

**Strategic Action Planning
for
Diversity & EEO**

Presented by

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Purpose

- To share lessons learned and best practices for effective strategic planning for the EEO and diversity management community
- To present an *EEO & Diversity Management Strategic Action Plan* as a model for your reference

Strategic Planning Overview

What is a strategic plan?

- A roadmap that guides an organization's short and long term direction
- A framework for structuring functions and activities
- An organic blueprint for achieving organizational goals and performance outcomes

Where are we going?

How do we get there?

How do we know we have arrived?

Why engage in strategic planning?

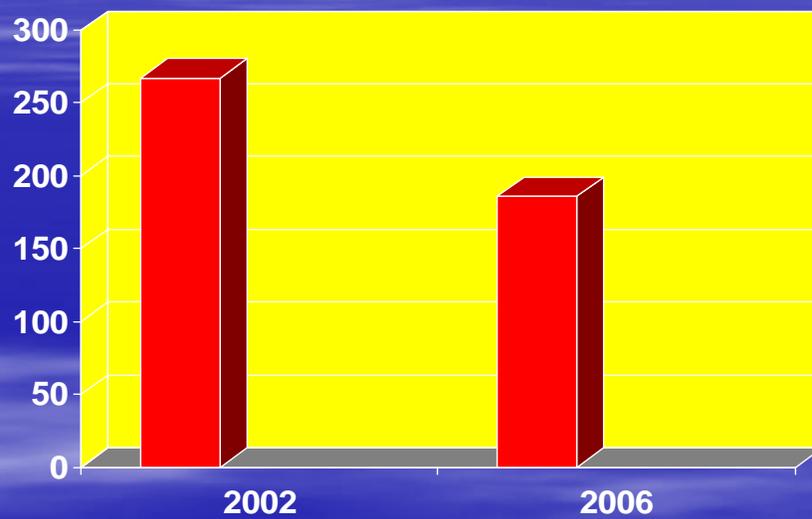
- To develop a shared vision and collective focus;
- To inspire shared ownership and joint responsibility;
- To ensure work efficiency and effectiveness in achieving desired outcomes.

Why now?

- The Federal workplace has changed dramatically, but EEO Offices have been operating in largely the same way for the past 35 years.
- To be properly resourced in increasingly stringent budget environments, EEO programs must demonstrate a return on investment (ROI) as other Federal programs must through GPRA/PART.
- While we have made gains in some areas, we continue to fall behind in others.

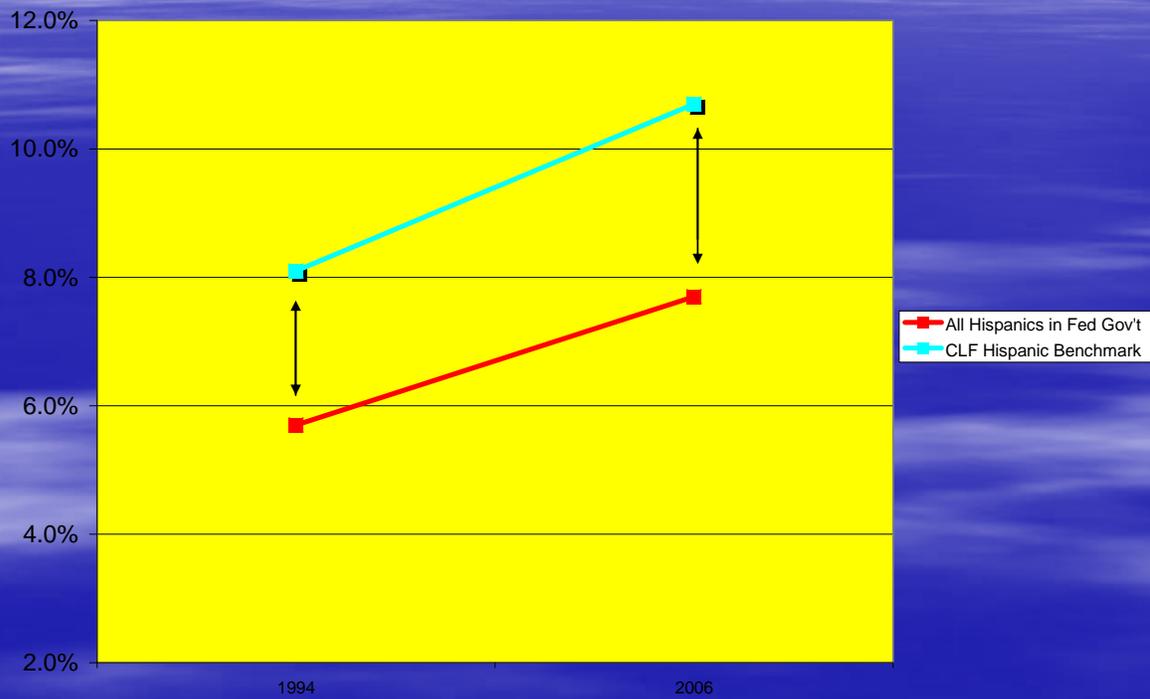
Success Story: Complaint Investigation Timeliness

Average Processing Days



Case in Point: The Diversity Gap is Wider

Hispanic Representation in the Workforce



Lessons:

- High performing organizations measure success by outcomes, not outputs: requires planning
- Legislation is not enough; DM&EEO offices must present a *business case* to gain support and be marketable
- Strategic Plans, Performance Plans, and Annual Performance Reports help us show an ROI and present a *business case* diversity & EEO.

What are the components of a strategic plan?

Mission Statement

- Purpose of organization
- Desired outcomes/impact of work

Vision Statement

- Values and priorities
- Guiding principles
- Depiction of desired state

Components of a strategic plan (cont.)

Goals

- 3-5
- Linked to mission
- Outcome-based (not output-based)

Objectives

- Linked to specific goal
- May be outcome or output-based
- **SMART:**
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-bound

Components of a strategic plan (cont.)

Strategies

- Specific activities/tasks implemented to achieve objectives
- Benchmarking for best practices
- Must be measurable and attainable
- Include necessary tools, resources, and timelines

Key Areas to focus on

- Recruitment Outreach/Equal opportunity
- Strategic Alliances (affinity/professional/academic partnerships)
- On boarding (orientation, mentoring)
- Employee Retention (Inclusion strategies)
- Training and development
- Leadership commitment/accountability
- Communications/Awareness
- Business Case for Diversity
- Organizational Climate issues
- Organizational Marketing/Branding
- External diversity/supplier diversity

Components of a strategic plan (cont.)

Metrics

- Outcome & output measures:
 - Outcome measures:
 - Increase in participation rates of women & minorities
 - Decrease in findings of discrimination
 - Increase in timeliness of complaint processing
 - Cost avoidance vs conflict of conflict
 - Output measures:
 - # of outreach events attended
 - # of mediations conducted
 - # of formal complaints processed
 - # of training session conducted

Progress on these measures should be included in your Annual Performance Plan and Annual Performance Report (may be combined into one document).

Methodology for Developing a Plan

- Pre-planning
- Strategic Analysis
- Setting Strategic Direction
- Action Planning
- Evaluation & Testing
- Summative Review

Pre-planning

- Perform benchmarking
 - Public sector
 - Private/non-profit sector
 - Identify best practices in organizations with common goals
- Plan Logistics
 - Dates, timeframes, venue for planning session(s)
 - Use internal or external facilitator
 - Prepare agenda
- Planning session structure
 - Use cross-functional teams (diverse perspectives) or specialist teams (subject matter expertise)
 - Assign tasks to work groups

Strategic Analysis

- Identify stakeholders and consider their needs/desires
- Perform **SWOT** analysis:
 - Organization's **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats
- **Monitoring Plan**
 - Monitor Plan monthly/quarterly/annually
 - Develop Annual Performance Plan
 - Link Annual Performance Report to Plan
 - Update Plan every 3-5 years

***SAMPLE STRATEGIC
PLANNING RETREAT
AGENDA***

Agenda

DAY 1

9:00 am Welcome/Overview Georgia Coffey

9:15 am Ice Breaker Facilitator

10:00 am Facilitated Group Discussion All Staff

12:00 – 12:45 pm LUNCH

12:45 pm – 4 pm Strategic Planning Plenary Session Georgia & Managers

- Opening Remarks Georgia
- Discuss/define Strategic Planning (see literature in packets)
- Review current mission and vision for concurrence
- Review edited goals and objectives for concurrence
- Announce cross-functional work groups assigned to each objective

DAY 2

9:00 am – 12 pm Strategic Planning Breakout Session Managers & Work Groups

- Breakout into Work Groups; assign roles (spokesperson, scribe, etc)
- Review benchmarking and brainstorm new strategies for assigned objective (see packets)
 - Identify needs/gaps from previous plan
 - Build on previous accomplishments
 - Incorporate new ideas/best practices
 - Establish program metrics, milestones, deliverables, end dates

12:00 pm- 12:30 pm LIGHT LUNCH

12:30 pm – 3:45 pm Plenary Session Managers & Work Groups

- Work Groups report out to all
- Discussion, revisions, & editing

3:45 pm – 4:00 pm Wrap-up & Next Steps Georgia

- Review sample formats (see samples in packets)
- Form Strategic Plan Committee to finalize document

4:00 pm Pizza on Georgia!



DIVERSITY AND INCLUSION STRATEGIC PLAN FOR FY 2009-2013

March 2009



MISSION

The mission of the Office of Diversity and Inclusion (ODI) is to foster a diverse workforce and an inclusive work environment that ensures equal opportunity through national policy development, workforce analysis, outreach, retention, and education to best serve our Nation's Veterans.



VISION

It is the vision of the Office of Diversity and Inclusion (ODI) that the Department of Veterans Affairs (VA) is a leader in creating and sustaining a high-performing workforce by leveraging diversity and empowering all employees to achieve superior results in service to our Veterans.



GOALS



1. Create a diverse, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity.
2. Cultivate an inclusive workplace that enables full participation through strategic outreach and retention.
3. Promote accountability, education, and communication on diversity and inclusion matters with VA employees, leaders, and stakeholders to facilitate outstanding service to Veterans.



GOAL 1

Create a diverse, high-performing workforce by identifying and eliminating barriers to equal opportunity.

OBJECTIVES

- A. Identify underrepresentation in the VA
- B. Develop strategies to address underrepresentation and eliminate barriers
- C. Maintain a state-of-the-art EEOC-compliant standardized workforce analysis system.



OBJECTIVE 1A

Identify underrepresentation in the VA workforce in accordance with EEO laws, regulations, and management directives.

KEY STRATEGIES

- Identify triggers and potential barriers to EEO.
- Compile workforce diversity data for Monthly Performance Reviews (MPR).
- Implement an automated applicant flow/adverse impact analysis system.

METRICS

- Reduce underrepresentation in the workforce.
- Submit quarterly workforce analysis updates to leadership
- Implement adverse impact analysis system by 2012



OBJECTIVE 1B

Develop strategies to address underrepresentation and eliminate identified barriers to EEO.

KEY STRATEGIES

- Analyze data for equity in promotions, awards, recognitions, training, and upward mobility.
- Benchmark *best practices* in recruitment outreach.
- Analyze attrition and develop models to support diversity in succession planning.

METRICS

- Respond to data analysis requests within five business days.
- Issue Best Practices Guide by 2010.
- Perform quarterly attrition analysis to support succession planning.



OBJECTIVE 1C

Maintain a state-of-the-art EEOC-compliant standardized workforce analysis system to efficiently support the agency's workforce data management needs.

KEY STRATEGIES

- Upgrade/enhance VSSC workforce analysis system for optimum usage.
- Train EEO managers on VSSC workforce analysis system.
- Perform random quality assurance checks on VSSC workforce data accuracy.

METRICS

- Produce reliable, accurate workforce data on a quarterly basis.
- Provide annual training to EEO managers on system use.
- Reduce EEO data analysis errors annually.



GOAL 2

Cultivate an inclusive workplace that enables full participation through strategic outreach and retention.

OBJECTIVES

- A. Promote strategic recruitment outreach to maintain a competent, committed, and diverse workforce.
- B. Support the retention and full participation of employees to provide high-quality service to Veterans
- C. Create a diverse pipeline for recruitment and career advancement opportunities for succession planning.



OBJECTIVE 2A

Promote strategic recruitment outreach in order to maintain a competent, committed, and diverse workforce.

KEY STRATEGIES

- Conduct technical assistance reviews (TAR) at field facilities to address EEO program strengths and deficiencies.
- Provide guidance to agency components on *best practices* in recruitment outreach strategies.
- Produce Federally mandated SEP/diversity related reports
- Develop strategic partnerships with community organizations, affinity groups, professional associations, and educational institutions to outreach to underrepresented populations.

METRICS

- Perform 6 TARs annually
- Issue Best Practices Guide by 2010; Increase diversity in applicant pool by 5%.
- Develop new or expanded MOUs with 3 affinity partners.



OBJECTIVE 2B

Support the retention and full participation of employees in order to provide high-quality service to Veterans and their families.

KEY STRATEGIES

- Coordinate with national selective placement services to place applicants/employees with disabilities.
- Implement reasonable accommodation tracking system.
- Establish and train selective placement coordinators.

METRICS

- Establish Selective Placement Coordinators in all facilities by 2010.
- Track reasonable accommodation cases and costs by 2010.
- Increase retention of historically underrepresented employees in workforce.



OBJECTIVE 2C

Create a diverse pipeline for recruitment and career advancement opportunities in order to support agency succession planning and leadership development.

KEY STRATEGIES

- Coordinate agency-wide student non-traditional internship programs.
- Develop mentoring program framework to support diversity in succession planning.
- Monitor leadership candidate selection processes to ensure there are no barriers to equal opportunity.
- Develop guide on conducting EEO compliant selection process.

METRICS

- Sponsor 20 WRP and 50 HACU interns annually.
- Convert 5% of qualified WRP interns to FTEs via special hiring authorities.
- Establish diversity focused mentoring framework and increase diversity in leadership development program candidate pools.



GOAL 3

Promote accountability, education, and communication on diversity and inclusion matters with VA employees, leaders, and stakeholders to facilitate outstanding service to Veterans.

OBJECTIVES

- A. Develop agency-wide policies that ensure commitment to and accountability for workforce diversity
- B. Educate employees and managers on EEO, diversity, and inclusion.
- C. Promote effective communication with employees and stakeholders on diversity and inclusion issues.



OBJECTIVE 3A

Develop agency policies that ensure commitment to
And accountability for maintaining a diverse workforce and
inclusive workplace.

KEY STRATEGIES

- Develop consolidated EEO, Diversity & Inclusion, and No FEAR Policy Statement.
- Develop performance elements addressing EEO, diversity, and inclusion in management and supervisory performance plans.
- Implement VA Diversity and Inclusion Awards program.

METRICS

- Issue consolidated Policy statement annually.
- Implement mandatory diversity critical element in all supervisory plans by 2010.
- Increase nominations for Diversity & Inclusion Awards Program



OBJECTIVE 3B

Educate employees and managers on EEO, diversity, and inclusion matters to promote competency in maintaining a fair, high-performing, and healthy work environment.

KEY STRATEGIES

- Develop minimum standards for diversity, EEO, and conflict management training for all managers and supervisors.
- Evaluate and update EEO, Harassment Prevention, No FEAR, and diversity related training for employees.
- Conduct training on Business Case for Diversity.

METRICS

- Train 20% of all managers and supervisors in EEO, diversity, and conflict management annually.
- Reduce per capita rate of EEO complaints in Dept.
- Present Business Case for Diversity at 4 major Department-wide leadership venues



OBJECTIVE 3C

Promote effective communication with employees and stakeholders on diversity and inclusion issues to heighten awareness and share best practices.

KEY STRATEGIES

- Implement VA Diversity Advisory Council and provide coordination and staff support.
- Monitor diversity related results on employee surveys.
- Survey for recipients of diversity products to measure their effectiveness.
- Develop marketing materials on diversity and inclusion.

METRICS

- Stand up Departmental Diversity Council in FY 2009
- Increase favorable responses to diversity related questions on annual employee survey in FY 2010
- Increase electronic distribution and satisfaction of ODI communications and promotional materials.



For more information, visit:

<http://www.diversity.hr.va.gov/docs/strat.pdf>