



Office of the Attorney General
Washington, D. C. 20530

April 30, 2010

MEMORANDUM: FOR HEADS OF DEPARTMENT COMPONENTS
FOR ALL UNITED STATES ATTORNEYS

FROM:  THE ATTORNEY GENERAL

SUBJECT: Diversity Management Plan for the Department of Justice

I am issuing this Diversity Management Plan to improve the effectiveness of the Justice Department's recruitment, hiring, retention, and professional development efforts. This plan and the action items it mandates reflect a critical fact. Based on my experience as Attorney General, and on my experience as a long-time career employee within the Department of Justice, I am convinced that the Justice Department is stronger, more credible, and more effective when its workforce includes qualified individuals whose backgrounds reflect our nation's rich diversity, and when its work environment encourages all of its employees to develop and to thrive professionally. This plan creates a framework for managing diversity across the Department of Justice, and sustaining our progress over time. In addition to focusing on the Justice Department's attorney employees, this diversity management plan will address efforts to foster diversity among the Justice Department's non-lawyers, particularly among the Department's law enforcement personnel. Moreover, it stresses improving coordination among components that have already undertaken diversity initiatives in order to better share best practices for improving diversity management. The Diversity Management Plan will ensure that the Department's standard operating procedures encourage diversity within the Department's workforce and that the Department's components actively recruit the best qualified employees.

Over the last twelve months, I have met with many of the Department's employees, and with many of the Department's employee organizations. I have listened to their concerns that the Justice Department was not doing all it could to ensure that its employees – attorneys and non-attorneys alike – were given an opportunity to excel in their work, and to advance in their organizations. Last year, I convened two working groups to advise me regarding the initial steps the Department should take to move closer to the goals enumerated in the Eight-Point Plan issued by the Attorney General more than 10 years ago. Some of those suggestions are reflected in the attached Diversity Management Plan. Others will be considered in the weeks and months ahead.

Today is an important milestone in our efforts to build a more diverse Justice Department. The management structure and action items implemented here will ensure that the Department's commitment to diversity is reflected enduringly in its organizational culture and in its institutional practices. I look forward to working with each of you on this critically important task.

Attachment

DIVERSITY MANAGEMENT PLAN FOR THE DEPARTMENT OF JUSTICE

As an institution, the Department of Justice is stronger, more credible, and more effective when it recruits, hires, develops, and retains qualified professionals from diverse backgrounds. This Diversity Management Plan for the Department of Justice is designed to ensure that the Justice Department's management practices and organizational culture reflect the Department's commitment to building and maintaining a workplace environment in which we effectively carry out our mission while ensuring that all employees have the opportunity to thrive professionally, to excel as public servants, and to advance in their careers.

This plan is divided into four sections, each focusing on a different aspect of managing and promoting diversity in an organization as large and complex as the Justice Department. These sections are: (1) leadership commitment and organizational infrastructure; (2) outreach, recruitment, and hiring; (3) professional development and retention; and (4) transparency, sustainability and best practices. Although the action items outlined here are the next steps in building a more effective, more inclusive Justice Department, they will not be the last. As the Department works to implement this plan, it will take additional steps as necessary to ensure that the Department's commitment to diversity is reflected in its management practices. Every member of the Department's workforce has a role to play in this effort and I look forward to working with each of you as we make this goal a reality.

Leadership Commitment and Organizational Infrastructure

Action Items:

1. Diversity Management Advisory Council

By May 31, 2010, the Attorney General will form a Diversity Management Advisory Council ("the Council"). The Council will coordinate department-wide diversity management efforts, monitor implementation of each component's diversity management plan, and meet biannually with the Attorney General to report on the status of the Department's diversity management efforts.

The Council will also recommend policies to promote effective diversity management practices in the Department of Justice. Specifically, the Council will recommend: (1) strategies to increase diversity among the department's managers, supervisors, and the Senior Executive Service; (2) options for measuring the Department's diversity management efforts; (3) hiring and management best practices; (4) training programs to promote effective diversity management; and (5) strategies to promote accountability for diversity management among the Department's managers and supervisors.

The Associate Attorney General will serve as Chairperson for the Council. The Attorney General will designate an Assistant Attorney General ("AAG") to serve as Vice-Chairperson. The Attorney General will also designate AAG- or Director-level representatives to serve on the Council as necessary. The Deputy Associate Attorney General for Diversity Management and the Departmental Selective Placement Coordinator for Disability Hiring will also serve on the Council. The Justice Management Division ("JMD") will provide administrative support to the Council.

2. Deputy Associate Attorney General for Diversity Management

The Attorney General will appoint a Deputy Associate Attorney General for Diversity Management ("the DAAG"), who will serve as the Executive Director to the Council and as the Department's day-to-day coordinator for diversity-management issues. The DAAG will serve as the Department's point of contact with internal and external organizations regarding diversity management issues. The DAAG will communicate regularly with the leaders of the Department's components on behalf of the Council. The DAAG will monitor and study best practices in diversity management and evaluate their potential applicability to the Department. The DAAG shall prepare an annual report to the Attorney General, which shall be available publicly, describing the Department's diversity management efforts and the status of those efforts.

3. Departmental Placement Coordinator for Disability Hiring

The Department will establish a Departmental Placement Coordinator for Disability Hiring, a dedicated position in JMD to ensure appropriate consideration of qualified persons with disabilities for employment vacancies within the Department. The Departmental Selective Placement Coordinator for Disability Hiring will also work with the Department's components to achieve the Department's 2% hiring goal of persons with disabilities. I am confident we can attract qualified individuals and meet this goal.

4. Component Diversity Management Committees

Each component will establish a diversity committee ("Committee"), chaired by a senior leader selected by the head of the component. Each Committee will prepare a preliminary diversity management plan for its component. Each preliminary plan will be signed by the component head and submitted to the Council through the DAAG by June 30, 2010. Each preliminary plan will describe the component's compliance with the Eight-Point Plan to Enhance Diversity (issued by Attorney General Reno on June 16, 2000), as well as current diversity-management efforts with respect to: (1) recruitment; (2) hiring; (3) retention; and (4) professional development.

The component plans should identify strategies for accomplishing the following goals:

- Broadening the component's applicant pool.

- Creating and administering mandatory and developmental diversity training for supervisors.
- Promoting diversity in higher-level positions.
- Informing employees of the component's diversity goals and efforts.
- Ensuring that progress is sustainable and continuing.

Each component's plan should incorporate existing strategies and practices for hiring and employing competitive and excepted service employees. Components must ensure that their budgets support proposals contained in their respective diversity management plans.

Outreach, Recruitment, and Hiring

Action Items:

1. OARM Detailee

The Attorney General will establish a detail position to OARM that will work closely with the DAAG and components to develop and implement focused recruitment strategies to broaden the Department's applicant pool to attract applicants from under-represented populations or communities. The detailee will be responsible for identifying and building new networks to reach a more diverse set of candidates, with a focus on experienced attorney outreach. The detailee, in conjunction with the components and in consultation with the employee organizations, will develop and train a cadre of Department recruiting ambassadors who will conduct outreach efforts to law schools and law student organizations.

2. Training on Interview Skills

The Department will institute mandatory training on merit systems principles and best practices for conducting interviews for all supervisors and individuals participating in the hiring process. JMD, EOUSA, and OARM will coordinate this effort.

3. New Hire Materials

Components shall coordinate with JMD to include information regarding the Department's employee affinity organizations in the components' new-hire orientation materials.

4. Post Vacancies on OARM Website

To enhance access to the Department's employment opportunities, components must post all excepted service attorney positions on OARM's website, the component's website, and with USAJobs. All other excepted service positions and competitive service positions must be posted on the component's website and with USAJobs.

5. Outreach Efforts

JMD, EOUSA, and OARM will work with the Department's components to develop and implement their outreach strategies, and explore additional ways to use technology to broaden their outreach efforts. JMD, EOUSA and OARM will assess their current recruitment and outreach practices and submit a report by June 30, 2010, to the Council, through the DAAG, that describes the Department's current outreach efforts and recommends specific actions to improve those efforts and to broaden the Department's applicant pool.

Professional Development and Retention

Action Items:

1. Attorney Skill Development Coordinator

By June 30, 2010, all components with more than 100 lawyers will designate an attorney professional development director, an experienced attorney, who will be responsible for working with attorney managers to develop competencies and skill-based training, maximizing the use of assignments as a professional development tool, and implementing a professional development process.

2. Training on Case Assignments

By June 30, 2010, EOUSA's Office of Legal Education will develop a module for attorney managers on the use of case assignments as a professional development tool which can be adapted for use by individual components throughout the Department.

3. Diversity Training

By June 30, 2010, in coordination with the Council, JMD and EOUSA will institute a mandatory, periodic training program for supervisors and personnel involved in the hiring process. The training will emphasize skills and strategies for recruiting, managing, and retaining a diverse workforce. The training will make use of all available technology and be integrated into the Department's various learning management systems ("LMSs") curricula. The LMSs include LearnDOJ, FBI Virtual Academy, JUSTLearn, Learn-ATF, and BOPLearn.

Transparency and Best Practices

Action Items:

1. Publish Diversity Management Plans and Policy Statements

By June 30, 2010, the Department will develop and display its diversity management policy statement on the DOJ website and each component will submit to the Council a diversity management policy statement that will be displayed on the component's website once approved by the Council.

In coordination with Open Government Plan activities, the following information will be posted on the Department's website: The DOJ EEO Policy Statement; The DOJ Diversity Policy Statement; and the DOJ Diversity Management Plan. The following information will be posted on the intranet: each component's diversity management plan; a description of each component's attorney hiring processes; and an annual summary of the Council's activities.