

Inclusive Diversity Strategic Plan FY 2017 - 2021



Serving as the Nation's model employer by leveraging diversity and fostering inclusion to deliver the best public service possible.

***Office of the Chief Human Capital Officer
Office of Diversity & Inclusion***

Inclusive Diversity Strategic Plan FY 2017 - 2021

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By law, the Federal Government's recruitment policies should "endeavor to achieve a workforce from all segments of society, " while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity, national origin, age disability sexual orientation on any other prohibited basis. (5 U.S.C. 2301(b)(1), 2302(b). As the Nation's largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service

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Message from the Chief Human Capital Officer

As the Chief Human Capital Officer (CHCO) for the U.S. Department of Housing and Urban Development (HUD), I am pleased to present **HUD's Inclusive Diversity Strategic Plan (IDSP) for Fiscal Years (FY) 2017-2021**.

In December 2015, HUD established a standalone Diversity and Inclusion (D&I) function within the Office of the Chief Human Capital Office (OCHCO) affirming that D&I plays an important role in talent management and business strategy. We will focus on creating a strong D&I brand by aligning D&I communications with business objectives, prioritizing and identifying opportunities for collaboration with our internal stakeholders.

We are dedicated to improving the effectiveness of our Special Employment Programs (SEP) and we are helping to develop our Senior Executives into leaders that will both invest in the talented employees of today and develop the next generation of federal leaders. We endeavor to use data-driven initiatives to enhance our recruitment strategies, employee inclusion, and to hold leadership accountable; which is critical to HUD's ability to continue to build and strengthen inclusive diversity as a set of behaviors that promote collaboration amongst all diverse groups.

The demographic data tells us that we have made great strides. Nearly 16 percent of our workforce are veterans, the highest percentage since our existence. We are hiring people with disabilities at a higher rate than at any time in the past and we are at 1.16 percent of our 2 percent goal for hiring persons with targeted disabilities (PWTD). Yet challenges remain.

Also, the data tells us that 4 in 10 Federal employees will be eligible to retire in the next 4 years, and it points to where we need to concentrate our efforts to build the diverse and inclusive workforce of the future. As advised by the Office of Personnel Management (OPM), we are benchmarking with other federal agencies to continue to improve the way that we attract, recruit, and hire new talent here in HUD. Through this effort we anticipate some of the greatest potential to ensure that HUD's workforce better reflects the people it serves by attracting top talent and closing critical skills gaps.

While we are proud of the progress that we've made thus far, we are not yet satisfied, and recognize that there is truly more that can and will be done to meet our objectives and oversee the implementation of the of the second phase of HUD's IDSP.

By valuing the knowledge, ideas and experiences of all HUD employees, we will continue to serve the public as the Nation's model employer and deliver services at the highest level possible.

Towanda A. Brooks
Chief Human Capital Officer
Office of the Chief Human Capital Officer

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Overview

The 2016 Government-wide IDSP outlines the second phase of implementation of the President's 2011 Executive Order 13583, "*Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*". Building on the government-wide plan, HUD's IDSP provides a shared direction which encourages commitment, accountability, and creates an alignment for all of the components within to follow. The plan provides a framework for the efforts that are currently underway and offers a cohesive and comprehensive path forward.

Of particular interest HUD will continue to address the underrepresentation of its Federal workforce as annotated in our annual Equal Employment Opportunity Commission Management Directive 715 (MD-715) Report and the strategic use of applicant flow data from past selection processes; so as to foster a diversified applicant pool at all stages of the employee life-cycle, emphasize and identify potential areas of implicit bias, train our workforce on the New Inclusion Quotient (New IQ), create a more interactive Federal Equal Opportunity Recruitment Program (FEORP), and intensify and accelerate departmental communication techniques.

Managing diversity and inclusion through the IDSP concentrates on three primary goals: (1) diversifying the Federal workforce through active engagement of leadership, (2) including and engaging everyone in the workplace, and (3) optimizing inclusive diversity efforts using data-driven approaches. This IDSP imposes no requirements beyond those currently required by existing law, regulation or executive order. However, it does offer comprehensive guidance so that all HUD employees can share an understanding of what is to be done, how it can be done and how to know when it is being done.

HUD employs a diverse multi-generational and multi-sector workforce of 7,000 plus employees in 21 headquarters and 10 regional offices. Their commitment, determination, and motivation are the source of HUD's ability to meet our obligations of providing and sustaining affordable housing for the American people. It is our vision to make HUD the Department of Opportunity and our goal is to attract people to government service understanding that is only the beginning. To that end, we will continue to promote a healthy work-life balance, create developmental opportunities to engage the workforce, improve employee well-being, and increase our government performance.

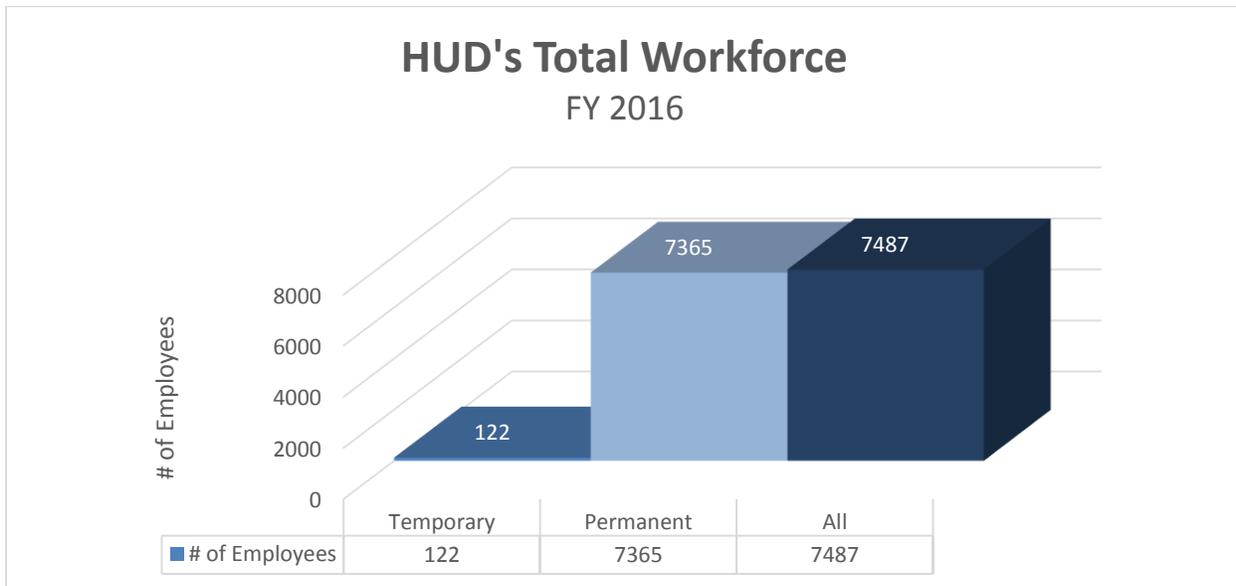
We will integrate diversity and inclusion goals and initiatives to align with the Department's mission, objectives, and goals of HUD. We will develop workplace strategies that encompass the views, values, and perspectives derived from demographically diverse affinity groups. We will monitor, and coordinate the advisory and consultative processes related to program initiatives and activities which examine systemic barriers to inclusion in all facets of the department to include: cultural norms, business practices, communications, leadership accountability, strategic recruitment, and work life. In doing so, we will ensure that our services are provided in accordance with administrative laws, policies, regulations, and the Department's mission, functions, policies, and procedures, which is to end homelessness.

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The Current State of HUD

To provide the context of this strategic plan, the following information presents a demographic analysis of the HUD workforce (workforce diversity) and internal employee perceptions as revealed in the organizational employee viewpoint surveys (workplace inclusion) as of September 30, 2016.

Workforce Diversity

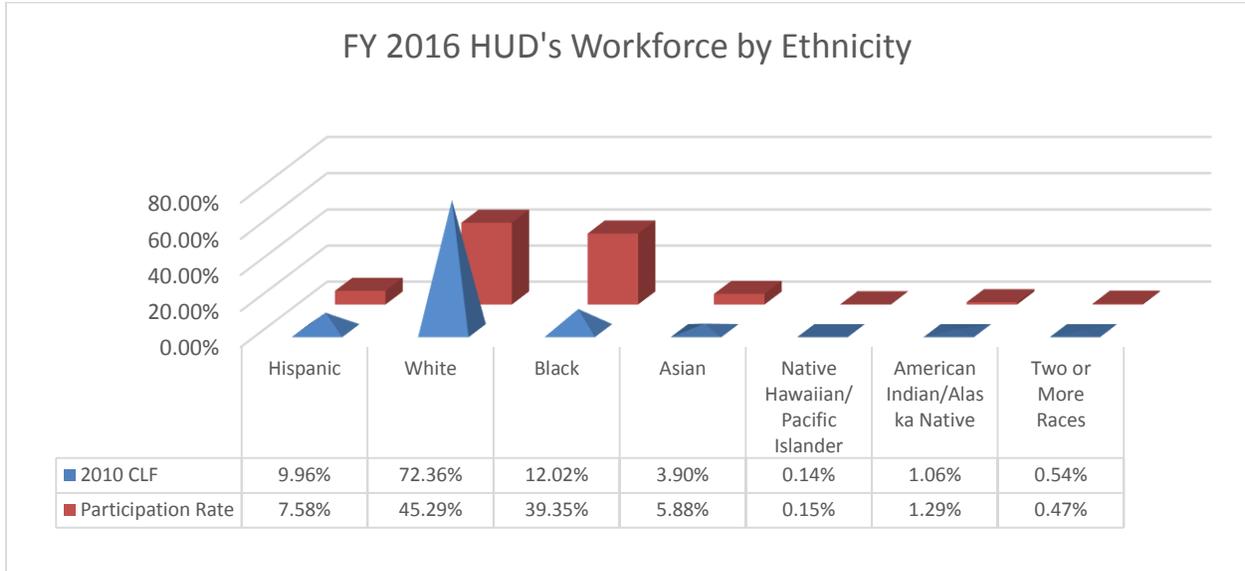


At the end of FY- 2016, HUDs workforce totaled 7487 employees, including 122 temporary employees.

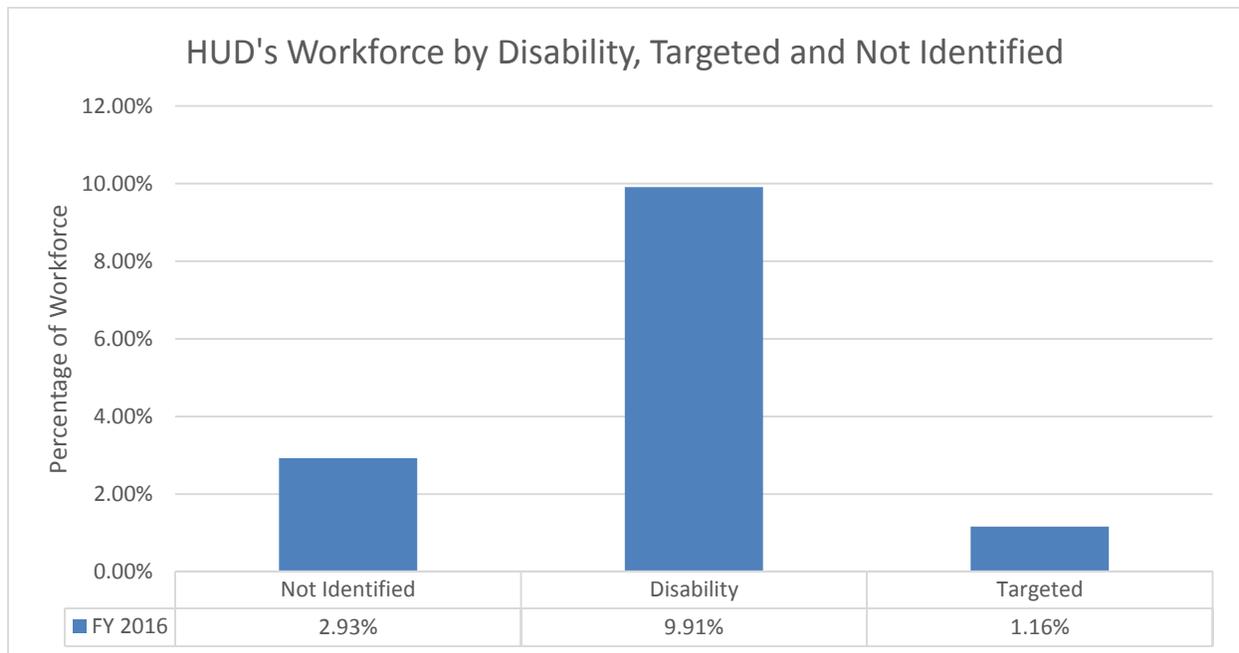
	Hispanic or Latino	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races
CLF Male	51.82%	5.17%	38.33%	5.49%	1.97%	0.07%	0.53%
Male	39.67%	3.03%	22.69%	10.58%	2.53%	0.05%	0.57%
CLF Female	48.16%	4.79%	34.03%	6.53%	1.93%	0.07%	0.53%
Female	60.33%	4.55%	22.61%	28.77%	3.35%	0.09%	0.78%

HUD's permanent workforce annotated by ethnicity and race.

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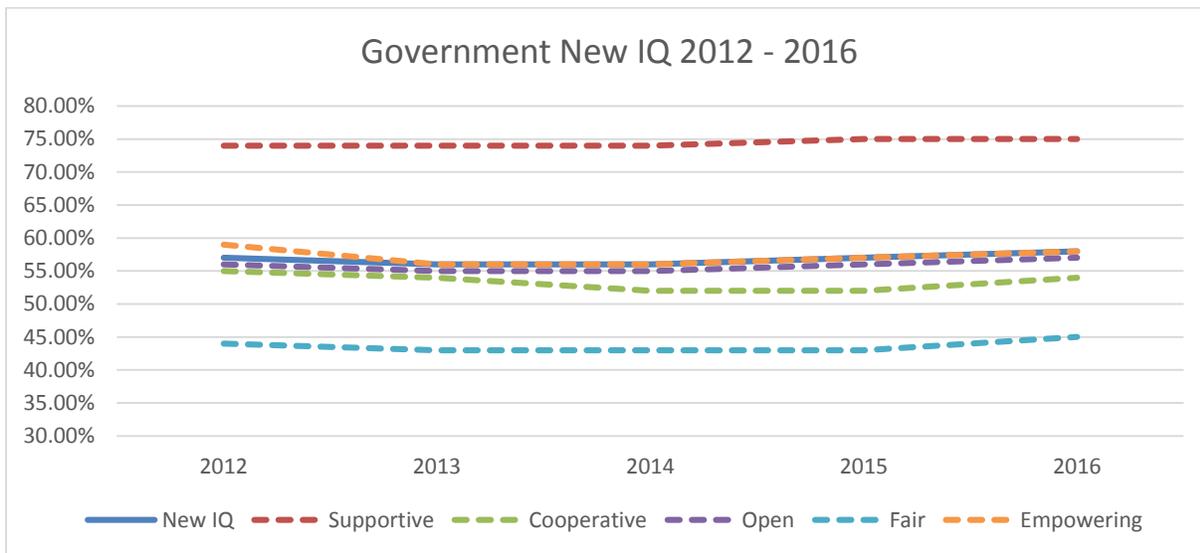
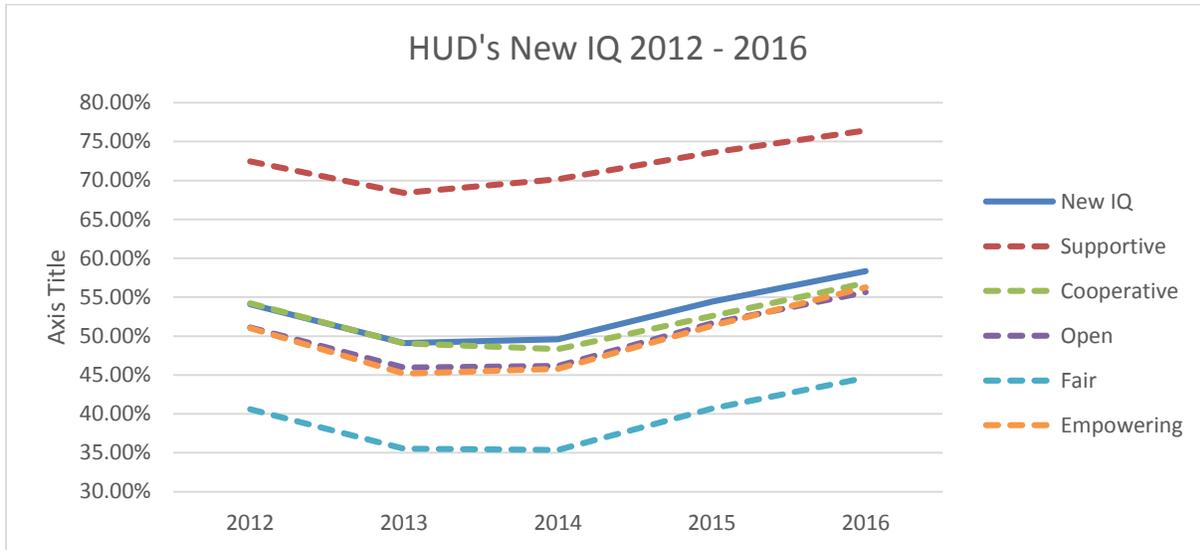


HUD's workforce annotated by ethnicity vs. civilian labor force (CLF).



As of September 30, 2016, persons with targeted disabilities (PWTD) represent 1.16% of the HUD temporary and permanent workforce. Through the SEP Division, HUD continues to implement its plan to increase the utilization of the federal government's Schedule A excepted service hiring authority for persons with disabilities and increase participation of individuals with disabilities in internships, fellowships, training, and mentoring programs as established by OPM.

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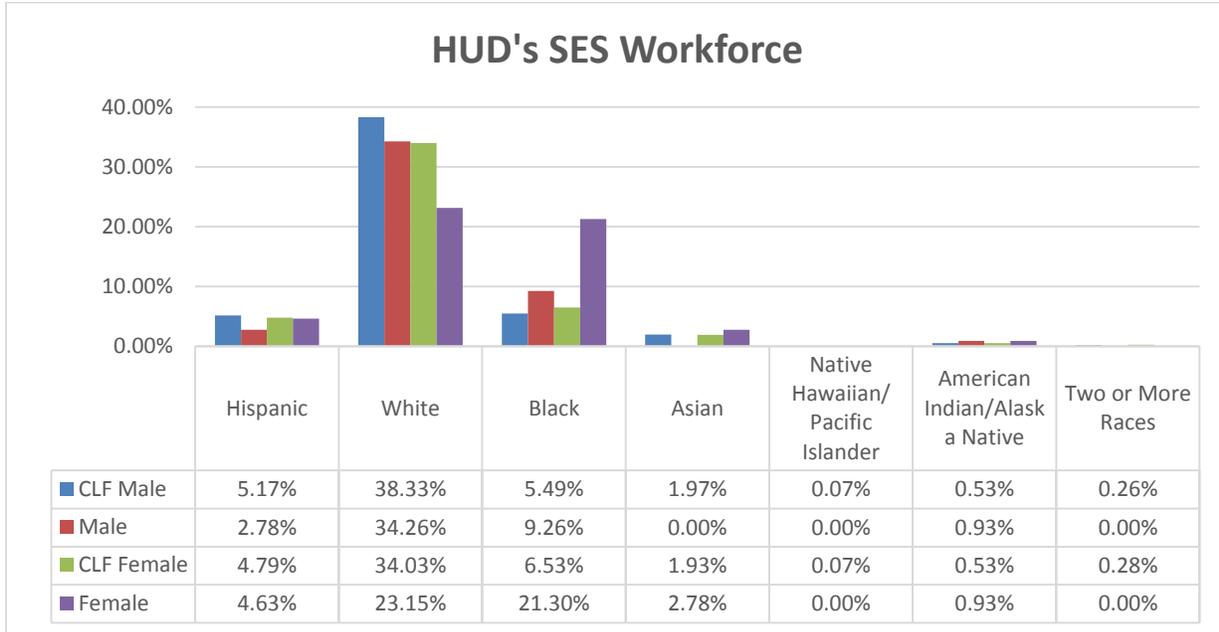


Workplace Diversity & Inclusion

There are many ways of assessing workplace inclusion. One commonly accepted method is to examine employee perceptions based on their responses to inclusion related items in the employee view point survey (EVS).

The Partnership for Public Service summarized the Federal EVS results by creating various indexes using different combinations of survey items. The tables above measure employee satisfaction with respect to a diverse and inclusive work place, as well as, how fair, open, cooperative, supportive and empowering HUD's employees feel; when measured over the past five years.

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As of September 30, 2016, the Senior Executive Service (SES) population was 108, to include career and non-career SES. The above graph provides the representation of permanent employees annotated by race in comparison to the Civilian Labor Force (CLF). In order to impact our workforce, we must move to a more transformational leadership approach. Transformational leaders create a vision, develop a plan, and inspire their employees to execute both daily and large-scale efforts to improve the operations of the federal government. Employees are more likely to have a higher level of engagement in organizations where senior leaders effectively communicate goals and priorities, generate high levels of motivation, and garner trust and respect. HUD will support the development of transformational leaders who can engage, motivate, and inspire a multi-generational federal workforce.

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Mission, Vision, and Definitions

Mission

HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all.

Vision

HUD is to improve lives and strengthen communities to deliver on America's dream.

Diversity

Diversity is defined by who we are as individuals. HUD recognizes that its strength comes from the dedication, experience, talents, and perspectives of every employee. Diversity encompasses the range of similarities and differences each individual brings to the workplace, including but not limited to national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. We define workforce diversity as a collection of individual attributes that together help us pursue organizational objectives efficiently and effectively.

Inclusion

Inclusion is the process of creating a working culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee; uses employee skills to achieve the agency's objectives and mission; connects each employee to the organization; and encourages collaboration, flexibility, and fairness. We define inclusion as a set of behaviors (culture) that encourages employees to feel valued for their unique qualities and experience a sense of belonging.

Inclusive Diversity

The transparency of human capital processes throughout the Federal workplace as an approach to foster the inclusion that leads to the diversity of the workforce. We define inclusive diversity as a set of behaviors that promote collaboration amongst a diverse group.

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The IDSP will cover the period of (FYs)- 2017-2021, and guide HUD's efforts in promoting diversity and inclusion and it is based on Executive Order 13583. The Plan is built around three (3) goals:

- **Diversify the Federal Workforce Through Active Engagement of Leadership:**
HUD leaders shall foster a diverse, high-performing workforce drawn from all segments of American society.
- **Include and Engage Everyone in the Workplace:**
HUD shall foster a culture that encourages employees to feel uniquely valued and experience a sense of belonging.

Optimize Inclusive Diversity Efforts Using Data-Driven Approaches:

HUD shall continue intensify efforts to create and foster diverse, a high-performing workforce, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish the agencies mission.

Goal 1: Diversify the Federal Workforce through Active Engagement of Leadership

HUD leaders shall continue their efforts to attract, retain, and cultivate diverse leaders by frequently communicating, accounting for, and modeling inclusive diversity behaviors that attract and reflect the broad diversity of American society.

Priority 1.1: Leaders shall 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. Specifically, leaders shall provide resources and support to identify and overcome the cognitive, motivational, and structural barriers that inhibit inclusive diversity efforts.

Actions

- Using the HUD workforce analytics system and tools, conduct workforce analyses (consistent with MD 715 instructions) to identify areas of low representation against the CLF benchmarks at all grade levels and in all occupations, with emphasis on positions in the SES, managerial and supervisory ranks, and mission critical occupations. This initial assessment will be the baseline data against which future progress is measured.
- HUD will collect applicant flow data from all external advertised vacancy announcements, using the current Career Connector tool or another data collection system, and analyze the data as part of the MD 715 report. Applicant flow data will be analyzed to help determine if there are barriers to the recruitment and/or selection of individuals from diverse backgrounds
- HUD will take action to modify the Career Connector tool to enable it to collect and report on demographic data for SES applicants.
- HUD will engage with the appropriate diverse recruitment resources in anticipation of filling vacancies. When filling senior level positions (SES, 13-15 or equivalent) through

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public posting, HUD will ensure positions are open for a sufficient length of time to ensure broad distribution of the announcement to diverse sources.

- HUD will make maximum use of student internship and fellowship programs that have diverse pipelines to draw candidates from all segments of society. HUD will track the demographics of all interns and determine if intern programs are drawing from diverse applicant pool, and will track the conversion rate of interns placed in permanent positions.

Measure(s):

- USAJOBS.GOV Applicant Demographics Data – Use this data, which is submitted voluntarily based on self-identification, to analyze applicant flow based on the MD -715 Barrier Analysis, Mission-Critical Occupations (MCOs), and the Position Organization Listing (POL) to determine where additional outreach may be needed.
- Measure applicant flow data to determine whether pools are reflective of the CLF.

Priority 1.2: HUD leaders shall review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved. The evaluation should include diversity, inclusion, and engagement elements in performance plans; employee resource groups; mentoring and coaching; and inclusive diversity training.

Actions

- HUD will use the results of workforce analysis and workforce and succession planning to implement a comprehensive recruitment plan designed to show progress toward closing identified gaps. HUD will review recruitment plans and determine if there are areas where we can consolidate recruitment efforts or ensure collaboration among each program office.
- HUD will provide appropriate training on diversity recruiting. Training will include information about the organization's mission and skill requirements, internal hiring procedures, available personnel flexibilities including Schedule A hiring authority for persons with disabilities and veterans, effective interview techniques, diversity objectives and reasonable accommodation.
- HUD will provide training on avoiding unconscious biases, to managers and encourage diversity in hiring to interview panels to the extent possible.
- HUD will use an Inclusive Diversity Dashboard and/or any other employment data or tool to analyze attrition data to determine if disparities exist and address identified retention issues.

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- HUD, where appropriate, will strongly encourage the use of flexible workplace policies that support employee engagement and empowerment, including telework, wellness programs and other work-life flexibilities and benefits.

Measure(s):

- OPM Federal Equal Employment Opportunity Recruitment Program (FEORP) FEORP Tracker
- MD-715 Report (Barrier Analysis)

Priority 1.3: HUD leaders shall 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.

Actions

- HUD will strengthen and/or broaden relationships with, Hispanic-Serving Institutions, Tribal Colleges and Universities, veterans' organizations, organizations for disabled persons and other institutions that serve diverse populations.
- HUD will broaden its association with diverse local, national and professional organizations that provide opportunities to source potential applicants for support of HUD's mission critical occupations, management and senior executive level positions.
- HUD will use a variety of tools – such as print, social media, job boards and other vehicles – that target demographically diverse audiences.

Measure(s):

- Review applicant flow data to determine whether outreach and recruitment efforts are effectively reaching all segments of society.
- Measure applicant flow data from all of Department's special hiring authorities that are operated through the SEP to determine whether applicant pools are reflective of the CLF.
- FEORP

Goal 2: Include and Engage Everyone in the Workplace

Intensify efforts to foster cultures that encourage employees to feel valued for their unique qualities and experience a sense of belonging, engagement, and connection to the mission of the agency.

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Priority 2.1: HUD shall 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, etc. Provide training and education on cultural competency, implicit bias awareness, and inclusion learning for all employees.

Actions

- HUD will maintain an open dialogue with managers, supervisors, and employees through climate surveys, Affinity Groups, and the Diversity Council, as appropriate, to identify workplace issues and/or enhancements to support retention of diverse employees.
- HUD will assess the results of exit surveys to identify reasons employees choose to leave the Department, and utilize data to enhance working conditions to promote retention and an inclusive environment.
- HUD will continue to integrate coaching in HVU's leadership curriculum for managers, supervisors, and employees specifically related to promoting EEO, and D&I.
- HUD will improve transparency of developmental opportunities and support employees seeking developmental opportunities by ensuring that Rotational Assignment Program (RAP) announcements are widely posted and made accessible to all eligible employees. Ensure all applications and selections are systematically tracked.
- HUD will support employee participation in Affinity Groups and provide such groups with access to the Diversity Council.
- In establishing an Inclusive Diversity Dashboard, HUD will add the results of the specific Inclusion Quotient (IQ) questions from the annual Federal EVS and the HUD exit surveys to the dashboard to assess the climate and overall sense of employee engagement.
- HUD will implement an on-going communication strategy to reinforce the commitment of all employees to D&I with an emphasis on its importance and what it means as a business imperative to HUD's mission.
- HUD will identify potential topics and ensure that internal publications, such as hud@work or HUD Happenings, to include articles and sponsored events on diversity and inclusion to further promote the importance and success of D&I to the Department.
- HUD will promote and share activities, events, awards and other D&I interests with the HUD workforce via a D&I Newsletter. In addition, these efforts should also be communicated to the general public via HUD's external website and at HUD sponsored events.

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Measures:

- Evaluate achievement of goals and recruit new participants for the developmental and rotational programs annually; where underrepresentation exists, conduct analyses of leadership development selection processes to identify barriers to equal opportunity in the process; ensure programs are competency-based; provided potential for career path change; and consists of a variety of developmental activities including: training, rotational assignments, executive interviews, and shadow assignments; measure employee perceptions on the availability and utility of departmental development programs to assess effectiveness and identify areas for improvement through the EVS and routinely offer temporary detail assignments, special assignments, leadership shadowing programs, and opportunities to transfer to other regions for advancement to assist in developing employee' skills and improve their visibility and advertise such assignments throughout the Department CHCO Operations Plans.

Priority 2.2: HUD shall assess, redesign, and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency; and to deconstruct organizational siloes that lead to exclusive cultures and to flawed decision-making.

Actions

- Through collaboration across the entire Department, HUD will continue to explore the feasibility of establishing additional career paths, (e.g., bridge positions, upward mobility, cross-training opportunities, and managerial and supervisory development) by continuing to use succession planning and management strategies to identify and broaden career path opportunities that meet current and future organizational needs, and ensure that HUD's career development and succession planning efforts include a diverse candidate feeder group, especially for senior executive and management levels. This succession planning and management strategy will also include the development for an examination of skills, competency models, and on-the-job certifications into career paths and other position descriptions supporting the mission of HUD.
- HUD will promote awareness and discussion of diversity and inclusion by focusing on issues that impact today's workplace, such as generational issues, unconscious bias and potential misconceptions about working with individuals with disabilities.
- HUD will review current learning and development programs to ensure equal employment opportunity and diversity and inclusion are included in developmental competencies that enhance organizational units, workgroups and high-performing teams, and that they meet the needs of the HUD and its workforce.
- HUD will continue to explore opportunities to provide diversity and inclusion training for employees in an online environment.

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- HUD will seek out and adopt policies, programs and benefits that support and enhance the career and work-life balance programs of employees.
- HUD will continue to encourage managers and supervisors, and employees to support and use career and work-life balance programs. In addition, HUD will also communicate and educate employees on the programs' benefits to employee retention and increased productivity.

Measure(s):

- Measure percentage of workforce participating in various work-life and wellness programs (e.g. telework and flexi-place).
- Review EVS results each year.
- Review workplace policies and revise those that unnecessarily limit employee flexibility; ensure employees are able to request flexible work arrangements that allow them to balance work and personal responsibilities; consistent with OPM regulations, provide reasonable, personal or sick leave to allow employees to engage in caregiving even if not required to do so by the Family and Medical Leave Act of 1993 (FMLA); set forth guidelines for employees to use when establishing employee affinity groups with a senior organization advisor and a charter that sets forth roles, responsibilities, activities, recognition, outreach roles and conduct regular meetings, at least quarterly, between affinity groups and departmental leadership (e.g. Diversity Council).

Goal 3: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches

Intensify efforts to create and foster diverse, high-performing workforces, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish agencies' missions.

Priority 3.1: HUD shall create a diverse, high-performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data; educating hiring managers; designing fair and effective recruitment and examining strategies for competitive examining and examining for the career SES that cast the broadest net possible and apply merit principles; utilizing applicable special hiring authorities (e.g., Schedule A authority for individuals with certain disabilities, veterans hiring authorities, etc.) as supplements to competitive hiring processes; partnering with diverse organizations and institutions to help recruitment draw from all segments of society, and generate cognitive diversity; and conducting a review of potential implicit biases within the organization.

Actions

- Make diversity and inclusion reporting more actionable through improvements in data collection, presentation and reporting frequency by reviewing the ongoing production of actionable management reports on diversity and inclusion, and to make recommendations for updates and improvements.

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- Establish HUD annual performance goals that further promote diversity and inclusion throughout the Department.
- HUD will develop and implement strategies to promote accountability at all levels for cultivating a culture that encourages collaboration, flexibility and fairness to enable individuals to contribute to their full potential.
- HUD will continue to coordinate the development of diversity plans by Program Offices tailored to their respective needs and challenges, and will facilitate progress reporting to the leadership of HUD and the Diversity Council.
- HUD will engage senior leadership through collaboration, consultation and communication on diversity and inclusion issues impacting the Department through the OCHCO and the Diversity Council.
- HUD will review its IDSP annually and update as necessary to align with Program Office level diversity plans, performance goals and other related human resource strategies to support diversity and inclusion.

Measure(s):

- Provide documentation verifying diversity and inclusion language has been inserted into departmental planning documents.
- Issue an annual diversity and inclusion policy statement, signed by the head of the Department.
- Establish a baseline of employees completing cultural competency/diversity and inclusion training for each FY.

Priority 3.2: HUD shall foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion opportunities and career development, including analyzing applicant flow data; developing career enhancement opportunities; utilizing appropriate collaborative practices and social media technologies; and collaborating with Special Emphasis Program Managers and affinity groups.

Actions

- HUD will take the necessary steps to ensure that EEO and Diversity and Inclusion professionals have the skills needed to enhance diversity and equal opportunity in the Department. In addition, HUD will ensure that competencies are identified and staff are periodically assessed and developed to close any competency gaps.

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Measure(s):

- Provide opportunities for Practitioners to attend annual conferences and ongoing training to address any skill gaps and to enhance their knowledge base.

Priority 3.3: HUD shall collect relevant performance data to establish a business case for diversity and inclusion for the agency; collaborate with other agencies and the Diversity and Inclusion in Government (DIG) Council to create models for analyzing performance metrics in correlation with diversity and inclusion metrics.

Actions

- HUD will encourage senior executives, managers and supervisors to partake and speak at both internal and external events that demonstrate their commitment and support of diversity and inclusion.
- HUD will promote the collaboration of senior executives, managers and supervisors on the Diversity and Inclusion trainings to broaden program perspectives and meet the needs of their respective Program Office diversity goals.
- Through its participation on the DIG, HUD will identify and share diversity and inclusion best practices with the leadership and the Program Office levels of the Department.

Measure(s):

- Tie the vision, role and commitment of D&I to strategic organizational goals, leadership plans, and behavior that demonstrates diversity and inclusion principles and practices that integrate these practices into the culture of HUD; issue HUDs annual FEORP reporting progress made on the HUD IDSP, maintain HUD Diversity Council, comprising of representatives from all HUD components that report to the HUD Secretary, establish and promote a Secretary D&I Honor Award, incorporate broad-based D&I content in departmental branding and communication strategies (e.g. media outreach, public awards, various communication tools and vehicles, strategic communications, Web sites, etc.), coordinate efforts to ensure that the MD-715 barrier analysis regarding D&I is not redundant with workforce planning, but rather complements and supports the departmental overall goals with each reflecting their own distinctive features and cross-referencing where there is overlap, and include D&I elements in SES and supervisors/managers Performance Plans specifically focus on making measurable progress in advancing goals of the Inclusive Diversity Strategic Plan.