annual Diversity and Inclusion survey, have been extremely positive. The results of the Center's latest survey revealed that 81% of respondents believe CVM demonstrates its commitment to workplace diversity and inclusion well/very well.

With this progress, we can now set our sights on new ways to demonstrate our strong and continual commitment to diversity and inclusivity – sustaining those efforts which have brought us initial success and incorporating new strategies to address areas needing attention. As such, we are pleased to present the Center's second ***Diversity and Inclusion Strategic Plan FY 2020 – 2024***.

Our organization has long-operated with the philosophy that leveraging diversity – in its many forms – is vital to the health of our Center. Therefore, fostering a diverse and inclusive workforce is not only integral to the success of CVM's mission but is simply the right thing to do. Accordingly, we strive to maintain an organizational culture and work environment that nourishes the individual differences and varying perspectives of all employees across the workplace. We are hopeful that this plan will help strengthen our workforce's collective accountability to further develop CVM's inclusive workplace and culture.

Successful implementation of the goals and strategies articulated in this plan requires coordination and continued commitment from all employees across the Center. As we all know, the journey toward becoming a higher performing organization is supported by a positive, safe, and caring work environment where members all share a set of core values and behaviors. Therefore, on behalf of CVM's leadership, we encourage each employee to take an active role in making the Center a place where every individual is appreciated. We are confident that executing the objectives of this plan will enable us to maximize CVM's collective potential as "One CVM" and our ability to successfully and creatively serve our stakeholders.



Sincerely, Steven M. Solomon, D.V.M., M.P.H.
Director, Center for Veterinary Medicine



Roxanne K. Schweitzer
Executive Officer, Center for Veterinary Medicine

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Introduction

The Center for Veterinary Medicine (CVM or the Center) is pleased to share the *CVM Diversity and Inclusion Strategic Plan* for Fiscal Years (FY) 2020 – 2024. This plan establishes updated diversity and inclusion goals, strategies, and outcomes. Specifically, the plan sets forth three goals related to: (1) leadership commitment; (2) continuing to build an inclusive, equal opportunity work environment; and (3) recruiting and developing a diverse and highly capable workforce.

This plan is based on guidance provided by the U.S. Office of Personnel Management (OPM) and is aligned with the *Food and Drug Administration's (FDA) Diversity and Inclusion Strategic Plan 2018 – 2021*. CVM's *Diversity and Inclusion Strategic Plan* also serves as a companion document to the Center's Strategic Human Capital Plan FY 2017 – 2021.

The plan is meant to be fluid document whereby it is revisited annually to assess the effectiveness of the direction it is providing as well as to monitor our achievement of the goals and strategies embodied within.

Diversity and Inclusion Defined

Diversity is defined as “a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively.”

Inclusion is defined as “a set of behaviors (culture) that encourages employees to feel valued for their unique qualities and experience a sense of belonging.”

These definitions have been adopted from OPM's definitions of “diversity” and “inclusion.”

CVM's Commitment to Diversity and Inclusion

Setting the Stage as a High Performance Organization

For over 20 years, the Center has aligned itself with the principles and concepts of the High Performance Organization (HPO) operating model. HPO is a transformative process – not a one-time event – involving continual visioning to determine what optimal performance looks like both now and in the future. HPO involves four key elements: 1) an ongoing scan of the Center's internal and external environment, 2) assessing our organizational resources, 3) tracking our progress towards goals, and 4) adjusting as needed.

At CVM, each employee is viewed as an active and responsible member of the decision-making process. CVM only achieves high performance when we work together to share responsibility for the entire organization. This concept of “stewardship” is what sustains our positive, supportive, and caring work environment and ultimately promotes the consideration of diverse perspectives, opinions, and vantage points.

Embedded in the CVM Core Values

In 2019, CVM finalized a year-long process of updating the Center's core values. Core values are fundamental, ingrained principles that guide our behavior and decisions. They lie at the heart of an

organization and serve to clarify the organization's identity. They reflect an organization's distinctiveness and prioritize what it says "yes" to and what it says "no" to¹. They are:

- **We Serve:** We are a mission-driven, public health, regulatory Center. Safeguarding human and animal health is what we do. We serve our stakeholders and hold their trust in the highest regard. Collaboration and communication, across all disciplines, are the tools we use to provide the greatest level of service.
- **We Lead:** Everyone makes a difference. Each of us contributes our ideas and skills to influence CVM's direction regardless of their title or position. New leaders emerge every day.
- **We Learn:** We continuously learn, stretch, and grow. We provide opportunities for people to develop their skills and cultivate diverse talents. Our individual expertise is the expertise of the organization.
- **We Honor:** CVM appreciates the exceptional people who work here. We encourage and support everyone to dream, inspire each other, and live our best lives, personally and professionally. We celebrate all life experiences, cultures, and backgrounds for the wealth of perspectives they bring to CVM.

Diversity and inclusion run through all four values and are incorporated into everything that CVM is and does. To effectively **serve** others, we need to consider the working and communication styles of our diverse stakeholders and adapt our strategies to best fit their needs. With regards to **leading**, we firmly believe that all CVM employees are valuable contributors to the CVM mission. The unique skills and talents that each person brings to the table enable the Center to succeed. CVM employees take pride in **learning** from each other. Recognizing that people learn in different ways, we offer a variety of methods for CVM employees to grow their skills and knowledge. Likewise, we offer many ways for employees to learn about the importance, benefits, and application of diversity and inclusion. We **honor** the broad array of characteristics that makes each employee unique. We work hard to ensure that everyone is included and knows the value they bring to CVM.

Sample of Previous Years' Accomplishments

CVM continues to make large advancements in support of diversity and inclusion. Since the first plan was issued in 2015, CVM carried out numerous diversity and inclusion activities contributing to a robust Center-wide diversity and inclusion program. The following list provides a small but significant sample of the Center's accomplishments organized by the major goals of our original plan:

Sustain CVM's Commitment to Diversity and Inclusion

- Created a new Center-level Diversity and Inclusion honor award to expressly recognize employees who have woven respect, fairness, and appreciation of individual differences into the Center in order to make CVM a richer, more accepting organization.
- Sponsored diversity events and commemorative programs such as CVM Diversity Day and the FDA Pride event to raise diversity awareness.
- Established and revised the CVM Diversity and Inclusion Working Group to include greater accountability from each Office.
- Actively participated in Agency diversity and inclusion discussions, trainings, and events to share best practices to help evolve and enhance diversity and inclusion activities FDA-wide.

¹ [CVM Core Values: Revised to Reflect a Growing Center](#)

- Conducted annual CVM Diversity and Inclusion surveys since 2016 to gather employee perceptions surrounding diversity and inclusion at the Center; thoroughly evaluated the results of the surveys; and used the feedback to inform future action planning.

Improve Workplace Inclusion by Cultivating a Collaborative, Fair, and Flexible Culture

- Created a Phonetic Directory to help guide proper pronunciation of employee names.
- Established a CVM lunch and learn series with Employee Resource Groups (ERGs) to raise awareness and increase Center participation in ERGs.
- Launched the CVM Fireside Chat series to bring outside speakers to CVM for a less formal diversity and inclusion discussion setting.
- Hosted a wide variety of diversity discussions where employees share information about their cultures and backgrounds.
- Provided all supervisors with training on Reasonable Accommodations and Preventing Sexual Harassment.
- Established and maintained five (5) core CVM Diversity and Inclusion classes: New IQ, Anti-Bullying, The Loudest Duck, Championing Diversity, and Unconscious Bias.
- Developed and implemented a CVM Mentor Program which significantly enhances mentoring relationships and experiences at the Center. Instituted an Experiential Learning Program (ELP) to provide staff with the opportunity to observe and experience the tasks performed in other positions within the Center, diversify skillsets, and learn new and different ways of completing work.

Maintain a Diverse Workforce Through Recruitment, Development, and Retention Efforts

- Revised the content on the Center's [Working at CVM](#) internet page to more effectively communicate the Center's inclusive work environment and to attract diverse talent.
- Leveraged the CVM Applicant and Student Career Profile Systems to collect profiles of candidates eligible for non-competitive appointments to include Peace Corps Volunteers, veterans, and people with disabilities.
- Participated in the Girls, Inc. *STEM Girls for Social Good* summer program by hosting 50+ girls for a day of learning about CVM programs and veterinary medicine.
- Annually attended various networking and recruitment events at colleges and universities, including Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, Predominately Black Institutions, American Indian Alaska Native Serving Institutions and Asian American Native American Pacific Islander Serving Institutions.
- Capitalized on social media platforms such as Twitter, LinkedIn, and Web/Online social communities to promote Center employment opportunities as well as market CVM as an employer of choice.
- Used the Center's representative employment hashtag - #CVMCareers - as well as the Spanish translation of the phrase (#CVMCarreras) with all job-related Twitter communications.
- Created a CVM diversity profile to facilitate dialogue with senior leadership to include a review and analysis of current workforce demographics, including race, ethnicity, gender, disability status, and veteran status.
- Evaluated CVM diversity data to determine gaps in representation and developed strategies to increase representation.

CVM's FY 2020 – 2024 Diversity and Inclusion Goals

As evidenced, we've made great strides in accomplishing the goals of our previous plan. However, there is still more work to be done. For the current plan, we have slightly refined our diversity and inclusion goals to be more succinct as well as to align with the FDA Diversity and Inclusion Strategic Plan. Our updated diversity and inclusion goals are:

Goal 1: Ensure leadership commitment.

Ensure leadership demonstrates its commitment and accountability for modeling behavior that advances diversity and inclusion.

Goal 2: Cultivate and support an inclusive culture.

Cultivate and promote an inclusive culture that maximizes the talent, skills, and diversity within the FDA community.

Goal 3: Build and maintain a diverse workforce.

Identify, attract, and retain a pipeline of diverse and qualified candidates through targeted outreach, recruitment, and selection.

The next section outlines the priorities, strategies, and actions that accompany CVM's three diversity and inclusion goals.

Goal 1: Ensure leadership commitment.

Ensure leadership demonstrates its commitment and accountability for modeling behavior that advances diversity and inclusion.

Priority	Implementation Strategies	Actions
1.1: Demonstrate accountability, commitment, and involvement with regard to diversity and inclusion in the workplace.	1. CVM senior leadership conveys the critical importance of diversity and inclusion in messaging and behaviors reflective of diversity and inclusion.	<ul style="list-style-type: none"> Track and monitor diversity and inclusion results and progress through an accompanying implementation and accountability plan. Senior leadership will regularly discuss diversity and inclusion topics at CEB meetings. Senior leadership will research relevant topics, activities, and discern growth opportunities for fostering diversity and inclusion across the Center and within their immediate Staffs / Teams / Divisions / Offices.
	2. Utilize employee feedback, such as FEVS data, to continuously improve CVM's culture.	<ul style="list-style-type: none"> Identify employee perceptions of diversity and inclusion through annual surveys (CVM D&I survey, FEVS, and others as appropriate), and develop recommendations for future diversity and inclusion actions, which management can use to engage employees to expand diversity and inclusion efforts. Support the CVM Diversity and Inclusion Working Group as members continue to develop and monitor progress on Office-specific action plans for diversity and inclusion initiatives.
1.2: Increase supervisory accountability for promoting and supporting FDA diversity programs and objectives.	1. Include commitments to CVM's diversity and inclusion goals and objectives in CVM performance plans.	<ul style="list-style-type: none"> Cascade the Commissioner's diversity goals to all Executive performance plans and if possible, to employee performance plans. Encourage all SES/Equivalentents to have a diversity/inclusion activity in their Executive Development Plans (EDP) to support their on-going education in diversity and inclusion.
	2. Ensure new supervisors have timely access to diversity and inclusion learning material.	<ul style="list-style-type: none"> Ensure new CVM supervisors have access to diversity and inclusion training to bolster the Center's commitment to a diverse and inclusive workplace. Keep a pulse on best practices for developing new supervisory skills related to diversity and inclusion; research new trends and/or methods for cultivating related competencies.

Goal 2: Cultivate and support an inclusive culture.

Cultivate and promote an inclusive culture that maximizes the talent, skills, and diversity within the FDA community.

Priority	Implementation Strategies	Actions
2.1: Cultivate a supportive, welcoming, inclusive and fair work environment that maximizes the talent, skills, and diversity within the FDA community.	1. Support participation in employee affinity and resource groups.	<ul style="list-style-type: none"> Market affinity and employee resource groups (ERGs) in communications and newsletters. Invite ERG representatives to participate in CVM events such as Diversity Day. Continue to provide recordings of ERG lunch and learn sessions on the CVM Diversity and Inclusion SharePoint Site.
	2. Add a diversity and inclusion component to onboarding and integration materials.	<ul style="list-style-type: none"> Enhance the Center's New Employee Onboarding Program to further incorporate diversity and inclusion topics / materials / resources. Market the importance of the Phonetic Directory in CVM onboarding materials. Provide information on the Agency's Employee Assistance Program (EAP) to new employees.
2.2: Increase the awareness and understanding of diversity and inclusion within the workplace.	1. Provide training opportunities on various aspects of diversity and inclusion for supervisors and staff.	<ul style="list-style-type: none"> Provide training sessions, seminars, and other events on various topics of diversity and inclusion. Conduct reoccurring training on reasonable accommodations. Encourage employees to take diversity and inclusion training by enhancing the advertisement of courses and showcasing leadership commitment to diversity and inclusion education. Develop materials to guide newly transitioned veterans and their supervisors.

Priority	Implementation Strategies	Actions
	<p>2. Promote continuous learning and discussion on diversity and inclusion.</p>	<ul style="list-style-type: none"> • Hold regular Center-wide Diversity and Inclusion events geared toward diversity awareness, workforce education, and workplace inclusion. • Establish activities/resources that promote continuous learning, such as language clubs, a diversity/inclusion book club, meditation/prayer room, and/or an LGBT ally program. • Utilize Center All Hands meetings to facilitate discussions by focusing on diversity and inclusion topics. • Develop a diversity and inclusion toolkit and video/online learning catalog that supervisors and employees can use to supplement formal training and further their D&I knowledge. • Offer team-based diversity and inclusion workshops (e.g., Unconscious Bias, MBTI) to enhance CVM staff's awareness of diversity and inclusion. • Create a WebEx captioning resource guide. • Explore opportunities to create new Section 508 tools / resources as part of our ongoing 508 training. • Continue to share best practices to help the Agency and other Centers evolve and enhance diversity and inclusion activities.
	<p>3. Institutionalize diversity and inclusion training at the Center.</p>	<ul style="list-style-type: none"> • Incorporate diversity and inclusion elements into leadership and core curriculum courses wherever possible. • Establish a <i>Diversity Champion Program</i> whereby employees have opportunities to explore various aspects of diversity and/or inclusion through education.
<p>2.3: Ensure that all qualified internal candidates have an opportunity to compete for open positions and apply for developmental and mentoring opportunities.</p>	<p>1. Support participation in developmental and mentoring opportunities.</p>	<ul style="list-style-type: none"> • Enhance CVM's mentoring program by providing a holistic approach that incorporates traditional, one-on-one, and group mentoring. • Expand access to coaching at CVM through enhanced internal coaching capacity and peer coaching circles. • Continue to enhance CVM's Experiential Learning Program to provide critical shadowing and rotation opportunities to the Center's workforce. • Advertise leadership development opportunities in CVM's Diversity and Inclusion Newsletter - <i>Insights</i>.

Priority	Implementation Strategies	Actions
	2. Ensure diversity and inclusion is addressed during the hiring process.	<ul style="list-style-type: none"> • Ensure selecting officials are present during mandatory pre-consult meetings with HCMS staff and utilize these meetings to remind hiring managers of the importance of diversity at CVM. • Work with managers to utilize programs to hire candidates eligible for non-competitive appointments, including Peace Corps volunteers, veterans, and people with disabilities, among others. • Conduct hiring manager training sessions to provide information on utilizing special hiring programs. • Partner with hiring managers to assemble a diverse selection panel during the hiring process. • Provide training and guidance to hiring managers to improve the interview process with respect to diversity and inclusion.

Goal 3: Build and maintain a diverse workforce.

Identify, attract, and retain a pipeline of diverse and qualified candidates through targeted outreach, recruitment, and selection.

Priority	Implementation Strategies	Actions
<p>3.1: Define outreach and recruitment goals and objectives with an increased focus on diversity and inclusion.</p>	<p>1. Coordinate outreach and recruitment strategies to maximize the ability to recruit for a diverse, broad spectrum of potential applicants including from a variety of geographic regions, academic sources, and professional disciplines.</p>	<ul style="list-style-type: none"> • Review ways to improve current processes involved with sharing vacancy announcements with: <ul style="list-style-type: none"> ○ special interest, affinity, and employee resource groups (ERGs). ○ colleges and universities with strong populations of under-represented groups. ○ Minority professional groups. • Continue attending career fairs, networking, and recruitment events at colleges, universities, and organizations that attract under-represented groups. Particular focus will be on schools such as: <ul style="list-style-type: none"> ○ Historically Black Colleges and Universities (HBCU) ○ Hispanic Serving Institutions (HSI) ○ Tribal Colleges and Universities (TCU) ○ American Indian Alaska Native Serving Institutions (AIANSI) ○ Asian American and Native American Pacific Islanders Serving Institutions (AANAPISI) • Participate in new networking and recruitment events, such as the Veterans Virtual Hiring Network. • Involve hiring managers and supervisors in decisions regarding outreach and recruitment approaches to target a diverse candidate pool. • Host an event reaching under-represented groups to improve outreach and networking. • Develop a diversity and inclusion brochure to use at recruitment events.

Priority	Implementation Strategies	Actions
	<p>2. Continue to establish relationships and partner with appropriate institutions, scientific groups, and professional organizations to target diverse populations.</p>	<ul style="list-style-type: none"> Partner with the Agency / Scientific Staffing Team to attract and build a candidate pool of diverse talent by partnering with colleges/universities; minority-focused professional organizations; veteran organizations; science, technology, engineering, math, and medicine (STEMM) groups; and other organizations. Work with FDA to understand current programs to support Schedule A employees and establish or expand resources. Use OPM's <i>Shared Register of Candidates with Disabilities</i> when seeking to fill vacant positions. Partner with groups such the Hispanic Association of Colleges and Universities (HACU) to recruit CVM employees.
	<p>3. Effectively utilize social media to promote internship and employment opportunities among diverse populations.</p>	<ul style="list-style-type: none"> Continue to utilize social media (i.e., Twitter, LinkedIn) for recruitment/outreach with qualified applicants. Continue using #CVMCarreras to tweet about CVM jobs to the Hispanic community. Capture data for candidate sourcing through Twitter, LinkedIn, and <i>Working at CVM</i> web page visits. Develop recruitment materials to communicate CVM's inclusive work environment to attract diverse talent. Promote employee testimonials via Twitter using applicable diversity and inclusion related hashtags such as #workplacediversity, #workplaceculture, #inclusivity, etc.
<p>3.2: Evaluate diversity and inclusion data to ascertain where there may be gaps in representation and create new strategies to increase representation from those groups.</p>	<p>1. Utilize the FDA and Center Strategic Workforce Planning Profiles to increase management awareness of the current workforce.</p>	<ul style="list-style-type: none"> Annually evaluate diversity profiles to ascertain where there may be gaps in representation and create new strategies to increase representation. Conduct a thorough barrier analysis to understand why certain groups are underrepresented, especially at higher grade levels. If available, evaluate recruitment, hiring, and training data to best understand barriers. Annually facilitate dialogue with senior leadership to include a review and analysis of current workforce demographics, including race, ethnicity, gender, disability status, and veteran status.

Priority	Implementation Strategies	Actions
	<p>2. Identify through data analysis sources opportunities to grow applicant pools of under-represented populations.</p>	<ul style="list-style-type: none"> • Utilize annual diversity reports to inform recruitment strategies. • Continue to monitor the CVM Career and Student Profile System for non-competitive appointment eligibility. • To the extent possible, analyze applicant diversity data to ensure CVM reaches a diverse population. Implement mitigation strategies if deficiencies are found. • Continue to monitor exit interviews for diversity and inclusion related themes. Address any issues that may arise.

Implementation Strategy

CVM's *Diversity and Inclusion Strategic Plan* establishes a blueprint for action. Proposed actions are reflected in the Plan according to the overarching goal to which they correspond. The Center will develop an internal companion document (*Implementation and Accountability Plan*) that identifies the precise activities the organization will undertake to successfully implement this Plan. This implementation plan will specify timelines, responsible parties, and metrics so that momentum is not lost. As relayed earlier, the Plan is meant to be a living document and will be revisited yearly to ascertain whether the current goals and strategies remain applicable and continue to offer the greatest opportunity for CVM to positively impact the success of its workforce in the long-term.

Conclusion

CVM is excited to continue building on the progress made over the past five years and will proudly carry-out this comprehensive and progressive strategic plan. Through the actions outlined in this plan, we are confident that we will continue to maintain and advance the engagement and satisfaction levels of our workforce.

CVM leadership firmly believes that a diverse and inclusive workforce will best position us to carry out our mission of protecting human and animal health. The goals and priorities outlined in this plan will serve as a roadmap as the Center continues to foster a culture in which employees feel valued, have a sense of belonging, and are empowered to excel in their careers. We will review our plan annually to monitor progress, assess any gaps, and incorporate revisions as necessary. Through this process, CVM will continue to engage senior leaders, supervisors, and employees to ensure that diversity and inclusion continue to positively impact our high-performing culture and mission attainment.

Appendix

Table 1. Alignment Chart for CVM’s Diversity and Inclusion Goals

OPM Goals	FDA Goals	CVM Goals
OPM Goal: Diversify the federal workforce through active engagement of leadership.	Goal 1: Ensure leadership commitment.	Goal 1: Ensure leadership commitment.
1.1: Emphasize the importance of their inclusive diversity efforts by utilizing a wide range of communication strategies and tools that demonstrate their support for these initiatives.	1.1: Demonstrate accountability, commitment, and involvement with regard to diversity and inclusion in the workplace.	1.1: Demonstrate accountability, commitment, and involvement with regard to diversity and inclusion in the workplace.
1.2: Review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved.	1.2: Increase supervisory accountability for promoting and supporting FDA diversity programs and objectives.	1.2: Increase supervisory accountability for promoting and supporting FDA diversity programs and objectives.
1.3: Develop and implement broad outreach strategies to attract leaders from diverse sources to the organization, consistent with merit system principles, through strategic partnerships with affinity organizations, diverse postsecondary educational institutions, professional associations, and public, private, and non-profit sectors.		

OPM Goal: Include and engage everyone in the workplace.	Goal 2: Cultivate and support an inclusive culture.	Goal 2: Cultivate and support an inclusive culture.
2.1: Foster a culture of inclusion and engagement by employing culture change strategies such as the New Inclusion Quotient (New IQ) Initiative and Diversity and Inclusion Dialogues.	2.1: Cultivate a supportive, welcoming, inclusive and fair work environment that maximizes the talent, skills, and diversity within the FDA community.	2.1: Cultivate a supportive, welcoming, inclusive and fair work environment that maximizes the talent, skills, and diversity within the FDA community.
2.2: Assess, redesign, and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency.	2.2: Increase the awareness and understanding of diversity and inclusion within the workplace.	2.2: Increase the awareness and understanding of diversity and inclusion within the workplace.
	2.3: Ensure that all qualified internal candidates have an opportunity to compete for open positions and apply for developmental and mentoring opportunities.	2.3: Ensure that all qualified internal candidates have an opportunity to compete for open positions and apply for developmental and mentoring opportunities.
OPM Goal: Optimize inclusive diversity efforts using data-driven approaches.	Goal 3: Build and maintain a diverse workforce.	Goal 3: Build and maintain a diverse workforce.
3.1: Create a diverse, high-performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data.	3.1: Define outreach and recruitment goals and objectives with an increased focus on diversity and inclusion.	3.1: Define outreach and recruitment goals and objectives with an increased focus on diversity and inclusion.
3.2: Foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion opportunities and career development.	3.2: Evaluate diversity and inclusion data to ascertain where there may be gaps in representation and create new strategies to increase representation from those groups.	3.2: Evaluate diversity and inclusion data to ascertain where there may be gaps in representation and create new strategies to increase representation from those groups.
3.3: Collect relevant performance data to establish a business case for diversity and inclusion for the Agency.		