



Center for Veterinary Medicine

Diversity and Inclusion Strategic Plan

"CVM draws its strength from our diverse workforce and is thereby empowered to achieve greatness."
– Dr. Bernadette Dunham, Director, CVM

September 2015

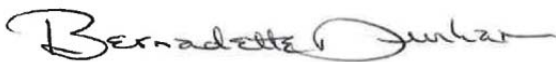
Message from the Center Director and Executive Officer

It is with great pleasure that we present the Center for Veterinary Medicine's (CVM) first *Diversity and Inclusion Strategic Plan*. CVM believes that diversity is central to the achievement of high performance and that it takes many forms including race, religion, ethnicity, thought and background. The journey toward 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. To this end, the Center created the following plan designed to maintain and foster CVM's inclusive culture.

This plan provides a roadmap for sustaining an encouraging and just work environment that leverages diversity – in its many forms – to achieve the Center's mission in protecting human and animal health. Inherent to CVM's approach is our time-honored belief that diversity requires an inclusive environment to thrive – a work environment that encourages open communication, provides fair and equitable opportunities, and empowers employees with the resources and support that they need to advance and support our mission. The Center has always nurtured this environment as it is a basic outgrowth of the high-performing principles by which our organization operates. We're hoping this plan will only serve to strengthen our workforce's collective accountability to progress CVM's inclusive workplace and culture.

Successful implementation of the goals and strategies articulated in this plan require coordination across the Center. To achieve this, the *Diversity and Inclusion Strategic Plan* integrates with CVM's operational priorities and strategic human capital planning efforts. In addition, the plan includes alignment with the Department of Health and Human Services (HHS) and Food and Drug Administration (FDA) strategic goals and long-term objectives. Also, the plan incorporates government-wide priorities established by the Office of Personnel Management (OPM).

On behalf of CVM's leadership, we encourage every employee to take an active role in making the Center a place where every individual is appreciated. Furthermore, please assist us in executing the objectives of this plan as we're confident the results will enable us to maximize CVM's collective potential and our ability to successfully and creatively serve our stakeholders.



Bernadette Dunham, D.V.M., Ph.D.
Director, Center for Veterinary Medicine



Roxanne K. Schweitzer
Executive Officer, Center for Veterinary Medicine

Table of Contents

Introduction	3
Background	3
CVM’s Commitment to Diversity and Inclusion	4
CVM as a High Performance Organization: Setting the Stage for a Diverse and Inclusive Work Environment	4
Center Values and Behaviors: Fairness and Diversity Defined at CVM	5
Leadership Philosophy: An Investment in Employee Engagement	5
CVM’s Diversity and Inclusion Goals	6
Implementation Strategy	7
Goal 1: Maintain a Diverse Workforce through Recruitment, Development, and Retention Efforts	7
Goal 2: Improve Workplace Inclusion by Cultivating a Collaborative, Fair, and Flexible Culture	12
Goal 3: Sustain CVM’s Commitment to Diversity and Inclusion	15
Next Steps	17
Conclusion	17
Appendices	18
Appendix A.....	19
Appendix B.....	21
Appendix C.....	22

Introduction

The Center for Veterinary Medicine (CVM) has operated with the longstanding and inherent belief that placing a high value on 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 – a moral imperative that happens to positively impact operational performance and employee engagement. Accordingly, we maintain an organizational culture and work environment that nourishes the individual differences and varying perspectives of all employees across the workplace.

CVM's Diversity and Inclusion Strategic Plan establishes the foundation for providing structure and support to our Center's inclusive culture and creates a salient path for the organization moving forward so that CVM can maintain a high standard of excellence by cultivating individual growth and potential in the years to come. Specifically, the Plan sets forth the goals and strategies necessary to recruit and develop a diverse, highly capable workforce, continue to build an inclusive, equal opportunity work environment, and ensure ongoing progress and commitment.

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 for Outreach and Recruitment 2014 – 2017*. *CVM's Diversity and Inclusion Strategic Plan* also serves as a companion document to the Center's Strategic Human Capital Plan FY2012 – 2016 and associated FY2013 Strategic Human Capital Plan Addendum.

The Plan is meant to be a fluid document whereby it is revisited at established intervals to assess the effectiveness of the direction it is providing as well as to monitor our achievement of the goals and strategies embodied within.

Background

On August 18, 2011, President Obama issued Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion (D&I) in the Federal Workforce*. In the Executive Order, the President calls upon all federal agencies to develop plans that outline a commitment to equal opportunity, diversity, and inclusion stating "we are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges."

OPM released the *Government-wide Diversity and Inclusion Strategic Plan* soon thereafter in order to provide guidance to Federal departments and agencies so that they can successfully fulfill the goals identified in the Executive Order in an integrated and data-driven manner. In order to offer context for how diversity is defined government-wide, the following is the definition provided by OPM.

Workforce diversity is defined as:

A collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

"A commitment to equal opportunity, diversity, and inclusion is critical for the Federal Government as an employer."

- President Obama,
Executive Order 13583

OPM describes inclusion as:

A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

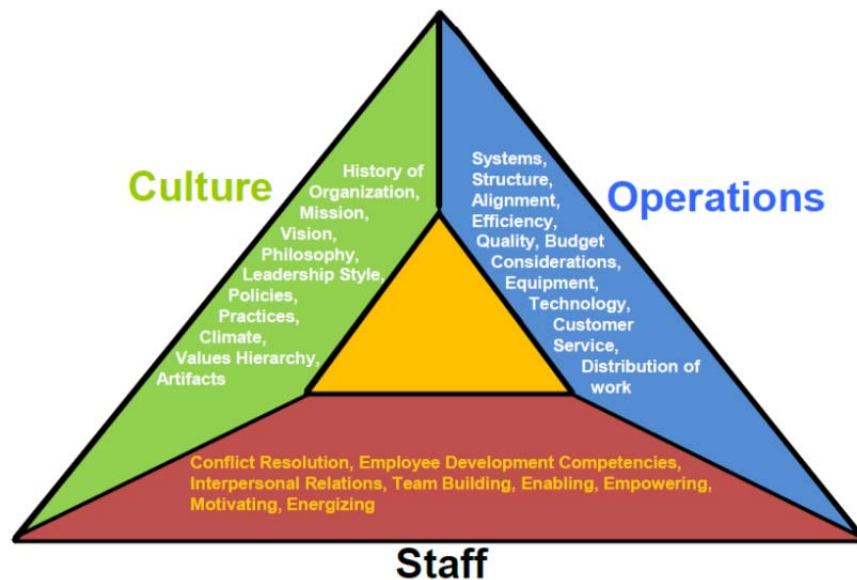
Pursuant to OPM’s guidance and as a result of the President’s precedent-setting directive, the Agency devised diversity and inclusion objectives that are contained within *FDA’s Diversity and Inclusion Strategic Plan for Outreach and Recruitment 2014 – 2017*. (Please see Graphic 3) In addition to advancing FDA’s goals, actions, and practices, **CVM believes it has its own obligation to comply with Executive Order 13583 acting in accord with the Center’s distinctive high performing culture and drawing upon its already well-entrenched values and behaviors.**

Though CVM’s leadership philosophy and operating structure have long embraced the acceptance and respect of individuals and their diverse characteristics as well as acknowledged that moving beyond basic tolerance of differences is foremost to creating a model workplace, the recent implementation of FDA’s Diversity and Inclusion Strategic Plan (in June 2014) presents an opportune time for our Center to formally communicate its individual goals and shared direction for the successful growth of CVM’s diversity and inclusion efforts.

CVM’s Commitment to Diversity and Inclusion

CVM as a High Performance Organization: Setting the Stage for a Diverse and Inclusive Work Environment

For close to 20 years, the Center has aligned and examined itself against the principles and concepts of the High Performance Organization (HPO) operating model. The tenets of HPO require CVM to continually evaluate what is happening within the organization and to decipher what exactly needs to occur in order for us to improve our performance. 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. Subsequently, it necessitates an ongoing scan of the internal and external environment in which the Center operates, assessing the capacity of our resources to meet our operational objectives, monitoring of how well we are achieving our organizational goals, and making interventions as needed when we have veered off-course. **In its truest essence, HPO success relies on balancing Operations, Staff, and Culture and is a mind-set that must be maintained by the entire workforce.**



Graphic 1. Organizational Transformation HPO Model

CVM’s unwavering commitment to the HPO philosophy simultaneously sustains a diverse and inclusive culture which allows us to continue working towards realizing our full potential. At CVM, the theories behind HPO are applied within a work environment wherein *each employee is viewed as an active and responsible member* of the decision-making process within the Center. CVM only achieves excellence or high performance when, as individuals and groups, *we work together to share responsibility for the entire organization.*

“Organizations are able to create high performance when they have the discretionary effort of their employees.”

-CVM HPO Training

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.

Center Values and Behaviors: Fairness and Diversity Defined at CVM

Our CVM-wide values and behaviors were developed in response to our alliance with the HPO operating model. As such, they support a work culture that encourages high performance, dedication to the individual and collective goals of the individuals working within CVM, the Center’s mission and programmatic objectives, and the interests of the organization’s stakeholders.

“Fairness” and “Diversity” are CVM’s two foremost values. The behaviors associated with each are outlined below.

CVM Value	Behaviors
Fairness	<ul style="list-style-type: none"> ▪ Before making a decision or taking action that will impact others, discuss with those who will be affected. ▪ Focus on the issue and not on the person or personality. ▪ Assume good intentions; gain understanding before responding.
Diversity	<ul style="list-style-type: none"> ▪ Be sensitive to differences (e.g., culture, ethic, gender, or disability) to build respectful relationships. ▪ Seek and encourage input from diverse sources (e.g., different education levels, cultures, experiences). ▪ Be receptive to new ideas and different points of view. Inform others of the rationale behind a decision (i.e., provide explanation/justification for a decision).

Table 1. CVM Values and Behaviors: Fairness and Diversity

So as to ensure the highest level of commitment to these ideals, the values and their respective behaviors have been integrated into the Center’s Core and Leadership Competency Models. (Please refer to Appendix A for a breakdown of the competencies and key behaviors aligned with these organizational values.) Embedding these principles into the framework by which our organization recruits and develops its employees reinforces the significance the Center places on these qualities. There is an expectation that all members of the workforce serve as an example of someone who abides by these standards for the betterment of the entire organization.

Leadership Philosophy: An Investment in Employee Engagement

Center leadership is fully committed to nurturing and sustaining an inclusive culture that invites all employees to participate in the success of the organization. Though the responsibility for sustaining this type of work environment is a shared one, the following leadership philosophy will help to institutionalize the goals and actions presented in this Plan as well as inspire accountability at all levels.

We of the Center of Veterinary Medicine are dedicated, creative, trustworthy, competent individuals who want to do a good job. We are motivated by a sense of duty to our mission and co-workers, and a desire

for continual improvement in our organization’s performance. Each of us assumes technical, management, and leadership responsibilities for our work. We are committed to increasing the quality of our lives and believe that the performance of the organization is enhanced by investing in the growth and development of the individual. We feel responsible for and dedicated to each other’s and CVM’s success. We are committed to serving each other, our customers, and our stakeholders with fairness and respect.

CVM’s Diversity and Inclusion Goals

CVM’s Diversity and Inclusion goals closely reflect those found in OPM’s *Government-wide Diversity and Inclusion Strategic Plan*:

1. Maintain a diverse workforce through recruitment, development, and retention efforts.
2. Improve workplace inclusion by cultivating a collaborative, flexible, and fair culture.
3. Sustain CVM’s commitment to diversity and inclusion.



Graphic 2. *Government-wide Diversity and Inclusion Goals, OPM*

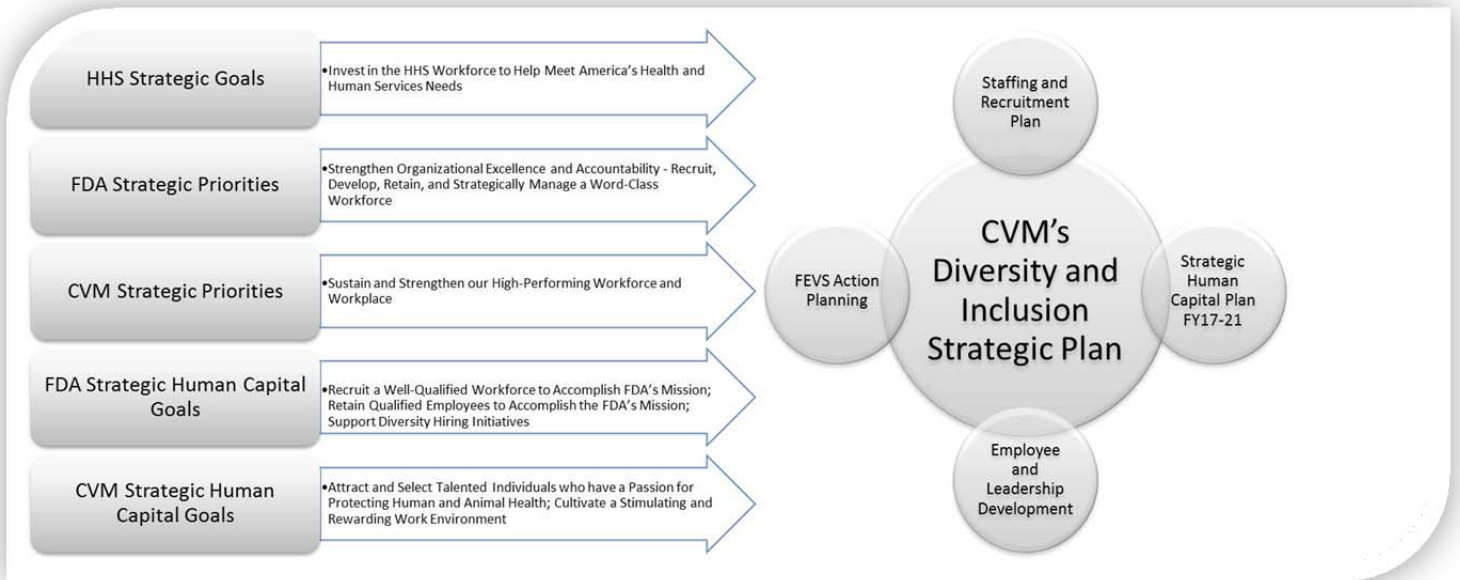
In developing these goals and associated strategies, the Center assured that there was appropriate alignment to not only OPM’s objectives but to the Agency’s diversity and inclusion goals, the Department’s Strategic Goals, CVM’s Strategic Priorities and Strategic Human Capital Planning documents.

Specifically, a crosswalk was performed (an overview of which is visually represented in Graphic 3) to ensure that this Plan fully addresses all requirements under the Government-wide Plan and is consistent with FDA’s strategies. (Please refer to Appendix B for a detailed synopsis.)



Graphic 3. *Overview of Crosswalk with OPM and FDA Diversity and Inclusion Goals*

Furthermore, in order to form a solid connection between diversity and inclusion and our Center’s ability to innovate and excel operationally, the goals delineated in this Plan are linked to current programmatic and human capital objectives as well as to future, planned organizational strategies and approaches. This linkage also keeps our diversity and inclusion efforts deeply rooted in the operational fabric of the Center. (Please refer to Graphic 4)



Graphic 4. Operational Linkage with CVM's Diversity and Inclusion Strategic Plan

Implementation Strategy

CVM's Diversity and Inclusion Strategic Plan establishes a blueprint for action. Proposed strategies are reflected in the Plan according to the overarching goal to which they correspond. The Center's existing advancements are briefly discussed as are any relevant current-state analyses, should this contextual information be helpful in understanding our approach toward achieving each of the three goals. The Center will develop an internal companion document that identifies the precise activities the organization will undertake to successfully implement this Plan. This document will specify timelines, responsible parties, and metrics so that momentum is not lost and in order to track and communicate CVM's ongoing progress as it pertains to its diversity and inclusion efforts. As relayed earlier, the Plan is meant to be a living document and will be revisited at regular occurring intervals (to be established later) to ascertain whether the goals and strategies remain applicable as well as continue to offer the greatest opportunity for CVM to positively impact the success of its workforce in the long-term.

Goal 1: Maintain a Diverse Workforce through Recruitment, Development, and Retention Efforts

Workforce Planning and Analysis: Establishing a Baseline for Diversity and Inclusion Initiatives

It is crucial to understand the workforce composition, staffing needs, hiring and exiting trends of an organization in order to deploy effective diversity and inclusion programs and practices. Like any other human capital efforts, an important underpinning of executing effective diversity and inclusion initiatives and interventions is that they are based on sound and reliable data.

CVM's present workforce planning and assessment practices include:

Annual Workforce Analysis/Profile Snapshots:

Since 2009, CVM has conducted an annual review of the demographic make-up of its workforce to include evaluating hiring and attrition trends. Given the relative stability of the Center's workforce composition, in-depth Workforce Analyses are performed every two years with demographic Profile Snapshots completed in the alternating years.

The Workforce Analysis a collection of workforce demographics, employment characteristics, and hiring and attrition trends for CVM. It highlights organizational nuances, underlying strengths, vulnerabilities and opportunities for improvement. Through this analysis, Center management is better able to understand its workforce and make plausible staffing projections. Additionally, conclusions drawn from the Workforce Analysis aid leadership in identifying human capital issues and challenges as well as potential solutions to these challenges. The data also helps to focus recruitment and diversity planning efforts.

The ultimate purpose for conducting this practice is to assure that management has the right people, in the right place, at the right time and that the current and emerging issues facing the Center's future workforce are better understood.

Attrition Projection:

CVM's Attrition Projection Model is used to calculate Center attrition predictions which are contained within the Workforce Analyses and Profile Snapshots. The Projection Model applies historical attrition rates for various demographic factors at CVM to the current workforce composition. These factors include the following:

1. Occupation Type
2. Age Range
3. Supervisory Status
4. Pay Grade Range
5. Years of Service Range (within HHS)
6. CVM Office
7. Retirement Eligibility
8. Gender

Staffing and Recruitment Planning:

The Center recently began developing a comprehensive Staffing and Recruitment Plan designed to outline the staffing requirements of the organization as well as defined recruitment strategies that will assure CVM has sufficient staff with the right skills and competencies to ensure mission success. In general, the use of such an approach will allow CVM to improve staff utilization, address critical human resource challenges (e.g., gaps), and identify hurdles to successful recruitment by providing a process and framework in which to determine the most effective staffing solutions that correspond to its unique environment.

Strategic Human Capital Planning:

In 2011, CVM designed and developed its first Strategic Human Capital Plan (FY2012-2016) so that the Center would have a sound human capital framework with feasible and innovative action items to directly support mission accomplishment. An Addendum to the Strategic Human Capital Plan was issued in FY2013 to address the great strides the Center made in achieving its strategic human capital goals and objectives. Moreover, several new opportunities and varying paths emerged from the creation of the Addendum warranting adjustments in strategy and subsequent modification to the initial Plan. The Center is currently working on closing out both strategic human capital planning documents and is preparing to devise its second Strategic Human Capital Plan which will span fiscal years FY2017 – 2021. It is anticipated that the original four human capital goals will remain pertinent in these upcoming years. The four goals are as follows:

- *Goal 1* – Attract and Select Talented Individuals Who Have a Passion for Protecting Human and Animal Health
- *Goal 2* – Cultivate a Stimulating and Rewarding Work Environment
- *Goal 3* – Facilitate Continuous Learning and Knowledge Management
- *Goal 4* – Champion Employee Wellness and Work/Life Balance

Employee Viewpoint Survey Data Analysis/Action Planning:

In standing with its HPO culture, CVM is dedicated to shaping its work environment through employee feedback. Though the Center administers, analyzes, and reports on survey data associated with CVM program evaluations across the employee lifecycle, no other assessment is reviewed as stringently as are employee responses to the Federal Employee Viewpoint Survey (FEVS). Each year, upon receiving the FEVS data, the Center content analyzes the organization’s top five positive-rated and negative-rated items. Based on these Center-wide findings, specific analyses are conducted for each individual Office with focus groups often performed to glean additional context around the workforce’s replies to the FEVS questions. Results are shared and respective action plans are developed in collaboration with senior leaders.

Agency Equal Employment Opportunity (EEO) Program Input:

CVM provides annual input to the Agency’s EEO programs including the Federal Equal Opportunity Recruitment Program (FEORP), the Disabled Veterans Affirmative Action Program (DVAAP), and FDA’s engagement with Minority Serving Institutions (MSIs). These opportunities to relay the Center’s contributions also afford CVM the ability to pinpoint yearly targets for executing special hiring initiatives and/or outreach for underrepresented groups such as individuals with disabilities and veterans.

Goal 1: Recommended Strategies, Actions and Targets

Strategy 1: *Design and perform strategic outreach and recruitment to reach all segments of society.*

Action 1.1.1:

Collect and analyze applicant flow data and other diversity statistics.

OPM and the Equal Employment Opportunity Commission (EEOC) strongly encourage the collection and review of workforce demographic data because it is an integral part to creating effective recruitment strategies that extend to all sectors of the American population.

A CVM *Workforce At-a-Glance Report* issued by the Agency to the Center in June 2015 is being used as a starting point to make further inroads in performing recruitment and outreach to diverse, underserved, and underrepresented communities. The report, which compares the demographical makeup of CVM’s workforce to the 2010 Civilian Labor Force (CLF), highlights the following:

- ✓ The Center’s population of white and black females far exceeds CLF percentages.
- ✓ CVM’s Asian population (females and males combined) is exponentially higher than the 2010 documented CLF figures.
- ✓ The Center must work to increase its Hispanic population as well as its number of employees with targeted disabilities.

Targets for Action Planning

- Develop a proposal for submission to the Office of Human Resources (OHR) requesting the incorporation of a “*How Did You Hear About Us*” item into CVM vacancy announcements.
- Collaborate with OHR’s FDA University (FDAU) to obtain regular and timely Center diversity statistics.
- Continue to monitor CVM’s Applicant and Student Career Profile Systems for candidates eligible for non-competitive appointments to include Peace Corps Volunteers, veterans, and people with disabilities.

- Use OPM’s *Shared Register of Candidates with Disabilities* when seeking to fill vacant positions.
- Identify additional mechanisms through which to enhance outreach to Hispanic communities.
- Explore how to effectively conduct a CVM Gender Pay Data Analysis in order to identify areas where potential gender-related disparities exist in the Center.

Action 1.1.2:

Coordinate outreach and recruitment strategies to maximize the ability to recruit for a diverse, broad spectrum of potential applicants including a variety of geographic regions, academic sources, and professional disciplines.

The goal of CVM’s varied outreach efforts has always been to help foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the high-performing vision and mission of the organization. The Center is committed to maximizing its future recruitment strategies so as to increase the number of diverse candidates for entry, mid, and senior level positions.

Targets for Action Planning

- Attend 4-6 recruitment events annually to attract underrepresented groups.
- Consistently review and modify outreach and recruitment methods to ensure that job advertisements are reaching a diverse audience.
- Incorporate best practices from and future tools associated with OPM’s REDI (Recruitment, Engagement, Inclusion and Diversity) Roadmap to assure CVM’s recruitment and hiring efforts draw from all segments of society.
- Involve hiring managers and supervisors in decisions regarding outreach and recruitment approaches.
- Attend networking and recruitment events at colleges and universities, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutes (HSIs), Tribal Colleges and Universities (TCUs), Primarily Black Institutions (PBIs), American Indian Alaska Native Serving Institutions (AIANSIs), and Asian American and Native American Pacific Islander Serving Institutions (AANAPISIs).
- Leverage existing partnerships with the following agencies, organizations and/or Employee Resource Groups (ERGs) to appropriately steer outreach efforts (this list is not inclusive): FDA’s Advisory Committee for Employees with Disabilities (ACED); Veterans Association, American Veterinary Medical Association, Caucus for Women in Statistics, Recruit Military, Association of American Veterinary Medical Colleges, National Returned Peace Corps Volunteers, Federally Employed Women (FEW), Blacks in Government (BIG), American Society for Microbiology, Federation of Animal Science Societies, Asian American Pacific Islander Network, and Gay, Lesbian, or Bisexual Employees (GLOBE).

Action 1.1.3:

Use clear and consistent communication materials and media to educate diverse populations on CVM’s mission and to promote intern and employment opportunities.

Targets for Action Planning

- Design corporate recruitment materials that can be shared with veteran organizations and minority serving institutions.
- Develop a CVM diversity and inclusion brochure for use at recruitment events.
- Expand the Center’s use of social media (i.e., Twitter, LinkedIn) to connect with potential interns and applicants.
- Revise the content on the Center’s “Jobs at the Center for Veterinary Medicine” Agency internet page in order to more effectively communicate CVM’s inclusive work environment and to attract diverse talent.

Strategy 2: *Continue to leverage strategic hiring initiatives for people with disabilities and for veterans to promote diversity within the workforce.*

Action 1.2.1:

Reinforce Special Emphasis Programs (SEPs) and other strategic hiring initiatives within CVM's *Strategic Recruitment Process*.

Targets for Action Planning

- Amend the *Strategic Recruitment Conversation* with hiring managers so that SEPs are mentioned as well as continue to emphasize available Federal hiring flexibilities (e.g. 30% Disabled Veterans Appointing Authority, Veterans Employment Opportunities Act of 1998 (VEOA), Schedule A – Disability Employment, Schedule D – Student Employment) to successfully and swiftly fill critical CVM vacancies.
- Continue to maximize the visibility of CVM vacancy announcements by posting them on USAJobs.gov, FDA's career website and with organizations/universities with a high concentration of veterans and individuals with disabilities.
- Analyze and incorporate EEO data (e.g., workforce demographics, hiring statistics, and turnover statistics) into CVM's workforce planning process.
- Develop a Workforce Analytics Dashboard to make such data widely available throughout CVM.
- Conduct an evaluation of the Office of New Animal Drug Evaluation's (ONADE) veteran hiring effort.

Strategy 3: *Promote diversity and inclusion awareness within CVM to foster a positive workplace.*

Action 1.3.1:

Develop a diversity and inclusion curriculum for all employees, including training specifically for senior leaders to: 1) identify conscious and unconscious biases in relation to inclusion at the workplace; and 2) provide tools to effectively manage a diverse workforce.

The Center developed and implemented a CVM Core Curriculum in 2014 to cultivate and promote an inclusive culture at CVM; this curriculum is required for all new employees and experienced employees on a case-by-case basis to address identified competency needs. The curriculum consists of the following courses: Foundations of HPO (or HPO Refresher), the 7 Habits of Highly Effective People, Crucial Conversations, Myers Briggs Typology Indicator (MBTI), Technical Writing, and Dynamic Presentation Skills. These courses help staff learn how to recognize and harness the diversity of backgrounds, experiences, personality types, interpersonal styles, and approaches to effectiveness, as well as many other areas, to achieve synergy, continual improvement, and high performance.

Targets for Action Planning

- Identify best practice options for a diversity and inclusion curriculum.
- Conduct and evaluate a pilot curriculum.
- Fully implement a diversity and inclusion curriculum at the Center based on pilot feedback.

Action 1.3.2:

Explore a variety of formats and modalities (e.g., synchronous, asynchronous, distance, live-virtual, hybrid) for talent development to support inclusivity for CVM employees in all locations and of all learning styles.

Targets for Action Planning

- Identify best practice options for talent development formats and modalities (e.g., synchronous, asynchronous, distance, live-virtual, hybrid) that support inclusivity at CVM.
- Pilot formats/modalities where appropriate based on the instructional design of trainings.
- Collect feedback on effectiveness of these trainings.
- Fully implement formats/modalities where appropriate based on feedback collected.

Action 1.3.3:

Explore opportunities to provide training content that has not historically been available to large segments of the CVM workforce (e.g., DC Academy of Veterinary Medicine presentations have traditionally only been available to veterinarians but not to pharmacologists, animal scientists, etc.).

Targets for Action Planning

- Identify training content that has not traditionally been available to much of the CVM workforce.
- Develop a pilot training course to deploy new content.
- Collect feedback on the effectiveness of this training.
- Fully implement training content where appropriate based on feedback collected.

Goal 2: Improve Workplace Inclusion by Cultivating a Collaborative, Fair, and Flexible Culture

Growing Leaders: The Foundation for Fostering an Inclusive Culture

In 2014, CVM established, implemented, and promoted, a well-rounded, multi-part leadership and supervisory development roadmap that provides leaders at all levels of the Center with the skills they need to succeed and effectively work with other employees within the organization. The foundation of the roadmap is CVM’s Core Curriculum. As staff members seek greater immersion into leadership and supervisory areas, they can attend programs through OPM and the Center for Creative Leadership (CCL). Those seeking more in-depth experiences can apply to attend the Excellence in Government Fellows (EIG) Program, and finally, the Federal Executive Institute’s Leadership for a Democratic Society (LDS). All of these development opportunities (please refer to Graphic 5 for an illustration) support the Center’s high-performance culture and educate experienced and aspiring leaders alike as to how to best nurture collaboration, flexibility, and fairness within CVM.



Graphic 5. Illustration of CVM’s Leadership and Supervisory Development Opportunities

Goal 2: Recommended Strategies, Actions and Targets

Strategy 1: Promote diversity and inclusion in leadership development programs.

Action 2.1.1:

developed. The purpose of this initiative is to a) identify those elements that are both contributing to and detracting from employee engagement within the target Office and b) use this information to construct actions that will ensure that the target office, its leadership, and its staff continue to build on this already strong foundation.

Targets for Action Planning

- Conduct interviews and focus groups with employees and Office-level leadership to understand the office's strengths and opportunities for improvement.
- Establish a workgroup to create an action-plan for future Office engagement initiatives
- Re-evaluate the engagement initiative quarterly to assess progress and create new goals.

Goal 3: Sustain CVM's Commitment to Diversity and Inclusion

Goal 3: Recommended Strategies, Actions, and Targets

Strategy 1: Demonstrate accountability, commitment, and involvement with regard to diversity and inclusion in the workplace.

Action 3.1.1:

Develop and widely distribute a set of diversity and inclusion measures to track Center efforts.

CVM has an existing set of metrics for diversity and inclusion that inform current planning and reporting responsibilities. These metrics include descriptive statistics around employee hiring, retention, promotion, and outreach efforts. A new addition to these metrics is the Inclusion Quotient (IQ) index within the Federal Employee Viewpoint Survey (FEVS). The IQ was implemented by the Office of Personnel Management (OPM) as part of the 2014 FEVS and consists of 20 items correlated with inclusive environments and thereby seek to measure how fair, open, cooperative, supportive, and empowering one's organization is perceived to be. Analysis of the IQ showed CVM to score at least 10-20% higher than the Agency, Department, and Government-wide on each subscale. Moving forward, the 2014 IQ data will be used as a baseline, barring any changes to the subscales in future FEVS iterations.

Targets for Action Planning

- Analyze annual IQ data longitudinally within the Center to identify any significant fluctuations.
- Analyze IQ data across the Agency, Department, and Government-wide and apply government-wide best practices where discrepancies are uncovered.

In response to FEVS results, CVM has historically provided opportunities (e.g., surveys; focus groups) for the workforce to voice their satisfaction and/or concerns with various elements of the working environment tapped by FEVS indices (e.g., employee engagement; communication). In some instances, the purpose of such follow-up was to gain greater insight into FEVS results; however, in other cases, these opportunities were afforded in an effort to keep a finger on the pulse of the workforce throughout the entire year, as opposed to a brief annual survey. While the IQ is integral as a baseline assessment of the Center's diversity and inclusion efforts, the scale is limited, such that it is comprised of items that were already part of the FEVS. In order to allow for a more in-depth, comprehensive measure of the Center's efforts in this area, it will be necessary to deploy a separate assessment. In addition to being more holistic, this survey will include open-ended items so the workforce will be able to share opinions/perceptions/experiences in a way that will allow for not only greater context, but individual recommendations for future diversity/inclusion actions.

Target for Action Planning

- Develop and deploy a pulse survey to the Center's workforce that seeks to identify such elements as employee perceptions of CVM's level of diversity/inclusion, success of implemented diversity/inclusion-based actions, and recommendations/suggestions for future diversity/inclusion actions. Separate surveys will be developed for non-supervisors and supervisors and results will be analyzed at the Center- and office-levels.

Action 3.1.2:

Involve employees as participants and responsible agents of diversity and inclusion.

While workforce input is integral to the success of maintaining a culture steeped in diversity and inclusion, it is not enough to request opinions and suggestions—the next necessary step is to ensure that the workforce—leadership and non-leadership—work together to prioritize and implement identified actions that result from this input. As such, the creation of a Diversity and Inclusion Action Planning group will be vital to sustaining the Center’s forward motion. The group will meet on a quarterly basis to prioritize any actions resulting from analysis of the FEVS IQ as well as the Diversity/Inclusion pulse surveys. Additionally, the members (a combination of non-supervisors and supervisors from each CVM Office) will be responsible for identifying and implementing changes, as well as keeping the workforce apprised of their progress.

Target for Planning

- Create a CVM Diversity and Inclusion Action Planning Working Group for the purpose of prioritizing and implementing actions associated with the FEVS IQ and CVM Diversity and Inclusion Pulse Survey results.

At the Department level, the Health and Human Services (HHS) Diversity and Inclusion Council (DIC) was established in 2013 to serve as an independent body of stakeholders that provide advice and recommendations to the Secretary on areas related to Diversity and Inclusion. At the Agency level, the U.S. Food and Drug Administration’s (FDA) Diversity and Inclusion Working Group (DIWG) was established in 2015 and is comprised of one representative from each Employee Resource Group (ERG), each Affinity Group (AG), each Center, and the Union. The DIWG serves as a communication link between the ERG members, AG members, Center employees and the Union in fostering an environment of acceptance, inclusion and cooperation. Specifically, the intent of the DIWG is to help foster a positive and inclusive work environment; identify barriers to the recruitment, retention, and advancement of employees in underrepresented groups; recommend proactive strategic planning for achieving diversity and inclusion throughout the Agency; leverage available resources in support of common aims and share best practices with DIC; and recommend areas of focus to DIC.

Target for Planning

- Participate in FDA’s Diversity and Inclusion Workgroup and provide relevant information and opportunities to the CVM workforce.

Action 3.1.3:

Monitor employee departures to identify any trends associated with diversity and inclusion.

Established in 2013, the CVM Exit Interview Program seeks to uncover reasons for employee departure. While the Center’s attrition rate has been historically low in comparison to the Federal average, the program was implemented to identify trends associated with reasons behind voluntary employee turnover. To aid in this determination, an interview is conducted with all exiting employees, with questions revolving around employee’s initial job search outside of CVM and ultimate job acceptance; challenges associated with the employee’s Center position; and any recommendations on how to ensure a stronger, more effective workforce. This is an opportunity for the Center to uncover any issues associated with diversity/inclusion and act to resolve any issues as appropriate.

Target for Planning

- Continue to analyze exit interview data to identify trends related to diversity and inclusion and implement corrective actions as necessary.

Next Steps

Over the next six (6) months, CVM will develop a companion Implementation Plan. The purpose of the Implementation Plan is to facilitate efficient and effective management in support of CVM’s Diversity and Inclusion Strategic Plan. This plan will:

- Describe the accountability approach;
- Define the major milestones for implementation;
- Detail the illustrative timeline for implementing diversity and inclusion initiatives;
- Identify measurable metrics for each goal and action;
- Outline any challenges in tracking metrics; and
- Provide a process for ongoing assessment and revision of the Diversity and Inclusion Strategic Plan.

Conclusion

CVM is excited to carry-out our first *Diversity and Inclusion Strategic Plan* and we are committed to achieving the goals outlined herein. Although the Center has long-fostered a diverse, encouraging, and equitable work environment, by now taking a tactical approach to diversity and inclusion, we are confident that we will continue to advance the already high engagement and satisfaction levels of our workforce.

We will review our plan annually to assess progress and incorporate revisions as necessary. While a full update is planned for a five-year cycle, CVM will continue to engage Center leaders, supervisors, and employees in order to ensure that diversity and inclusion continue to be a positive part of their daily decision-making and thought processes, thereby positively impacting our high-performing culture and mission attainment.

“Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all.”

- President Obama,
Executive Order 13583

Appendices

Appendix A: CVM Core and Leadership Competencies and Key Behaviors Related to Fairness and Diversity

From Core Competency Model (Applicable to All CVM Employees):

Competency Title	Competency Definition	Key Behaviors
Organizational Commitment	Displays a commitment to promoting a positive work environment consistent with the Center’s vision, mission, and values.	<ol style="list-style-type: none"> 1. Takes pride in the CVM High Performance Organization model statement and exemplifies the associated behaviors and values 2. Ensures practices and behavior in the workplace are consistent with the Center’s vision, mission, and values 3. Communicates the vision and mission to others within and outside of the Center 4. Promotes CVM's leadership philosophy that leadership belongs to all employees irrespective of their position in the organizational chart 5. Fosters in others a spirit of public service and meaningful contributions to the Center’s mission 6. Commits to CVM's philosophy of stewardship by taking personal responsibility for the success of co-workers and the Center 7. Leverages a strong understanding of the agenda, issues, concerns and priorities of the Center when making decisions 8. Respects, understands, values, and seeks out individual differences to achieve the vision and mission of the organization 9. Exemplifies a commitment to public service in one’s statements and actions 10. Seeks opportunities for continual improvement of the Center 11. Maintains awareness of and sensitivity to the Center’s culture

From Team Lead Competency Model:

Competency Title	Competency Definition	Key Behaviors
Valuing Diversity	Creates an environment that fully uses the talents and capabilities of each and every Team member from all backgrounds and at all organizational levels.	<ol style="list-style-type: none"> 1. Ensures compliance with anti-discrimination legislation and sustainment of the Department’s “zero tolerance” policy 2. Supports initiatives to enhance the employment of women, minorities, veterans, and persons with disabilities 3. Supports Team participation of Diversity and Special Emphasis Observances (e.g., programs in support of Women, African American, Asian and Pacific Islander, Hispanic, and Native Americans Heritage, Disability Awareness, Martin Luther King Jr. Birthday Celebration, Holocaust Remembrance Day, and Take Your Children to Work Day) 4. Supports and promotes Equal Employment Opportunity (EEO) policies and objectives that enhance the quality of work life and workforce productivity 5. Values working with people from different backgrounds and views 6. Encourages others to utilize their diverse skill sets and viewpoints towards accomplishing a common goal

