



FEMA Diversity and Inclusion Plan

Fiscal Years
2015-2019



FEMA

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MESSAGE FROM LEADERSHIP TO ALL EMPLOYEES



It is with great pleasure that we present the Federal Emergency Management Agency's (FEMA) Diversity and Inclusion Plan for fiscal years (FY) 2015-2019. Creating and fostering a diverse and inclusive Federal workforce is a top priority for the Administration and a mission imperative for FEMA.

This plan provides a roadmap for building an inclusive work environment that leverages diversity to achieve mission goals and business objectives. Inherent to FEMA's approach is the concept 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 they need to advance and support our vital mission. Equally critical is strengthening leadership accountability at all levels for sustaining progress toward the diversity and inclusion goals articulated in this plan.

Successful implementation of the goals, objectives, and tactics in the plan require coordination across the entire Agency. To achieve this, the Diversity and Inclusion Plan integrates with the FEMA Recruitment Plan, Leadership Succession Plan, and the Agency's workforce planning efforts. This comprehensive suite of strategic documents provides a transparent link to goals and objectives at the Department and Component level, to include alignment with Department of Homeland Security (DHS) and FEMA strategic plans and associated human capital strategic plans. In addition, the Diversity and Inclusion Plan incorporates government-wide priorities established by the Office of Personnel Management (OPM).

On behalf of all FEMA leadership, we would like to thank the employees across our workforce in the Diversity Management Advisory Council (DMAC), as well as representatives from the Office of the Chief Component Human Capital Officer (OCCHCO) and the Office of Equal Rights (OER), for their contributions to this plan. This effort further reinforces our shared responsibility to create and foster a diverse and inclusive workforce. We encourage every employee, manager, and leader to take an active role in creating and supporting a diverse and inclusive work environment. The results will enable us to maximize our collective potential and successfully achieve our mission.

Joe Nimmich
FEMA Deputy Administrator

Corey J. Coleman
Chief Component Human Capital Officer and DMAC Co-Chair

Pauline Campbell
Office of Equal Rights Director and DMAC Co-Chair



ADMINISTRATOR'S DIVERSITY AND INCLUSION POLICY STATEMENT



The Office of the Administrator
October 2014

The FEMA mission is of critical importance to our nation. Through this mission, **FEMA finds strength in its people**. FEMA employees are the vital link that ensures that the ideals, responsibility, and values of the Agency are fully realized. Our success is driven by inspired employees operating in an environment based on mutual trust, respect, and integrity – an environment that encourages and values diversity. FEMA is diverse because our mission demands us to be. If FEMA's workforce is underrepresented in a particular community it serves, FEMA may fail to plan for or consider the needs of that underrepresented community during a disaster.

Diversity is not a program or policy. It is our organizational fabric, which reflects the society that we serve – America. Diversity stimulates and generates innovation and encourages fresh approaches to accomplishing our strategic goals. All employees play a role in supporting a diverse workforce and an inclusive work environment by demonstrating respect and integrity with and for each other in every aspect of our daily work lives.

It is important that we continue to foster a culture of inclusion and respect, and promote a culture that embraces diversity and allows each and every employee an opportunity to achieve their full potential. Each person's skills, talents, experiences, and characteristics broaden the range of approaches to FEMA's work and I challenge each of you to join me in ensuring that our Agency takes the lead in reflecting the diverse fabric of American society.

To ensure that we achieve this important goal, we must reaffirm our commitment to promote diversity and inclusiveness within our FEMA workforce. FEMA is committed to equal opportunity for all persons regardless of race, color, sex, national origin, religion, age, disability, genetic information, and sexual orientation. This commitment ensures that FEMA will conduct all of its employment practices in a nondiscriminatory manner. This includes increasing the employment and advancement opportunities of those groups that are underrepresented in the workforce by actively seeking creative methods to improve our outreach efforts and further develop the skills of our existing workforce.

We will make every effort to reasonably accommodate people with disabilities and cooperate with Agency officials in all aspects of the discrimination complaint process. Supporting diversity is a sound management practice, which helps ensure that the best and brightest people are chosen to become a part of the FEMA team.

I fully support and am committed to ensuring that FEMA provides an environment that values and embraces the contributions and potential of every member of our diverse workforce. I expect each FEMA manager, supervisor, and employee to work together to reflect our commitment to the fundamental core values of honor, respect, and devotion to mission and live those core values every day.

W. Craig Fugate
FEMA Administrator

EXECUTIVE SUMMARY



As the emergency management landscape evolves, FEMA’s mission is becoming increasingly complex. FEMA’s unique mission demands a diverse workforce to reflect, understand, and respond to the varied communities and survivors it serves. Equally important is an inclusive work environment that drives employee and organizational performance. FEMA recognizes that a sustained commitment to strengthening diversity and inclusion is critical to preparing for, preventing, responding to, and recovering from all hazards.

FEMA’s Diversity and Inclusion Plan establishes a framework for action to strengthen diversity and inclusion, and, ultimately, FEMA’s workforce capabilities. This plan is the result of a cross-Agency collaborative effort, with input from leaders across the Agency, the DMAC, and employees through FEMA’s Clean Slate Initiative. The plan builds on the FY 2014 FEMA Diversity and Inclusion Annual Report, a preliminary diversity workforce analysis, and previous Federal diversity and inclusion reports at the DHS and Component levels. The plan also complies with Executive Order 13583 – Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce – and is based on guidance provided by OPM.

This plan sets forth the goals, objectives, and tactics necessary to recruit a diverse, highly capable workforce, build an inclusive work environment, and ensure continued progress and commitment. Table 1 summarizes FEMA’s diversity and inclusion goals and objectives for FY 2015-2019. Details for each goal, including specific tactics and key success indicators, comprise the body of this plan.

Table 1: Summary of Diversity and Inclusion Goals and Objectives

Goals	Objectives
1: Workforce Diversity Recruit a diverse, highly capable workforce	1.1: Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance the mission 1.2: Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates 1.3: Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities
2: Workplace Inclusion Build a work environment that promotes inclusion	2.1: Strengthen employee engagement to cultivate an inclusive culture 2.2: Build a work environment that maximizes individual and collective potential and productivity 2.3: Ensure all employees have equal access to career development opportunities 2.4: Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top FEMA priority
3: Sustainability Build sustained leadership commitment to a diverse and inclusive FEMA through accountability, data, and education	3.1: Expand leadership and accountability for managing diversity and inclusion across FEMA 3.2: Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making 3.3: Educate the workforce to institutionalize a culture of inclusion

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INTRODUCTION



FEMA's Diversity and Inclusion Vision

FEMA's diversity and inclusion efforts are guided by the following vision:

An inclusive environment in which the Agency leverages diversity to achieve mission goals and business objectives and maximizes the potential of individuals and the organization.

Defining Diversity and Inclusion

Diversity refers to the similarities and differences in individuals and the collective characteristics that make up FEMA’s workforce. Inclusion refers to the organization’s work environment and culture. Inclusion is strongly tied to employee engagement and it can either maximize or inhibit an organization’s ability to realize the full benefits of diversity – for example, whether or not diverse perspectives are welcomed and respected. Because diversity and inclusion are so heavily interconnected, strengthening both is critical to FEMA’s ability to achieve its mission.

Figure 1 provides FEMA’s definitions of diversity and inclusion, adapted from OPM, in order to establish a shared understanding of these terms and how the goals in this plan will advance FEMA’s success.



Figure 1: What is Diversity and Inclusion?

Assessing Inclusion in FEMA’s Current Environment

Agencies have been measuring and reporting on key diversity factors for years. Measuring and reporting on inclusion, however, is a relatively new practice. Because workplace inclusion is such a critical element to increasing the benefits of diversity across FEMA, it is important to understand the current state of inclusion within the Agency.

FEMA uses OPM’s Inclusion Quotient Index (Inclusion Index) to measure the level of inclusiveness in the work environment. The Inclusion Index is based on employee responses to 20 Federal Employee Viewpoint Survey (FEVS) questions grouped into several factors that drive inclusion, termed the five inclusive habits. Table 2 describes the five habits, along with FEMA’s recent scores. The Inclusion Index enables FEMA to assess and pinpoint specific inclusion challenges, and design appropriate interventions to address risk areas across the workforce.

Table 2: FEMA FEVS Inclusion Index Results Summary

FEMA FEVS Inclusion Index Results Summary		FEMA Scores (Percent Positive)		
Habit of Inclusion	What This Measures	FY 2014 ¹	FY 2013	FY 2012
Fair	Are all employees treated equitably?	36 *	38	39
Open	Does management support diversity in all ways?	49 ~	49	52

FEMA FEVS Inclusion Index Results Summary		FEMA Scores (Percent Positive)		
Habit of Inclusion	What This Measures	FY 2014 ¹	FY 2013	FY 2012
Cooperative	Does management encourage communication and collaboration?	43 *	47	48
Supportive	Do supervisors respect, support, and value employees?	71 +	69	73
Empowering	Do employees have the resources and support needed to excel?	49 ~	50	53
Overall Inclusion Index	How inclusive is the work environment overall?	50 *	51	53

¹Table Key:

* FEMA’s lowest scoring inclusion “habits” and key challenge areas

~ FEMA’s mid scoring inclusion “habits”

+ FEMA’s top scoring inclusion “habit”

According to the FY 2014 Inclusion Index, FEMA scored above the DHS average overall, but lower than the Federal government-wide benchmark. Looking across fiscal years, FEMA’s scores are declining slightly, underscoring the importance of focusing on inclusion in this plan. A detailed assessment of the lowest scoring “habits” and individual FEVS questions within the Inclusion Index shed further light on strategies FEMA can employ to address key inclusion challenges. An assessment of the discrepancy between FEMA’s scores and the government-wide average, as well as trend data across fiscal years suggest that FEMA’s biggest barriers to inclusion relate to the fair and equal treatment of employees (“Fair”) and cross-Agency communication and collaboration (“Cooperative”). FEMA’s FY 2014 “Cooperative” score also has the highest discrepancy with the government-wide average (-9 percentage points).

The goals, strategies, and tactics outlined in this plan are designed to boost inclusion, especially in the risk areas described above. Moving forward, FEMA will continually measure and assess the Agency’s work environment and progress using the Inclusion Index.

The Value of Diversity and Inclusion for FEMA

The emergency management landscape is rapidly evolving and increasing in complexity, demanding higher levels of collective readiness and capabilities across FEMA’s workforce. At the same time, the communities FEMA serves are becoming increasingly diverse. To provide high-quality, responsive customer service to the public, the Agency needs a workforce that reflects American society composed of the best and brightest talent. A diverse workforce provides exactly this through varied backgrounds, perspectives, and skills. Inclusion, in turn,

“We are diverse because our mission demands us to be. If FEMA’s workforce is underrepresented in a particular community it serves, FEMA may fail to plan for or consider the needs of that underrepresented community during a disaster. A diverse workforce with different backgrounds, ideas, and ways of thinking can promote different and creative solutions to address the needs of the diverse disaster communities that FEMA serves.”

enables FEMA to maximize its performance by taking full advantage of its workforce diversity. Together, this arms FEMA with stronger capabilities to prepare for and respond to catastrophic disasters.

Agency Commitment

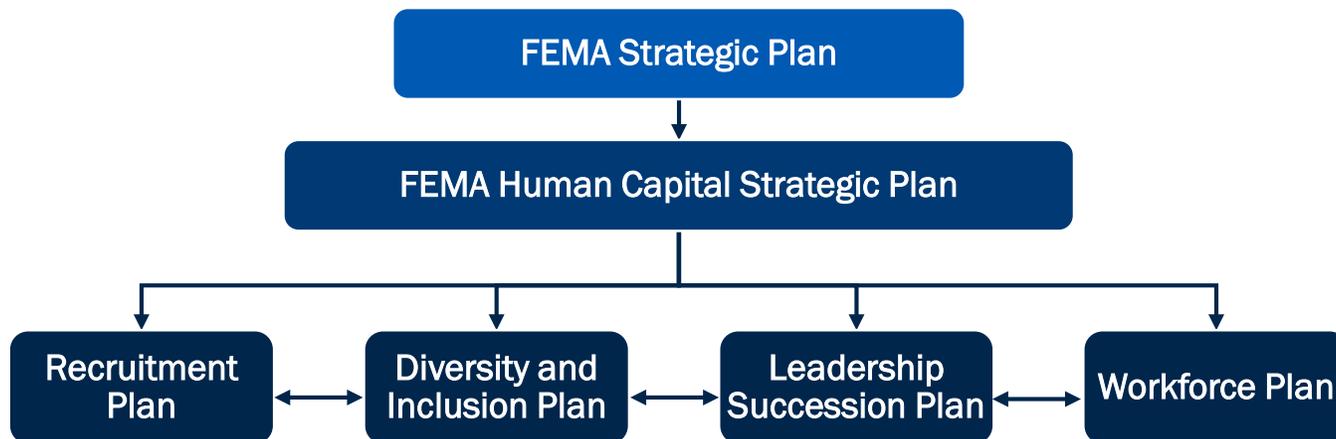
FEMA is committed to achieving its diversity and inclusion vision – to build an inclusive environment in which the Agency leverages diversity to achieve mission goals and business objectives, and maximizes the potential of individuals and the organization.

In making this commitment, FEMA recognizes that employees, supervisors, and leaders at all levels play a critical role in realizing this vision. All employees support a diverse workforce and an inclusive environment by demonstrating respect and integrity with and for each other in every aspect of daily work. Appendix A provides a summary of the specific roles and responsibilities each and every employee has in building a diverse and inclusive FEMA. Senior leadership, the Human Capital Governance Board (HCGB), and the DMAC will provide ongoing strategic direction and oversight to ensure FEMA makes progress toward its vision and the goals in this plan. All regions and offices are empowered and expected to play an active role in furthering the goals in this plan to strengthen diversity and inclusion across FEMA.

Strategic Alignment

FEMA’s diversity and inclusion goals, objectives, and tactics directly align with the FEMA Strategic Plan FY 2014-2018 and the FEMA Human Capital Strategic Plan FY 2015-2019 to support the Agency in achieving its mission and strategic priorities. As summarized in Figure 2, the Diversity and Inclusion Plan is one plan in a suite of human capital plans for FY 2015-2019, which also includes FEMA’s Recruitment Plan, Leadership Succession Plan, and workforce planning efforts. Taken together, they provide FEMA with targeted Agency-wide strategies to manage its most valuable resource – its people.

Figure 2: Summary of FEMA Strategic Plan Alignment



As shown in Figure 3, DHS and FEMA use the OPM Government-wide Diversity and Inclusion Strategic Plan and the accompanying OPM Guidance for Agency-specific Diversity and Inclusion Plans as the framework for both the Department and Component plans. In these documents, OPM

identifies three overarching goals that are critical to the successful growth of diversity and inclusion:

1. **Workforce Diversity:** Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.
2. **Workplace Inclusion:** Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
3. **Sustainability:** Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

Figure 3: Summary of Alignment with OPM and DHS Diversity and Inclusion Goals



DIVERSITY AND INCLUSION GOAL 1: WORKFORCE DIVERSITY



RECRUIT A DIVERSE, HIGHLY CAPABLE WORKFORCE

Key Outcomes

- FEMA's workforce is diverse and reflects the composition of the available pools of exceptional talent.



FEMA local hires help with the recovery of communities impacted by Hurricane Sandy. Source: FEMA Photo Library

FEMA’s unique mission calls for a diverse workforce that reflects and understands the needs of the evolving population it serves. While FEMA stands out as a top employer of veterans, significant opportunities remain to strengthen workforce diversity, especially in regards to race and ethnicity, gender, and disability status. To recruit a diverse, highly capable workforce, FEMA must adjust its hiring and selection practices to break down barriers for underrepresented populations and employ targeted recruitment and outreach strategies to reach diverse candidates. It is equally important that FEMA provide an accessible and adaptable workplace to attract and retain employees with disabilities. The goals, objectives, and tactics in Table 3 detail FEMA’s focus going forward.

Goal 1, Workforce Diversity, both informs and builds on the objectives and tactics outlined in FEMA’s Recruitment Plan. FEMA’s analysis of barriers in recruitment and selection practices will help determine the strategic priorities for recruitment (in alignment with Recruitment Plan Goal 1). At the same time, FEMA will draw on the Recruitment Plan to select innovative methods and sources and build on outreach networks to recruit high quality, diverse candidates (in alignment with Recruitment Plan Goal 3). One of the key indicators that FEMA uses to measure its success in these areas includes the percent of employees in underrepresented groups relative to their representation in the Civilian Labor Force (CLF), per the FEMA Diversity Index and Scorecard.

Table 3: Summary of Goal 1 Objectives and Tactics

Goal 1: Workforce Diversity – Recruit a Diverse, Highly Capable Workforce	
Objectives	Tactics
1.1: Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance the mission	<p>1.1.1: Implement targeted recruitment strategies and outreach activities to reach diverse and underrepresented populations</p> <p>1.1.2: Analyze applicant flow and promotion data to identify and eliminate barriers in recruitment and selection practices</p>
1.2: Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates	<p>1.2.1: Modify selection and assessment practices and processes to minimize barriers and augment FEMA’s focus on diversity and inclusion</p> <p>1.2.2: Educate hiring managers/selection officials/HR staff on special hiring authorities and programs that support the selection and hiring of a more diverse workforce</p>
1.3: Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities	<p>1.3.1: Use internal resources and external outreach networks to find and recruit qualified individuals with disabilities (IWD) and targeted disabilities (IWTD)</p> <p>1.3.2: Build an accessible and adaptable workplace that fully accommodates employees with disabilities</p>

DIVERSITY AND INCLUSION GOAL 2: WORKPLACE INCLUSION



BUILD A WORK ENVIRONMENT THAT PROMOTES INCLUSION

Key Outcomes

- FEMA’s workforce understands the value that a diverse team brings to FEMA, the whole community, and most importantly, survivors.
- FEMA’s employees report high levels of engagement across the Agency.
- FEMA establishes an inclusive work environment that supports and leverages the diversity of its workforce.



FEMA Tribal Liaison discusses flooding that has impacted the lower Yukon Borough. Source: FEMA Photo Library

Goal 2, Workplace Inclusion, is about building a work environment that embraces diversity of experience and empowers employees at all levels. Inclusion is ultimately driven by employee engagement, which encompasses a wide range of organizational factors, from access to career development opportunities to the effectiveness and transparency of internal communications. Without an inclusive environment, it is nearly impossible to realize the full benefits a diverse workforce brings to FEMA. As such, an inclusive environment is critical to FEMA’s ability to serve survivors.

The goals, objectives, and tactics in Table 4 describe how FEMA plans to build a work environment that promotes inclusion, and address key risk areas across the workforce as identified by FEMA’s FEVS Inclusion Index scores. This plan supports FEMA’s succession, employee, and leadership development efforts

by ensuring equal access to career development opportunities.

To establish an inclusive work environment, FEMA must increase participation in programs that build cultural awareness and appreciation of diversity, strengthen communication across the Agency, and enhance opportunities for employee development from the first day on the job through the top leadership cadre. It is equally imperative that inclusion is driven from the top, by all FEMA leaders. As such, Goal 3, Sustainability is a key driver of the successful outcomes for Goal 2. Some of the key indicators that FEMA uses to measure its success for Goal 2 include the percent of positive responses on the FEVS Inclusion Index and the Employee Engagement Index as reported by employees.

Table 4: Summary of Goal 2 Objectives and Tactics

Goal 2: Workplace Inclusion – Build a Work Environment That Promotes Inclusion	
Objectives	Tactics
2.1: Strengthen employee engagement to cultivate an inclusive culture	<p>2.1.1: Develop and implement employee engagement strategies through collaboration among the DMAC, the Human Capital Governance Board (HCGB), and the Employee Engagement Council (EEC)</p> <p>2.1.2: Support participation in internal employee resource/affinity groups</p> <p>2.1.3: Promote the use of special observances and special emphasis programs to highlight the importance of diversity and cultivate cultural awareness</p> <p>2.1.4: Formally recognize efforts to increase diversity and inclusion</p> <p>2.1.5: Increase participation in work/life balance programs</p>

**Goal 2: Workplace Inclusion –
Build a Work Environment That Promotes Inclusion**

Objectives	Tactics
<p>2.2: Build a work environment that maximizes individual and collective potential and productivity</p>	<p>2.2.1: Administer robust employee orientation and onboarding programs for new employees and leaders</p> <p>2.2.2: Enhance mentoring programs for employees at all levels</p>
<p>2.3: Ensure all employees have equal access to career development opportunities</p>	<p>2.3.1: Identify and eliminate barriers to participation in leadership development programs</p> <p>2.3.2: Implement strategies that provide equitable access to developmental opportunities across all levels of the organization</p>
<p>2.4: Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top FEMA priority</p>	<p>2.4.1: Proactively communicate the importance of diversity and inclusion to promote joint ownership and engagement across the workforce</p> <p>2.4.2: Provide regular updates to the workforce on FEMA’s progress toward Diversity and Inclusion Plan goals</p>

DIVERSITY AND INCLUSION GOAL 3: SUSTAINABILITY



BUILD SUSTAINED LEADERSHIP COMMITMENT TO A DIVERSE AND INCLUSIVE FEMA
THROUGH ACCOUNTABILITY, DATA, AND EDUCATION

Key Outcomes

- The workforce is prepared to effectively address the needs of a more physically, economically, culturally, and ethnically diverse population.
- Regions and program offices are empowered and accountable for identifying and implementing relevant diversity and inclusion objectives that move the mission forward.



Members of FEMA's Surge Capacity Force canvas Staten Island. Source: FEMA Photo Library

Goal 3, Sustainability, centers on building and maintaining the accountability structures and processes necessary to strengthen diversity and institutionalize an inclusive work environment across FEMA. Effective leadership, measurement and evaluation, and education are all equally important components of accountability. In the past few years, FEMA has made great strides in developing infrastructures and processes that support accountability. The establishment of the HCGB and DMAC, and the development of the Diversity and Inclusion Annual Report are just three examples.

To build on this success, FEMA needs to establish clear direction and lines of authority

to connect headquarters and regional offices with diversity and inclusion initiatives. This includes holding leaders accountable for making measurable progress toward diversity and inclusion goals. Regular monitoring, evaluation, and reporting of relevant data and progress will keep FEMA on track in prioritizing and accomplishing goals. Finally, tailored training will enable FEMA to build competencies in diversity and inclusion at all levels, especially in the senior ranks. The goals, objectives, and tactics in Table 5 detail FEMA’s approach to sustainability. One of the key indicators that FEMA uses to measure its success for this goal is the percent of leaders whose performance is tied to diversity and inclusion outcomes.

Table 5: Summary of Goal 3 Objectives and Tactics

Goal 3: Sustainability – Build Sustained Leadership Commitment to a Diverse and Inclusive FEMA through Accountability, Data, and Education	
Objectives	Tactics
3.1: Expand leadership and accountability for managing diversity and inclusion across FEMA	<p>3.1.1: Update DMAC charter and composition to clarify council leadership, member, and group roles and responsibilities</p> <p>3.1.2: Establish regional and program office ownership for annual diversity and inclusion action planning</p> <p>3.1.3: Assess leaders’ performance based on diversity and inclusion outcomes</p>
3.2: Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making	<p>3.2.1: Launch automated tools to track employee diversity representation and targets</p> <p>3.2.2: Assess and report on progress against incremental diversity and inclusion goals</p>
3.3: Educate the workforce to institutionalize a culture of inclusion	<p>3.3.1: Implement annual diversity and inclusion training for all employees</p>



ACHIEVING RESULTS



Effective implementation is critical to the success of this Diversity and Inclusion Plan. The DMAC will lead the overall implementation of the plan with oversight from the HCGB and full support from senior leadership. Executives will maintain accountability for each of the Diversity and Inclusion Plan objectives, working with their colleagues, teams, and Agency councils as appropriate to advance the objectives and supporting tactics in this plan. Together, leadership and the DMAC will engage employees and managers in all regions and program offices to achieve results.

The Diversity and Inclusion Implementation Plan provides guidance for implementing and assessing progress toward achieving the goals and objectives identified in this plan. FEMA is aware that many factors – such as changing demographics of the labor force – may influence and challenge the execution of this plan over the next five years. The DMAC and HCGB will continually monitor the progress of the objectives and tactics to inform updates to implementation efforts as appropriate. Employees can expect to receive periodic communications and reports regarding progress toward the goals outlined in this plan.

APPENDIX A: FEMA DIVERSITY AND INCLUSION ROLES AND RESPONSIBILITIES



Employees at all levels play a critical role in building a diverse and inclusive FEMA. Key roles and responsibilities are summarized in Table 6.

Table 6: FEMA’s Shared Diversity and Inclusion Roles and Responsibilities

Shared Diversity and Inclusion Roles and Responsibilities	
Roles	Responsibilities
Senior Leadership	Champion diversity and inclusion across FEMA, working in conjunction with the DMAC to ensure that organizational systems, policies, and practices support FEMA’s diversity and inclusion vision and are integrated into Agency operations
DMAC Chairs: The Chief Component Human Capital Officer (CCHCO) and Office of Equal Rights (OER) Director	Oversee the implementation of FEMA’s Diversity and Inclusion Strategic Plan, to include: advising FEMA Administrators on diversity and inclusion issues, providing leadership and direction to the DMAC, assessing progress on the Diversity and Inclusion Strategic Plan and updating Diversity and Inclusion Implementation Plans on an annual basis, working with senior leadership to properly resource plan tactics, communicating plan priorities and progress to the workforce, and ensuring overall accountability for diversity and inclusion across FEMA
Diversity Management Advisory Council (DMAC) Members	Support FEMA leadership, DMAC Chairs, and the HCGB in implementing the Diversity and Inclusion Strategic Plan, to include: coordinating action and tracking progress toward success indicators, partnering with Agency councils as appropriate, preparing annual and quarterly reports, and monitoring regional action planning activities
Office of Equal Rights (OER)	Provide leadership and direction in achieving Diversity and Inclusion Strategic Plan goals, to include: establishing policies and procedures that directly support plan objectives and ensuring compliance with Equal Employment Opportunity (EEO) laws and Federal reporting requirements
Office of the Chief Component Human Capital Officer (OCCHCO)	Provide direction and support in achieving Diversity and Inclusion Strategic Plan goals, to include: leading workforce planning and analysis, hiring, talent management (e.g., training and onboarding), recognition and awards, communication planning, metrics programs, processes, and policies

Shared Diversity and Inclusion Roles and Responsibilities

Roles	Responsibilities
Human Capital Governance Board (HCGB)	Oversee and support the DMAC in achieving FEMA’s diversity and inclusion vision, and facilitate alignment with other internal initiatives and councils
All Selection Officials, Hiring Managers, HR Staff, and Recruiters	Comply with diversity hiring and selection principles, and select the best-qualified applicant for the job regardless of race, ethnicity, gender, age, color, disability, religion, sexual orientation, or any other non-merit factor

Shared Diversity and Inclusion Roles and Responsibilities

Roles	Responsibilities
All Managers and Supervisors	Implement FEMA’s Diversity and Inclusion Strategic Plan by fostering employee engagement, ensuring staff have equal access to career development opportunities, and cultivating a work environment that is inclusive and promotes diversity principles
All Employees	Recognize and respect backgrounds and perspectives of others, work collaboratively across FEMA, and support the Agency in working toward a more diverse and inclusive work environment



FEMA