UNITED STATES CAPITOL POLICE

EQUITY & INCLUSION STRATEGIC PLAN

FY23-FY26

DIVERSITY INCLUDES YOU

For the purposes of this strategic plan, inclusion is defined as an environment in which all employees have a sense of belonging and are respected for the differences and uniqueness they bring to USCP without the impact of inequities. Inclusion is the "act" – the intentional behaviors and organizational norms that support a sense of belongingness and honor individual uniqueness. It is where belongingness intersects with uniqueness. Inclusion is the intentional commitment to embracing the diversity that exists. It involves seeing, hearing, and valuing the unique perspectives and ideas of all, and allowing everyone the opportunity to thrive. Each member of the United States Capitol Police community impacts the culture of diversity and inclusion positively

OFFICE OF EQUITY & INCLUSION

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Letter from the Chief

As the United States Capitol Police (USCP) Chief of Police, I am very excited that we now have a multi-year diversity, equity, and inclusion (DEI) strategic plan that charts the course for us to complete the serious work to be done. Make no mistake about it, DEI and law enforcement is serious but rewarding work. I draw upon my decades of experience as an officer, and Police Chief, to say with certainty that policing is more than simply enforcing the law. Equally important, is how we go about the business of law enforcement, and how we treat each other in the process.

My experiences have taught me that the process employed to implement policy, strategy, and procedures is critical to success. The designated leader of any organization, provided they have their finger on the pulse, works to make sure the processes are balanced and beneficial to not just to a few, but to everyone.

It is my personal and professional duty to care about the Department and I take that duty seriously. I want the best for the sworn personnel who are the public face of USCP in the execution of our mission. Likewise, I want the best for the civilian personnel who provide the critical support necessary for mission fulfillment.

It's important to me that USCP operates as a unified entity, working without regard to factors that seek to divide, but rather with a deliberate focus on being trained and prepared to fulfill our mission – to protect the Capitol, the Members of Congress, staff, visitors, and facilities, so that the government can conduct its constitutional legislative responsibilities in a safe, secure, and open environment.

Today, Congress, as well as the Department, is more diverse. Diverse not only in their respective racial, ethnic, gender and age composition, but also in thought and philosophy. A combination of all those factors contributes to a Congress and Department better representative of those they were elected or hired to serve respectively. Again, I draw on my experience to say with certainty that diversity is vitally important as it is part of the fabric necessary to allow personnel to feel and know that they absolutely belong, and are an essential part of the Department.

It is inevitable that our global visitors and overall tourism of the capital will increase. In short, there will be a gradual return to normalcy, and more of a diverse population for which to fulfill our mission. Those differences will not change our mission. However, they will reinforce the

need for us to remain vigilant, and be even more ready to serve equipped with the knowledge gained from being culturally aware and employing learned DEI stratagems.

Being culturally aware and utilizing DEI was the basis for me stating in an October 2022 USCP employee communication that our differences and our diversity are our strengths. I also said that we are all USCP. I take those facts seriously and will always stress the importance of what defines our strength and how it makes those who choose to work at USCP unique. We are unique not only because of our strengths, but also because we work for a law enforcement agency with a unique mission.

This strategic plan makes the most of our uniqueness so that individually and collectively we are better equipped to successfully navigate current and new law enforcement challenges. However, we are only able to navigate those challenges, fulfill the USCP mission, and simultaneously create and sustain an inclusive and equitable workplace culture when we embrace diversity, equity, and inclusion principles as the standard way of conducting ourselves in the performance of our duties. Therefore, I emphatically endorse this proactive plan, and know that USCP will benefit positively from its Approach Programs and Strategic Items. I am committed to this plan.

So now the work begins to keep doing what we know works, improve what needs to be better, and create new programs and trainings that make the journey for all of us all the more meaningful. This Equity and Inclusion Strategic Plan (EISP) is a written document specifying programs and strategies necessary to advance DEI in USCP's culture. DEI isn't about black versus white, or taking from some to give to others. It is fundamentally about comprehensive fairness. DEI is a philosophy, not a program, and we are all responsible for it. Therefore, join me on the journey to usher in a diverse Department culture that not only accepts every single USCP employees' differences, but also understands that our differences must unite, instead of divide us. Celebrate with me as new learning curriculums are implemented to ensure that all personnel have the necessary tools to succeed in their current role, and to advance in their career. And last, understand that no single person can fulfill our mission; but strong teamwork does. Everyone is essential, and just as important to our mission as they are to our value and vision. When we do this serious work together and couple it with DEI stratagems, the rewards are all the more significant and satisfying.

Statement from the Chief Diversity Officer

It is an honor to introduce the first ever multi-year Diversity, Equity, and Inclusion Strategic Plan of the United States Capitol Police. The action strategies that materialized will allow us to achieve our stated endeavors and enhance the possibility that we will create a new departmental reality. Oftentimes, the diversity, equity, and inclusion work within an organization is viewed as the "warm and fuzzy" component of an organization that is not critical for mission success. However, this plan will enable you to understand that without DEI, an organization will always miss the mark of excellence and will never be seen as an "employer of choice for all."

Henceforth, through intentional efforts and active engagement from recruitment to retirement, the Office of Equity & Inclusion's (OEI) staff and I are committed to ensuring that USCP becomes a department of choice that welcomes the diversity and uniqueness of all. Furthermore, where employees are valued, voices are heard, and services are provided that display respect and appreciation, provide advancement and opportunity for growth as well as individual and innovative contributions. Although we have begun the conversation and the work, there is still more to do. With sustainable and authentic actions centered on diversity, equity, and inclusion, our efforts continue.

USCP and its leaders has shown a growing fervor and commitment for DEI work in our Department with a focus on our workforce and communities that we serve. As we continue to become a more diverse department and Congress, and those who visit our campus continue to represent the global landscape, DEI will remain a priority for USCP.

This plan is an indication that we have reached a maturity and inflection point in the Department's history where we have significant momentum that will carry us to our long-term goals. As USCP strives to create a culture of inclusive leadership and innovation, the OEI staff will play an active role. The message that **Diversity Includes You** goes beyond just being present, but actively participating to ensure that our attitudes and behaviors foster a climate in which everyone can thrive. We recognize that we cannot accomplish this work without you, and strategic actions that need to be taken are not the responsibility of any one bureau or office, but instead require a collective impact.

To this end, we serve by providing direct leadership for action in some instances, and coordination and collaboration across the Department in other instances on this journey of shared accountability for culture transformation. In fact, we believe that everyone has a

unique opportunity and responsibility to embody the values and behavioral expectations for cultivating an environment of inclusion and belonging with equitable outcomes for all.

With the development of this DEI strategic plan, we are motivated to conduct an annual reporting process where we review our progress toward our goals for transformation and outcomes achieved. We will take the pulse of our Department communicating transparently about where we are making progress and where we will need to better focus or recalibrate our course of action to reach our goals.

With our internal and external partners OEI will actively engage in healing those who are hurting, fighting discrimination, creating opportunities, focusing on inclusion, and building awareness of systemic change needed to end disparities. I want to reiterate, USCP is fully committed to integrating DEI into our operations and mission work. And I am privileged to lead the effort of moving USCP forward on the DEI continuum by laying down the foundation for this work to continue for years to come.

The Executive Team Doctrine

The Executive Team Doctrine

We, the Executive Team of the United States Capitol Police, endorse the implementation of the USCP Equity & Inclusion Strategic Plan. It is vital that we demonstrate our commitment to Diversity, Equity, and Inclusion. We are a Department and a community of diverse citizenry possessing a variety of perspectives, identities, and lived experiences. We recognize that to create an equitable, inclusive, and intellectually humble Department, we must understand and value both our individual differences and our collective similarities. Our shared commitment and work are needed to make real, lasting change. We will continue to test new ideas and have courageous conversations about tough issues. We will listen and learn as we move forward as a Department.

We believe this plan provides the Department with the ability to make incremental progress and focus on continual improvement. It offers strategies that challenge us to reimagine how we work and grow as a workforce. We know that we will rise to this challenge by demonstrating our buy-in as the Executive Team. To that end:

- We commit to a workforce that is reflective, at all levels of the organization, of the population we serve.
- We commit to creating and embedding practices that ensure everyone has access to the same opportunities, recognizing that we don't all start from the same place because advantages and barriers exist.
- We commit to welcoming all differences and ensure all perspectives and opinions are heard in an environment that develops a sense of belonging and support of differences.

J. Thomas Manger
Chief of Police

Jason Bell
Acting Assistant Chief of Police for Protective and Intelligence Operations

Thomas A. DiBiase
General Counsel

Sean Gallagher
Acting Assistant Chief of Police for Uniformed Operations

Yogananda D. Pittman
Acting Chief Administrative Officer

Introduction

McLean & Company states that "diversity, equity, and inclusion (DEI) is a continuum – an ongoing journey of unlearning and learning the deeply rooted dogmas that guide the way organizations operate. The DEI strategy is a mechanism through which systemic issues and the ingrained way things are done at organizations can be challenged and changed. Creating a scaled and purposeful strategy, upheld by strategic pillars, and customized DEI initiatives kick-starts the journey." (McLean & Company, 2022)

Though the mission of the United States Capitol Police (USCP) differs from McLean & Company, most organizations consist of personnel representing varying environments, genders, ethnicities, races, and religions. The culture of an organization is a combination of the lived experiences and individualities of employees. Accordingly, and as noted in USCP's 2022 Equity and Inclusion Statement (EIS), the Department recognizes that each employee's unique experience, perspective, and viewpoint is critical to operational success. Therefore, to continue to build and sustain the Department's reputation and maintain an engaged workforce where every employee is valued, USCP must practice equitable and inclusive principles. Thus, to meet this mandate and to proactively adapt to evolving law enforcement challenges in general, and those specific to the Department, the Equity and Inclusion Strategic Plan (EISP) is a comprehensive array of goals, objectives, programs, and actions for USCP to build upon, expand, and cultivate.

Vital to the EISP is an association between it and the Department's mission[1], vision[2], and values[3] as well as a deliberate consideration of factors unique to sworn and civilian employees. Achieving the mission requires operational awareness regarding the complexities of the people and places protected. Operational awareness, to be effective, is attainable only through a DEI lens. Unlike the fixed and relatively constant facilities protected by USCP, the Members of Congress, employees, and visitors - to a much larger degree - fluctuate and are representative of every nationality, ethnicity, gender, sexual orientation, physical capability, and other attributes that comprise individual uniqueness. They are United States residents and global citizens who speak a multitude of languages. In view of that, Department employees practicing operational awareness and adhering to policies and procedures consistent with DEI strategy will ensure USCP mission and values realization.

USCP current and future mission success requires proactive and long-term DEI solutions and commitments. The EISP, with its vision and goals, must be recognized as a fluid document that outlines current challenges, solutions, and accountability measures. Revisions, updates, and additions will be made as necessary to continually enhance diversity. This plan is meant to be

[1] Protect the Congress – its Members, employees, visitors, and facilities – so it can fulfill its constitutional and legislative responsibilities in a safe, secure and open environment.

[2] To be nationally recognized as a results-oriented law enforcement agency that demonstrates the highest standards of professionalism, security, safety, and management.

[3] The USCP's core values define our common beliefs and behavior as well as how we conduct ourselves in our work and interactions: Professionalism, Pride, and Effectiveness.

inclusive of all constituents while also paying attention to aspects of the Department that do not align with our current DEI goals.

Furthermore, the EISP serves as a structure for the continual creation and nourishment of a culturally inclusive Department. Additionally, the plan functions as a path to unlearn the biases and the behaviors that jeopardize the core values of the Department. Moreover, the plan will challenge the hesitancy to change, and positively alter organizational culture such that diversity, equity, and inclusion become the active norm instead of an aspiration. Undoubtedly, the journey will at times be uncomfortable, but it will be rewarding.

However, nothing in this EISP is a suggestion that the Department is broken and needs to be fixed. As is true of every organization, including law enforcement, challenges exist because of the human nature of people within the workplace. For that reason, the use of words such as "will" and "must", particularly in the Strategic Items, are not directives. Their use is purposeful to express the importance and impact of DEI strategy in addressing challenges. The intent is to convey Department commitment to DEI such that the EISP is not read or seen as simply another strategic plan that says a lot and offers no remedies or actions that constructively changes anything.

History

Pending Congressional approval, the office currently known as the Office of Inclusion, Diversity, Equity and Action will become the Office of Equity and Inclusion. In the interim, it transformed not only in name, but also leadership, mission, and staff. Chief of Police Manger summarizes the transformation best with his description of the office as having, "New blood, new energy, new perspectives!"

Prior to its new blood, the office had three leaders and an Acting Director of varying tenure. During those tenures, the office generated limited strategies to completely address USCP DEI challenges. In March of 2022, Chief Manger hired OEI's current leader, Vilma Alejandro, to serve as USCP's Chief Diversity Officer and Director of IDEA.

The position, a first for USCP, is indicative of the Chief's DEI commitment and plays a key role in changing Department culture to remove barriers that impede equity and inclusion. Accordingly, the leadership role was elevated from Diversity Officer to Chief Diversity Officer. The role and the office report to the Chief of Police; both previously reported to the Chief Administrative Officer.

Accompanying the elevation of the role was a directive of the office to ensure inclusive, equitable, and diverse operational execution. Thus, the office doubled in size to six personnel, including two Learning Development Strategists.

The elevation, coupled with new leadership and personnel produced the new energy and perspectives to which the Chief refers. Each will propel OEI to new heights in the development of the Department's first-ever DEI curriculums, inventive programs to advance DEI efforts, and unquestionable passion and dedication to achieving DEI excellence.

Definitions

What is Diversity?

For the purposes of this strategic plan, diversity is defined broadly as all of the characteristics that make individuals different and unique. Specifically, for USCP, the working definition also includes cultural transformation to an inclusive environment wherein differences are valued and integrated into every part of the Department in order to:

- Ensure exceptional customer service.
- Ensure the mental, physical, and emotional well-being of employees.
- Achieve exceptional bureau and office performance.
- Deliver the highest quality products and services.
- Create new innovative products and services
- Create ultimately a unified, aligned, and high-performance workforce through the power of inclusion.

DEI requires that every member of the Department sees themselves in this work. Intellectual humility is required because DEI is a multi-faceted process where individuals are more than just observable characteristics. Experiences, background, education, cognitive processing, values, and priorities are all a part of an individual's diversity.

Diversity "just is." It's the ways in which people differ from and are like each other; their intersecting identities. "Diverse" is not an adjective for a person (e.g. diverse hire). Diversity is more than observable differences (race, gender, age) and more than the unobservable differences people tend to think of (education, culture, religion). It includes individual experiences, opinions, abilities, and perspectives. Simply put diversity is a collection of individual attributes that together help every individual member of USCP and key stakeholders pursue organizational objectives effectively.

Diversity is just the starting point for an organization. Differences exist inherently, but to realize the value of those differences requires an intentional commitment to equity and inclusion.

"It is impossible to comprehend or foster equity and inclusion without diversity. People from every kind of demographic must be represented in any given arena of society (politics, sports, higher education, art, technology, etc.) in order for their perspectives to be recognized, understood, and taken into account in making policy decisions. Such decisions are more just and effective when they are informed by more perspectives." (Dallas, 2021)

What is Equity?

For the purpose of this strategic plan, equity is defined as the organizational cultural commitment that all employees will be treated fairly and given equal access to opportunities and resources and feel fully engaged to contribute to USCP's mission and goals; thus achieving exceptional bureau and office performance.

Equity is our goal and achievable when aspects of individual identity are no longer a predictors of outcomes. Equity emphasizes justice, fairness, and implementing and correcting systems. It requires a focus on impact, not just intent, as well as outcomes. Equity requires the promotion of justice and fairness from individuals, institutions, and systems.

In order to have honest conversations about equity, there must be an acknowledgement of the fact that there is inequity. Minimally ask and understand:

- What does an employee need to perform at their highest level?
- What systems can be put in place to create equity vs. equality?
- What does each employee need in order to fully contribute to USCP's mission?

Creating an equitable and inclusive environment requires intentionality at all levels - institutional, systemic, and individual. Each day, you play a role in shaping the culture at USCP.

What impact are you having? Are you modeling inclusion to those around you? Do you acknowledge and value the uniqueness of the members of your team? Are you empowered to reach your full potential, and if not, what do you need in order to do so? Are you empowering those around you?

What is Inclusion?

For the purposes of this strategic plan, inclusion is defined as an environment in which all employees have a sense of belonging and are respected for the differences and uniqueness they bring to USCP without the impact of inequities. Inclusion is the "act" – the intentional behaviors and organizational norms that support a sense of belongingness and honor individual uniqueness. It is where belongingness intersects with uniqueness. Inclusion is the intentional commitment to embracing the diversity that exists. It involves seeing, hearing, and valuing the unique perspectives and ideas of all, and allowing everyone the opportunity to thrive. Each member of the United States Capitol Police community impacts the culture of diversity and inclusion positively.

Therefore, each of us should ask ourselves: How does working within a hierarchical structure impact inclusion? How do we ensure that our differences function as a strength, and not a detriment? How can we empower our employees to reach their full potential?

Business Case for Diversity, Equity, & Inclusion

Law enforcement agencies satisfy an essential societal role, and in many communities, individual police officers, and supporting personnel, are often the public face of local government. It is therefore critical that these agencies largely reflect the diversity of the communities they serve. (USDOJ / EEOC, 2016) This matters for more than just general public perception, but also to personnel whose sole aim is fulfilling an agency's mission, vision, and values.

Moreover, research confirms that personnel who experience an inclusive and equitable connection with their work, and those they work with, are decidedly more engaged and productive. Those employees are vested in their work and are likely to remain positive contributors far longer than colleagues who have opposite experiences. Given that organizations expend time and resources recruiting, hiring and training personnel, it is prudent that every effort is made to cultivate positive employee experiences - enhanced through DEI strategies - to ensure they are fulfilling their mission while simultaneously and equitably meeting the needs of its personnel and customer base.

Ultimately, according to McNeil, "A positive climate for diversity and inclusion is highly desirable. It relates to attributes such as performance, customer satisfaction, creativity, productivity, psychological safety, and return on investment, especially when diverse people are involved. Changes to climate that endure have the potential to positively impact your culture, and alter employee attitudes, behaviors and expectations." (McNeil, 2020)

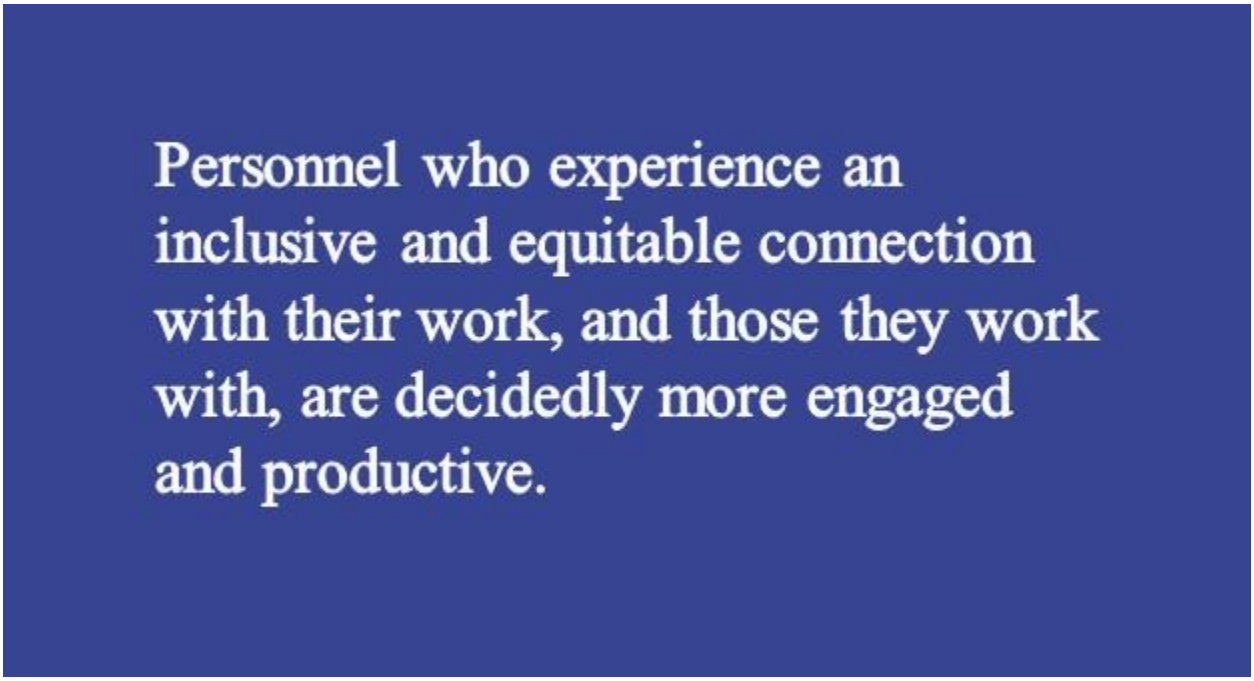
As a result, agencies with increased diversity - defined not only in terms of race and gender, but also other characteristics including religion, sexual orientation, gender identity, language ability, background, and experience - serve as a decisive and central means to build community[4] trust. Decades of research confirms that when the public is certain that law enforcement agencies represent, understand, and respond to them - and when communities perceive authorities as fair, legitimate, and accountable - it deepens trust in law enforcement, instills public confidence in

[4] Every jurisdictional physical locale and program applicable to specific police agencies.

government, and supports the integrity of democracy. Established trust is critical to neutralizing tension, solving crimes, and fostering community perception of fair and impartial law enforcement. Trust facilitates cooperation which also enables officers to more safely and effectively perform their duties. (USDOJ / EEOC, 2016)

Not only are officers enabled to more safely and effectively perform their duties when trust is present, a joint study by the USDOJ and the EEOC notes that although diversity alone cannot ensure equitable practices and effective policing, it definitely has demonstrated great influences on activities and practices of law enforcement. As a result, agencies are more open to reform, cultural and systemic changes, and responsiveness to citizens. (USDOJ / EEOC, 2016)

Positively altering the Department's climate through a DEI lens complies with DSP Goal 2[5]. Although distinct responsibilities differentiate sworn and civilian law enforcement staff, the culture, policies, and agency directives affect each equally. USCP established via its EIS that there will be no tolerance for us vs. them; sworn vs. civilian. That sole edict provides a path forward in bridging perceptions that serve only to perpetuate USCP role divisions. Additionally, while USCP's mission[6] is uniquely different from other law enforcement agencies, it, as does every law enforcement agency, primarily protects and serves. Thus, maintaining public trust is required while operating fairly, impartially and being representative of those whom it protects and serves.



[5] Optimize the USCP's operational capacity, resiliency, and readiness to meet dynamic mission requirements.
[6] Protect the Congress – its Members, employees, visitors, and facilities – so it can fulfill its constitutional and legislative responsibilities in a safe, secure, and open environment.

Workforce Demographics & Analysis

Demographic Comparison - USCP, Metropolitan DC, Virginia, Maryland, and the U.S.

The demographics of our country continues to change at an ever-quickening pace. In 2020, the United States minority populations comprise of differing racial, cultural, ethnic and religious background accounted for approximately 38.4% of the total US population. These increases of racial and ethnic diversity are "the hallmark demographic feature of America's younger generation including Gen Z and those that follow," according to Brooking Institute. (Frey, 2021) According to the 2020 census slightly more than 51.1% of the total U.S. population growth came from Hispanics.

Ethnicity	USCP*		Metro DC, MD, & VA		United States	
American Indian or Alaska Native	9	0.4%	12,081	0.2%	2,075,852	0.6%
Asian	97	4.1%	646,022	10.4%	18,184,182	5.6%
Black or African American	765	32.5%	1,540,297	24.8%	39,994,653	12.3%
Hispanic or Latino	219	9.3%	992,560	16.0%	59,361,020	18.2%
Native Hawaiian or Other Pacific Islander	4	0.2%	3,069	0.0%	550,080	0.2%
Two or more	7	0.3%	222,743	3.6%	9,134,542	2.8%
White	1,251	53.2%	2,804,212	45.1%	196,251,375	60.3%
	2,352	100.0%	6,220,984	100.0%	325,551,704	100.0%

Gender	USCP*		Metro DC, MD, & VA		United States	
Female	525	22.3%	3,194,637	51.1%	165,750,778	50.8%
Male	1,827	77.7%	3,055,672	48.9%	160,818,530	49.2%
	2,352	100.0%	6,250,309	100.0%	326,569,308	100.0%

Age	USCP*		Metro DC, MD, & VA		United States	
21-30	593	25.2%	846,797	18.2%	45,082,533	18.4%
31-40	592	25.2%	951,155	20.4%	43,569,065	17.8%
41-50	766	32.6%	854,369	18.3%	40,570,591	16.6%
51-60	359	15.3%	842,747	18.1%	42,756,488	17.5%
61-70	39	1.7%	633,978	13.6%	37,617,490	15.4%
71+	3	0.1%	533,831	11.4%	35,061,045	14.3%
	2,352	100.0%	4,662,877	100.0%	244,657,212	100.0%

** OHR December 2022 Diversity Dashboard data denoting 1,971 sworn and 381 civilian employees.*

*** 2020 Census Reporter*. (Census Reporter, 2020)

Legend:
Exceeds representation in Metro DC, MD, VA, and the U.S.
Less than the representation in Metro DC, MD, VA, and the U.S.
Higher USCP representation than in Metro DC, MD, and VA but lower than U.S. representation.
Lower U.S. representation, but higher USCP and Metro DC. MD, and VA representation.

USCP personnel representation was either below or exceeded that of the Washington Metropolitan area and the United States as it regards ethnicity, gender, and age. In some instances, USCP representation exceeds in one demographic, but is lower in Metro DC, MD, and VA or the U.S. As an example, African American representation is 20.2% higher in USCP than in the United States (U.S.). USCP female representation is 28.8 and 28.5 % less than that in the Metropolitan and U.S. respectively. Similar findings are true with the Hispanic/Latino and Asian representation.

A further review of demographics reveal the following information. Detailed charts and graphs are available in the Appendix.

- The sworn workforce is 92% male; however the civilian workforce is better balanced at 55% male.

- The civilian workforce has almost equally distributed percentages of African American and White, but the workforce still lacks racial/ethnic diversity as the majority races represented are African American and White.

- White, African American, Hispanic, Asian and American Indian, Native Hawaiian and those of two or more races comprise 54, 30, 10, 4 and .3% of the sworn workforce respectively.

- According to Zippia research, 24% of officers leave law enforcement after 1 – 2 years of service, while that same percentage remains for more than 11 years. (Zippia.com, 2022) USCP data suggests a more committed workforce as it pertains to longevity. On average, 21% of the sworn and civilian workforce have served between 15 – 19 years. For both workforces, more employees have served for those years than all other length of service classifications. Length of service for the majority of the sworn workforce (72%) ranges from 3 to 24 years. Civilian length of service is 69% for that same range.

- The majority of the sworn workforce are within the age range of 21 – 50 years. Slightly more than 28% are within 21 – 30 years of age and correlates with our targeted recruitment age for officers.

- On the other hand, over 61% of civilian personnel are 41 to 60 years of age compared to 45% of the sworn workforce.

- Asians, African Americans, and Hispanics represent 32% of the Inspectors, Sergeants, and Lieutenants.

- Asians, African Americans and Hispanics represent 42% of personnel in CP 11 – 14, the highest Civilian pay grades. Conversely, that same population represent 83% of personnel in CP-03 – 06; the lowest civilian pay grades.

While Asians, African Americans and Hispanics represent 42% of personnel in CP 11 – 14; there is an imbalance at the lower pay spectrum given that 83% are people of color. Moreover, there are Department bureaus, offices, and specialties whose personnel are significantly less diverse. As examples, the Office of Human Resources and CERT are predominately Black females and White males respectively. There is also room for representation improvement on the Executive as well as the Executive Management Team. As the Executive Team is the Department's authority, and thereby sets the cultural and organizational tone, diverse representation within those ranks is particularly vital.

An April 2022 Joint Center for Political and Economic Studies analysis of state senate directors conclude that senators must hire diverse state directors to manage their office(s) because these staffers develop and supervise programs for constituents and ensure that their perspectives are represented in the legislative process. Hence, it is essential to understand the demographic makeup of the state directors who manage these offices. The lack of diverse staff impairs the ability of senators to understand the diverse perspectives of their states and effectively represent all Americans. (Joint Center, 2022)

Though state directors and USCP are different organizations, the above referenced analysis is applicable since it involves personnel and the resulting culture. Whether at USCP or another body, diverse representation ensures representative perspectives. Conversely, a lack of diversity is a barrier.

Given the Department's mission, vision, and values, representation matters, USCP must practice operational awareness and adhere to policies and procedures consistent with DEI strategy. Otherwise, its ability to protect, be nationally recognized as results oriented, or interact with professionalism, pride, and effectiveness, without preconceived notions, is diminished.

Commitment from the Top

Though many organizations have made substantial progress with DEI efforts, countless others struggle. Common among DEI professionals is the knowledge that DEI success requires the ongoing support of an entire organization. Central to support and premeditated success is a commitment from leadership.

USCP leadership, emanating from the Chief of Police, and inclusive of the Executive and Executive Management Teams, establishes USCP tone and sets the example. Both, as evidenced through programs, communications, and policies, determine success or failure. The initial tone, unless changed by leadership or circumstance, remain for the duration. Hence, efforts cannot be overstated as organizational cultural change begins with the top leadership position.

The top leadership position is the Chief of Police. The tone set and commitment by the Chief of Police becomes the authority that serves to embolden, inspire, and persuade leadership to perform in ways that build the foundation for definitive and meaningful change. The result is an engaged and empowered workforce focused on organizational success. None of it occurs without committed leadership and a commitment from leadership.

For those reasons, the Executive Team is clear in their support regarding DEI work and its contributory correlation to USCP success. The Promotional Process Audit and the Active Bystandership for Law Enforcement (ABLE) program, are two of the many endeavors sanctioned by top leadership given the expected positive impacts each will have on the Department. ABLE, initially considered only for officers, was expanded for civilian personnel when the Chief of Police realized that the program would benefit the entire workforce.

There are times in any organization's history that spurs a dramatic change. Whether prompted by current or prior events, and/or emerging workplace and societal state of affairs, an organization must stand resolved to accomplish the arduous task of transformation. For USPC that moment was January 6, 2020. It was a pivotal moment and described by Chief Manger as "a day unlike any other in our nation's history. And for us, it was a day defined by chaos, courage, and tragic loss." However, the Department emerged from that infamous day a much stronger law enforcement agency because of the heart and strong sense of duty of the USCP workforce to protect the legislative process to ensure a free and democratic society.

The essence of leadership's unwavering support is that it understands that in order to become the "employer of choice for all", USCP must use diversity, equity, and inclusion as the building blocks to create a culture of collaboration and trust where employees feel valued and empowered to contribute fully to the betterment of the Department.

Office of Equity & Inclusion

The OEI vision, mission, value statement, and core standards comprise the EISP foundation. The EISP Strategic Items enumerates approaches utilized on the path from vision to implementation. Approach Programs are various tools through which many of the Strategic Items operate. Additionally, there is an intentional alignment of priorities, goals, and objectives, that also align with the Department Strategic Plan (DSP) and the Human Capital Strategic Plan (HCSP) to ensure that the culture change sought is achieved through a DEI lens to realize ultimate strategy attainment across the Department.

Vision, Mission, and Values

Vision: To make the intentional commitment to fully imbed Diversity, Equity, and Inclusion (DEI) into the United States Capitol Police's culture and purpose, thus humanizing the employee experience and outgrowing the need for reactionary DEI.

Mission: The duty of the Office of Equity and Inclusion is to create an equitable and inclusive environment in which the Department values the capabilities and talents of our diverse workforce, and our employees are empowered to reach their full potential in an adaptive and continuous learning environment.

Value Statement: Intentional incorporation of empathy, integrity, humility, accountability, and growth in actions that advance DEI as well as ensure that policies and practices support an inclusive culture, not only in a manner that complies with all applicable laws, but also fosters an environment in which every individual has the opportunity to prosper and contribute to the Department's mission.

Core OEI Values

The OEI Chief Diversity Officer and team members are committed to upholding the following core standards in the execution of duties that advocate for and advance DEI.

Empathy: We will ensure that we actively listen in all of our encounters, and seek diverse perspectives and understanding when developing, deploying, and evaluating policies and projects.

Integrity: We will be honest, intentional and fair in all interactions, and employ clearly communicated, transparent, equitable, and inclusive selection processes.

Humility: We will exercise a willingness to learn from others, admit what we don't know, ask for help, give credit, accept blame, and share information with all who can help serve the mission. We will also build strong relationships with other Departments and frequently seek input and guidance in the development of new efforts.

Accountability: We will follow through on promises made, meet deadlines, and never over-promise and under-deliver. We will also maintain strict confidentiality to ensure that each interaction is an opportunity to build trust. Equally as important, we will deliver measurable results, evaluating projects, processes, and practices, and adjusting them to improve success while holding ourselves accountable, and ensuring that avenues exist for others to hold us accountable.

Growth: We will set personal and professional goals with continual learning opportunities that facilitate professional and personal growth.

Equity & Inclusion Strategic Plan Details

Central to the EISP are priorities that serve as overall themes for the plan. Goals are what the plan seeks to achieve accompanied by a subset of objectives. Duties are plan requirements, while Strategic Items and Approach Programs are methods used to execute the plan.

Priorities

Priority 1: Leadership & Legitimacy

Deliberately focusing on expedient, fair and consistent rule application and conformity.
Leadership and legitimacy is the role and accountability of leadership in the application and conformity to rules governing USCP. Rules encompass every facet of the organization and are necessary to establish the structures and procedures associated with mission fulfillment. As it regards the EISP, a particular focus revolves around expedient, fair and consistent rule application and conformity to ensure continual and increasing trust between leadership and the workforce.

Priority 2: Support

Building the foundation needed to create and sustain a diverse, equitable, and inclusive USCP culture.
DEI is unsustainable without leadership support. Well-designed plans will fail if leadership – inclusive of Congress and the USCP Board – does not endorse, and communicate their support. It is fundamental in securing necessary resources to properly advance DEI principles that align with the Department. Moreover, support is critical in building trust and assuring personnel that DEI efforts are sanctioned and serious instead of short-lived and reactionary.

Priority 3: Change

Focused implementation to maximize acceptance and minimize resistance.
Change is inevitable, but often resisted. Culture change is especially difficult because the change sought is a mindset change of embracing acceptance, humility, service, and engagement while also being transparent, communicative, accountable, and trusted. It is a whole person approach requiring changes whose success is also dependent upon thoughtful implementation to lessen resistance and increase acceptance.

Goals

Goal 1: Cultivate and Maintain a Diverse and Inclusive Workforce.

Develop a high-quality, talented and diverse workforce that reflects all segments of our society and values all aspects of our human diversity.

USCP embraces the range of similarities and differences each employee brings to the workplace, including diversity of thought, experience, and background. In cultivating and maintaining a diverse and inclusive work environment, the success of the Department's DEI programs will depend on the conscientious efforts of leadership to outreach and develop partnerships with community and professional organizations that embrace diversity. The Department aims to attract, retain, and develop a diverse, agile, and highly qualifed workforce to execute the mission.

Goal 2: Invest in the development of the workforce.

Invest in long-term workforce development programs that stimulate employment engagement and retention, as well as attract new talent.

Goal 3: Ensure sustainability and accountability.

Identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results.

Having a diverse and inclusive workforce requires commitment from leaders at all levels to recruit candidates, and retain, develop, and support employees in underrepresented groups. It holds leadership accountable for sustaining a workplace climate of equality, building an organization that leverages USCP's diverse workforce, and fostering an environment where every indivdual has the opportuntity to prosper and effectively advance their careers.

Goal 4: Improve workforce cultural climate.

Cultivate and support an inclusive work environment and create an engaged organization that leverages diversity and empowers all contributors.

USCP will fully utilize different venues to communicate the Department's message on diversity, equity, and inclusion. The message focuses on building and sustaining an inclusive workplace environment, facilitating outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication. More importantly, USCP must continue to model the behavior that alternative viewpoints are respected, valued, and encouraged.

Goal 5: Establish a comprehensive brand presence.

Provide clear, comprehensive, and consistent messaging of the DEI vision, mission, and values as well as the actions being taken to achieve desired outcomes.

Goal 6: Build Strategic Alliances and Partnerships.

Build strategic alliances and partnerships that are ultimately investments in the USCP workforce given that they assist in employee recruitment and retention. OEI is intentional in developing alliances and partnerships with internal bureaus and offices, as well as external agencies, communities, and marginalized groups. Alliances are important in building relationships in communities that are underrepresented at USCP.

Alliances and partnerships with bureaus and offices are critical to ensuring DEI principles are properly embedded in their practices and policies. Alliances and partnerships with external agencies support and help OEI refine and advance its' own and Department DEI goals. Moreover, they are empowering as they are deliberate in their DEI practice and are therefore agents and advocates for constructive change.

Duties

1. DEI Recruitment, Sourcing, Onboarding, and Retention
2. Training and Development
3. Measurement and Accountability
4. Customer Experience
5. Communication, Marketing, Advertising, and Branding
6. Corporate Social Responsibility and Supplier/Vendor Diversity

Duty 1: Recruitment, Sourcing, Onboarding, and Retention

Sourcing - intentional processes used to get appropriate candidates - is a critical recruitment component. Properly executed sourcing not only increases the pools from which to recruit and hire qualified candidates, but those who are also best able to fit into the organizational culture while also satisfying DEI values.

Subsequent to sourcing and during onboarding, new employees should receive a sense of belonging, support, and confirmation that they are being set up for success. Inclusive onboarding plans facilitate effective transition into their new role. Ultimately, they feel seen, valued, and more inspired to engage. (Byrd, 2022)

During the year following the events of January 6th, 153 USCP officers resigned or retired (Jansen, 2022) and took with them decades of training, experience, expertise, and manpower that adversely impacted operations. A reasonable inference is that the departures are likely affiliated with the events of January 6th. However, USCP does not utilize exit interviews or similar protocol to parse inferences from reality. Consequently, there is an absence of data from which to determine causative departure factors. Knowledge of those factors is fundamental to understanding which workplace dynamics must be included, modified, or removed to ensure the Department is exercising due diligence in attracting, engaging, and retaining talent as well as addressing specific workplace culture concerns.

Goals, Objectives, and Strategic Items

Goal 1: Cultivate and Maintain a Diverse and Inclusive Workforce.

Objective 1.1: Analyze talent management practices to expand recruitment pools, improve the efficiency of recruitment resources, and identify the key current and future staffing needs and requirements.

- **Strategic Item 1.1.1:** Leverage facts unique to USCP to broaden the sworn candidate pool.
- **Strategic Item 1.1.2:** Establish internship programs with local high schools to acquaint and educate students about USCP law enforcement and provide a future recruitment pool.
- **Strategic Item 1.1.3:** Focus recruitment efforts on underrepresented populations to diversify employee representation.
- **Strategic Item 1.1.4:** Participate in the national 30x30 Initiative to increase representation of women in police recruit classes to 30% by 2030.
- **Strategic Item 1.1.5:** Source internal talent to expedite hiring.
- **Strategic Item 1.1.6:** Partner with women's collegiate programs to acquaint and educate female athletes about USCP law enforcement and establish a future recruitment pool.
- **Strategic Item 1.1.7:** Utilize appropriate social media forums as recruiting options.
- **Strategic Item 1.1.8:** Conduct an analysis to determine and remedy screening process barriers.
- **Strategic Item 1.1.9:** Work with Office of Human Resources (OHR) to implement workforce planning procedures to ensure USCP has the right skill in the right place at the right time.

Screening processes often have the unintended consequence of excluding qualified applicants from underrepresented communities. (USDOJ / EEOC, 2016)

Objective 1.2: Increase and strengthen leadership diversity.

- **Strategic Item 1.2.1:** Create upscaling programs to prepare diverse employees to undertake leadership positions.
- **Strategic Item 1.2.2:** Establish succession planning procedures to ensure continuity of operations.

Objective 1.3: Become a department that follows through on its DEI commitment resulting in increased employee morale.

- **Strategic Item 1.3.1:** Partner with OHR in examining their current and planned processes to ensure they are considerate of DEI ideals during onboarding and beyond.

- **Strategic Item 1.3.2:** Partner with OHR and OCAO to build programs that ensure employees have a sense of belongingness.

- **Strategic Item 1.3.3:** Create Employee Resource Groups to promote DEI.

- **Strategic Item 1.3.4:** Analyze the onboarding process to create an onboarding educational curriculum to remedy deficiencies.

Education regarding the onboarding process is critical to the Departments' contribution to new employee sense of belonging. Instances of new hire workspace not being ready and, communication between and with offices associated with the process are eliminated through proper training.

Objective 1.4: Transform the USCP culture to one of trust and transparency by empowering USCP leaders to be champions for intentional inclusive change.

- **Strategic Item 1.4.1:** Implement a communication strategy that will reinforce the priority of DEI internally and externally.

- **Strategic Item 1.4.2:** Set forth expectations of leadership to ensure that communication of the EISP and priority goals are highlighted amongst their team.

- **Strategic Item 1:4.3:** Work in collaboration with office directors, bureau commander, supervisors and union leadership to arrange and complete a DEI department discussion with all department employees within three months of the approved EISP.

- **Strategic Item 1:4.4:** Work in collaboration with the Public Information Office (PIO) to release an external DEI landing page that will showcase the commitment USCP has made to DEI values, mission, and priority goals.

- **Strategic Item 1:4.5:** Incorporate a DEI agenda topic for discussion in all department meetings, whether virtual or in-person.

- **Strategic Item 1:4.6:** Work in collaboration with the PIO to create an internal and external information flow chart that will support the effective distribution of DEI information to staff.

Objective 1.5: Develop appropriate methods to determine contributory factors associated with attrition to reduce the attrition rate.

- **Strategic Item 1.5.1:** Implement exit interviews, and share with OEI, the associated raw data in alignment with DSP Goal 3[7] and HCSP Objective 3.4.[8], to address attrition and perpetuation factors.

An immediate OHR implementation need given that exit interviews are established Human Resource practices. Further, data confirms that prioritizing DEI efforts may be the key to employee retention, and employees are increasingly attentive to DEI efforts. Exit interview data will unquestionably provide employee experiences that will prove critical in identifying and addressing DEI barriers and successes.

Objective 1.6: Invest in personal and professional development opportunities, employee wellness and resiliency, and support services to ensure USCP is an "employer of choice for all."

- **Strategic Item 1.6.1:** Conduct a Promotional Process Assessment to gauge the effectiveness of the process and address potential barriers.

- **Strategic Item 1.6.2:** Launch a Mentor Program to assist in addressing cultural, transparency, inclusivity, and career support deficiencies.

- **Strategic Item 1.6.3:** Nurture existing union relationships to reinforce collaboration and encourage engagement with DEI efforts.

Unions and the Department must collaborate in producing agreeable actions that not only remedy concerns but are reflective of DEI doctrines. The relationship will enhance retention as cohesion among factions fosters a sense of belonging and engagement that positively impacts service longevity.

- **Strategic Item 1.6.4:** Establish a Standard Operating Procedure (SOP) for a Recognition and Awards Ceremony inclusive of leadership personal involvement to enhance existing employee appreciation events.

- **Strategic Item 1.6.5:** Partner with the Office of Wellness to expand knowledge on the intersectionality of wellness and diversity, equity, and inclusion.

Objective 1.7: Adopt an inclusive design approach (ADA accessibility and compliance) approach to technology, workspace, publications, and services.

- **Strategic Item 1.7.1:** Review website components to ensure design and structure is ADA compliant.

- **Strategic Item 1.7.2:** Assess the representation, inclusive text, and multi-lingual standards of our websites and suggest areas of enhancement.

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[7] Enhance information gathering, analysis, utilization, and dissemination.

[8] Collect and analyze data, including demographic data, from all Human Capital Management Offices, to ensure optimal recruitment, assessment, and retention.

- **Strategic Item 1.7.3:** Collaborate with Public Information Office (PIO) to develop recommendations for website communication, inclusive text, and images showcasing the diversity of our staff.

- **Strategic Item 1.7.4:** Create an assessment of USCP's website to evaluate how effective and timely our technology is and can improve to support persons with disabilities.

- **Strategic Item 1.7.5:** Collaborate with PIO and review marketing strategies to incorporate DEI perspectives.

- **Strategic Item 1.7.6:** Create an Information Technology Think Tank to establish standards for inclusive design.

- **Strategic Item 1.7.7:** Audit Department facilities to ensure ADA compliance.

- **Strategic Item 1.7.8:** Establish, in partnership with OHR, a comprehensive reasonable accommodation program.

Objective 1.8: Implement inclusive policies to ensure USCP is the Federal Law Enforcement Agency of choice for all.

- **Strategic Item 1.8.1:** Create and implement gender inclusion and affirmation policy in partnership with OHR that supports transgender, gender nonconforming, and non-binary staff and the community we serve, and that reinforces USCP's commitment to inclusion in the workplace and our programs and facilities.

- **Strategic Item 1.8.2:** Research and advise on options, in collaboration with OHR, for creating and implementing expanded family-friendly policies to enhance talent acquisition and retention.

- **Strategic Item 1.8.3:** Research and advise Office of Chief Administrative Officer on options for the administrative and personnel policies and procedures to include inclusive language, gender-neutral language, and DEI values and practices. Ensure compliance and updates pertinent to Title VII of the Civil Rights Act.

Duty 2: Training and Development

Organizations with robust DEI learning programs increase employee cultural competence and other dynamics such as improved job satisfaction, higher levels of trust, and engagement. An engaged workforce is comprised of those who have access to training and development programs essential for attaining additional knowledge and tools that enhance performance and advancement opportunities.

Goals, Objectives, and Strategic Items

Goal 2: Invest in the development of the workforce.

Objective 2.1: Develop and implement a holistic training curriculum reflective of the Department's pivot toward an intelligence-gathering, continuous learning organization.

- **Strategic Item 2.1.1:** Review and redesign as necessary, existing DEI learning programs to comply with existing learning objectives.

- **Strategic Item 2.1.2:** Create and deploy an all-employee and multi-year learning strategy and plan to ensure intentional DEI learning opportunities.

The continuous curriculum will meet personnel where they are on their DEI journey from the first stage of being open to learning to the last stage of being knowledgeable to lead and transform others.

- **Strategic Item 2.1.3:** Implement Diversity Forums for varying employees on new DEI knowledge and practices.

Objective 2.2: Transform the USCP culture to one of trust and transparency through education.

- **Strategic Item 2.2.1:** Implement an Introduction to DEI training for the Leadership Team to establish stakeholder buy-in.

- **Strategic Item 2.2.2:** Implement Inclusive Leadership & Neurodiversity Training to incorporate challenges associated with neurological diversities[9].

Meaningful cultural transformation encompassing trust and transparency originates with leadership and spirals downward through organizations. It requires leadership buy-in that is most effectively accomplished through education and training. Both provide leaders with insight into their "why" regarding DEI, and empowers them to be champions for intentional, inclusive, and supportive workplace changes.

Objective 2.3: Create relationships that foster personalized attainment of career objectives.

- **Strategic Item 2.3.1:** Implement a mentoring program that offers coaching and one-on-one partnerships to aid employee career development.

Objective 2.4: Create informal learning forums that strengthen DEI knowledge.

- **Strategic Item 2.4.1:** Implement relaxed and casual sessions that provide DEI information to employees with an interest in being DEI agents for change.

[9] *ADHD, Dyslexia or other neurological conditions*

Duty 3: Measurement and Accountability

The adage, "You can't change what you don't measure" is especially appropriate regarding strategies designed to constructively impact culture and DEI. Typically, organizations focus DEI measures on diverse representation, equitable pay and career growth, and the overall workforce sense of belonging. The ability to advance DEI with an analytical lens, and with an understanding of associated metrics, is crucial both in understanding where an organization is and where they want to go, as well as in getting leadership support and resources. (Bastian)

Goals, Objectives, and Strategic Items

Goal 3: Ensure sustainability and accountability.

Objective 3.1: Increase transparency, accountability, and consistency of communication between the USCP workforce and its leadership teams.

- **Strategic Item 3.1.1:** Encourage stakeholders to be responsible for sharing identified barriers and developing strategies and timelines for improvement.
- **Strategic Item 3.1.2:** Create an Equity Handbook as guides for supervisors and above to establish standards for creating equitable and inclusive polices and aid in ensuring inclusive decision making perspectives.
- **Strategic Item 3.1.3:** Communicate transparently about what we are doing and how we are doing it to build trust and credibility.

Objective 3.2: Pivot toward evidence-based, equitable, and inclusive policies, and data-driven decision making.

- **Strategic Item 3.2.1:** Secure raw data from the Office of Background, Investigation and Credentialing (OBIC) and Office of Human Resource (OHR) from which to establish a data baseline.

OEI must have unlimited and continual raw data access to ascertain applicant flow information and all other personnel demographics.

- **Strategic Item 3.2.2:** Partner with OHR to initiate their collection and sharing of attrition data.
- **Strategic Item 3.2.3:** Track demographic data to ensure strong representation at all levels.
- **Strategic Item 3.2.4:** Focus on new hire data to ensure the workforce remains diverse and inclusive.
- **Strategic Item 3.2.5:** Track compensation levels and performance related metrics to ensure equity.
- **Strategic Item 3.2.6:** Address substantiated attrition and diverse representation deficiencies based on collected and analyzed data.

- **Strategic Item 3.2.7:** Promote engagement surveys and track results to measure strategy progression.
- **Strategic Item 3.2.8:** Design and implement best research practices to achieve impact and goals.

Objective 3.3: Create and implement expectations to ensure accountability standards in which leadership can showcase improvements and consistency of DEI prioritization.

- **Strategic Item 3.3.1:** Develop DEI measures, baselines, targets, and scorecards to track efforts and substantiate plan modifications.
- **Strategic Item 3.3.2:** Translate and disseminate policy-relevant and decision-relevant research and data to key groups and decision-makers to inform and guide the infusion of DEI into the fabric of our department.
- **Strategic Item 3.3.3:** Prepare an annual EISP report highlighting accomplishments and key areas of opportunities.
- **Strategic Item 3.3.4:** Design and implement an accountability plan that defines DEI expectations and accountability standards for leadership and USCP staff that align with USCP's DEI values.
- **Strategic Item 3.3.5:** Work in collaboration with OHR to implement a DEI performance standard to yearly job performance evaluations for USCP staff.

Duty 4: Leveraging Employee Diversity and Customer Experience

Leveraging employee diversity is the utilization of current employee representation in creating innovative solutions to new matters, and the perpetuation and perfection of existing ones. Inclusive leaders and environments support independent thinking and nurtures diverse employee perspectives.

Inclusive leaders also recognize that employees are customers whose experiences impact their perceptions of the organization. Good customer experiences positively affects every measure of success. Considering that organizational success is tied to employees and their individual and collective customer experiences, and coupled with decades of research confirming the impact of DEI on those experiences, the Department must exercise due diligence in creating and safeguarding equitable and inclusive practices.

Goals, Objectives, and Strategic Items

Goal 4: Improve workforce cultural climate.

Objective 4.1: Leverage employees' unique talents, skills, and perspectives, and utilize strategic planning to ensure employees are positioned for success.

- **Strategic Item 4.1.1:** Develop appropriate educational tools to advance leadership knowledge of leveraging employee diversity.

- **Strategic Item 4.1.2:** Develop a system that recognizes employees for leadership in DEI.

- **Strategic Item 4.1.3:** Leverage flexible work policies and programs[10]to support employee individual career satisfaction and productivity.

- **Strategic Item 4.1.4:** Develop a customer experience survey to determine service gaps and establish service excellence standards.

- **Strategic Item 4.1.5:** Create a continuing educational component to develop and sustain superior customer service experiences.

- **Strategic Item 4.1.6:** Conduct a climate survey to assess employee's perception of workplace culture.

Objective 4.2: Develop a broad, ongoing leadership curriculum to prepare USCP supervisors to meet the needs of the Department, utilize their unique skills and talents, and better serve those they supervise.

- **Strategic Item 4.2.1:** Develop appropriate educational tools that advance leadership knowledge of leveraging employee diversity.

- **Strategic Item 4.2.2:** Modify performance evaluation standards to assess performance supportive of DEI efforts and components.

Duty 5: Communication, Marketing, Advertising and Branding

Communication and messaging are key to DEI efforts as they set the tone for what is to come and influence success or failure. The methods through which organizations communicate can either reflect the people worked for and with, or they can reinforce discrimination and marginalization of specific groups of people. (Gantman, 2020)

With regard to marketing, research concludes that for 61% of Americans, marketing diversity is critical to establishing brand trust and loyalty. As the Department works to establish itself as the federal law enforcement agency of choice, effective marketing, advertising, and branding is vital to expanding talent acquisition, retention, and enabling employees to authentically speak about the Department. Accordingly, it is important that USCP ensures that our brand mission is expressed through how we conduct business, as research also suggests that how an organization does business, is in fact, marketing. (Molenaar, 2021)

[10] Telework, Wellness, Tuition Assistance and Career Development.

Goals, Objectives, and Strategic Items

Goal 5: Establish a comprehensive brand presence.

Objective 5.1: Advance DEI through market messaging.

- **Strategic Item 5.1.1:** Hire a DEI outreach professional to ensure that outreach efforts, including social media and internet sites, adhere to DEI standards and Department values.

- **Strategic Item 5.1.2:** Create a DEI marketing handbook that provides advertising, marketing, and branding principles consistent with DEI practices.

- **Strategic Item 5.1.3:** Build partnerships with OBIC, TSB, and PIO to contribute appropriate DEI practices associated with their marketing, advertising, and branding efforts.

- **Strategic Item 5.1.4:** Invest in digital marketing to provide interactive and an alternate form of effective communication.

- **Strategic Item 5.1.5:** Create a recruitment program that provides incentives for personnel to refer prospective new hires.

- **Strategic Item 5.1.6:** Produce podcasts to increase brand awareness.

- **Strategic Item 5.1.7:** Identify DEI Ambassadors to represent OEI during recruiting and similar events.

Objective 5.2: Increase consistency of communication across the Department.

- **Strategic Item 5.2.1:** Conduct an equity and inclusion audit of bureau and office communication procedures to identify barriers and assess their effectiveness.

The audit will delve in to the types of messaging, gaps in communication, and will consider content, graphics, and pictures to ensure they are representative of the Department and its values.

- **Strategic Item 5.2.2:** Encourage, on a rotating and regular basis, that Executive and Executive Management Team members represent the Department at roll calls, posts, and ROC classes to reinforce Department actions, words, and strategies.

The epitome of proactive communication where personnel can, in their usual work setting, see, hear, and interact with leadership.

- **Strategic Item 5.2.3:** Create an inclusive language handbook of DEI talking points and effective communication tactics to ensure communication is inclusive, does not create barriers, and is representative of the Department culture.

Duty 6: Corporate Social Responsibility and Supplier/Vendor Diversity

Corporate social responsibility (CSR) originated with a "social contract" between business and society to create jobs and economic growth, provide fair treatment to employees and customers, and contribute to the community. Although we are not a for-profit organization, CSR and supplier/vendor diversity principles should be adopted.

Accordingly, the Department's CSR is the manner in which we align ourselves to be good neighbors and community partners. If executed properly, USCP markets itself, increases familiarity, creates a potential recruitment pool, helps eliminate barriers to long-lasting law enforcement goodwill, and produces positive community economic impact.

Partnering with diverse suppliers and vendors[11] also produces positive community economic impact. According to Bateman, (A. Bateman, 2020), a handful of socially conscious major companies play a key role in addressing racial injustice through supplier diversity programs that promote an inclusive approach to procurement. Inclusive procurement also delivers broader societal benefits by generating economic opportunity for disadvantaged communities.

Goals, Objectives, and Strategic Items

Goal 6: Build Strategic Alliances and Partnerships.

Objective 6.1: Build trust and legitimacy through fairness and partnerships.

- **Strategic Item 6.1.1:** Partner with bureaus, offices, and specialties to educate and develop strategy to intentionally recruit, hire, and promote diverse candidates and existing personnel.

- **Strategic Item 6.1.2:** Build partnership with various federal law enforcement agencies to explore law enforcement challenges, successes, and best practices.

- **Strategic Item 6.1.3:** Partner with OCAO to establish a diverse panel from which to solicit feedback on policy and procedures to ensure that barriers are not created.

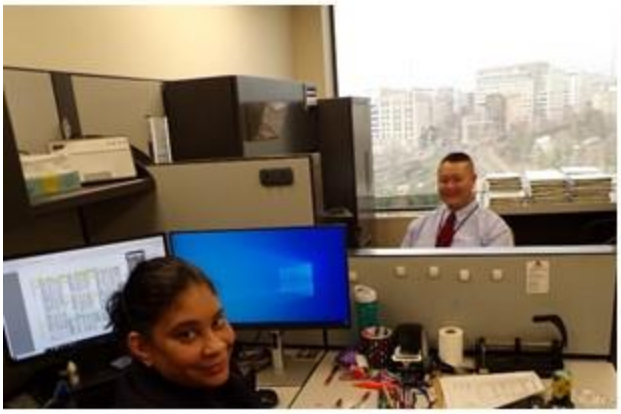
- **Strategic Item 6.1.4:** Determine which community organizations possess similar USCP missions and values and initiate a partnership to build trust and networking opportunities.

[11] Businesses that are at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. (A. Bateman, 2020)

- **Strategic Item 6.1.5:** Contribute to the community through supplier diversity programs to promote an inclusive approach to procurement.

- **Strategic Item 6.1.6:** Partner with leadership, bureaus, and offices to facilitate data sharing.

- **Strategic Item 6.1.7:** Research and advise OAM to audit contracts or Memoranda of Understanding with all vendors and contractors to look for opportunities to incorporate language that supports USCP's DEI values.



Conclusion

In 2021, the White House noted that the Federal Government should have a workforce that reflects the diversity of the American people. A growing body of evidence establishes that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations (The White House, 2021). As an office in a Federal agency, the Office of Equity and Inclusion concurs and has considered a multitude of facets in creating the EISP.

First, we recognize that **Diversity Includes You**. Among the same race or ethnicity, people are individually different from everyone else and are thus diverse. While diversity is evident at USCP, and as such is not included in our pending name change, there is room for improvement. As revealed by the demographics, not every bureau and office is completely representative, and imbalances exist among the higher and lower pay spectrums. Minimally, efforts are needed to determine what, if any, potential barriers exist that perpetuate the imbalance, and to implement corrective remedies. This plan recognizes that important work remains to be done.

Second, the Department must drive change and act on our DEI values. Research confirms that it is not sufficient for an organization to indicate that DEI is important. Rather, they must create an environment and culture that values employee contributions, adheres to DEI promises, and prioritizes associated efforts in meaningful ways.(Momentive, 2022). This plan provides a roadmap for such efforts.

Third, as noted by Chief Diversity Officer Alejandro, where employees are valued, voices are heard, and services are provided that display respect and appreciation, provide advancement and opportunity for growth as well as individual and innovative contributions. This plan values you and reflects the voices heard.

Fourth, it is important to reiterate Chief Manger's statement that DEI is not a program, but a philosophy. His key point is that we are all responsible for DEI. He calls upon the Department to join the journey to usher in a diverse Department culture that not only accepts every single USCP employee's differences, but also understands that our differences must unite, instead of divide us. This plan calls upon the same.

And finally, as comprehensive as this plan seeks to be, DEI constantly evolves. As a result, plan objectives and strategic items will also adjust to ensure the Department maintains pace with the evolution. This plan requires it.

Approach Programs

The following approaches are either actively contributing to DEI efforts, poised for implementation and ready for launch within 3 months, planned for implementation within 3 - 6 months, or under consideration.

Approach: Change Agent Network Formal
Status: Poised For Implementation
A group of USCP DEI ambassadors who will bring to the table emerging DEI issues and share best practices from their respective Bureaus and Divisions. This Change Agent Network will focus on finding solutions to the most critical DEI issues across the Department. Additionally, in partnership with OEI, they will advocate for the on-going expansion and integration of DEI in the fabric of the organization.

Approach: Change Agent Network Continuous Learning
Status: Actively Contributing
A monthly learning session open to the entire workforce to increase their knowledge of various DEI topics from the basic to the most complex. It is during these sessions where employees will embark on a journey of courageous conversation by bringing their authentic self to the conversation. This forum will enable the IDEA office to begin enhancing DEI knowledge across the Department, and create a workforce that understands the value of DEI.

Approach: Career Builders
Status: Planned For Implementation
Reskilling and upskilling the workforce with skillsets to strengthen advancement and promotional opportunities. The program includes learning new skills necessary to meet the requirements for particular Department positions, as well as enhancing the writing, public speaking, and presentation skills essential for promotional consideration. Reskilling and upskilling, while designed with the intent that personnel will remain with the Department, is ultimately for advancing federal careers with the Department or other federal agencies.

Approach: Promotional Processing Audit
Status: Actively Contributing
A comprehensive audit conducted by Orange Grove Consulting with a focus on diversity, equity, and inclusion. The audit will examine all aspects of USCP promotional processes through a DEI lens. The scope includes both sworn and civilian promotions, as well as lateral promotions (specialty assignments). Orange Grove will review announcements, exams and evaluations, development pipelines, and HR data to assess any potential barriers or unintended messaging. The audit will culminate in an Inclusion Assessment report which provides an analysis of 12 key performance indicators and recommendations for each. Audit findings will be presented to the Executive Team and Inclusion Committee at the conclusion of their analysis expected in March, 2023.

Approach: DEI Learning Strategy
Status: Poised For Implementation
A comprehensive learning curriculum tailored to meet people where they are on the DEI spectrum from stage 1 (ready to learn) to stage 6 (able to lead and transform) Stages 2 – 5 include understanding, responding, performing, and coaching/supporting respectively. As a necessity and first for OEI and USCP, the approach will touch and impact every Department bureau and office via its varied curricula.

Approach: Mentoring Program
Status: Planned For Implementation
An inclusive, formalized program that matches mentors and mentees across gender, race, age, specialty or duty, sworn and civilian to provide equitable opportunities for professional development and leadership growth.

In addition to one-on-one mentoring relationships, the program will include various trainings for both mentors and mentees around topics such as trust, accountability, giving and receiving feedback, time management, and goal-setting. Mentoring helps develop employee talent while improving supervisor's ability and capacities for leadership and providing feedback. It also promotes knowledge sharing and communication among various levels and divisions, and personnel feel more engaged and connected to the mission through this process. Ultimately, the program will provide development opportunities for all, and enhance the skills and capacities of supervisors and leaders.

Approach: Culture Climate Assessment
Status: Planned For Implementation
A survey to assess the current state of the workforce beliefs and perceptions related to Diversity, Equity, and Inclusion in recruitment, retention, promotion, leadership, onboarding, policies, etc.

Climate surveys align with HCSP Goal 2, Objective 2.4. In an Affirmity article, (McNeil, 2020) Patrick McNeil explores how climate surveys are powerful analytical tools that can be brought to bear on diversity and inclusion. A positive climate for diversity and inclusion is highly desirable. It relates to attributes such as performance, customer satisfaction, creativity, productivity, psychological safety, and return on investment, especially when diverse people are involved. Changes to climate that endure have the potential to positively impact your culture - by its nature difficult to measure and change - and alter employee attitudes, behaviors and expectations.

Approach: Active Bystandership for Law Enforcement (ABLE) Project
Status: Poised For Implementation
Led by Georgetown University Law, ABLE focuses on evidence based strategies and tactics that will empower and educate officers by giving them the skills necessary to effectively intercede to prevent harm and create a law enforcement culture that supports peer intervention. It teaches the practical skills to intervene, prevent misconduct, reduce mistakes, and promote officer health and wellness. It also allows officers to successfully, safely, effectively and respectfully develop a culture that protects offices when they intervene. USCP is expanding the program to include civilian personnel.

Approach: Employee Resource Groups
Status: Planned For Implementation
Groups of employees who join together based on shared characteristics or life experiences to support each other, enhance career development, and contribute to personal development in the workplace. The groups, also called Affinity Groups, have proven to increase employee morale, feelings of acceptance and inclusion, and productivity. Their success contributes to increased retention and are increasingly factors in recruiting efforts.

Approach: Diversity Councils (DEI Executive and DEI Leadership)
Status: Planned For Implementation
The formal establishment of Leadership Councils to lead the effort of promoting involvement, innovation, and access to opportunities that maximize engagement across the workforce regardless of employee's identity and professional levels.

Approach: Law Enforcement and Society: Lessons of the Holocaust
Status: Actively Contributing
In partnership with the Anti-Defamation League (ADL and the United States Holocaust Memorial Museum (USHMM), the approach addresses the current and evolving needs of law enforcement. Led by ADL and USHMM personnel, USCP Recruit Officer Classes engage in an interactive learning process that examines the history of the Holocaust and discusses its implications for today's law enforcement. The ultimate goal is strengthening the ability of law enforcement personnel to relate to the people they serve. The training reinforces law enforcement's connections to the core values of the profession, strengthens awareness of the impact of law enforcement's daily interactions with the public, and helps them better serve a diverse population.

Approach: Race & Policing: National Museum of African American History and Culture (NMAAHC)
Status: Under Consideration
Born from a partnership between the Washington Metropolitan Police Department (MPD) and NMAAHC, the approach examines whether equipping MPD offices with a deeper, more nuanced understanding of the historical and cultural context of the city in which they work will empower them to engage more effectively with residents. The monthly training was designed and delivered by history professors from the University of the District of Columbia Community College and MPD Academy instructors. It includes a lecture on critical race theory and the history of the African American experience in DC, as well as a guided tour of NMAAHC. The ultimate goal, based on findings, will inform decisions on how to improve training and help strengthen police-community relations.

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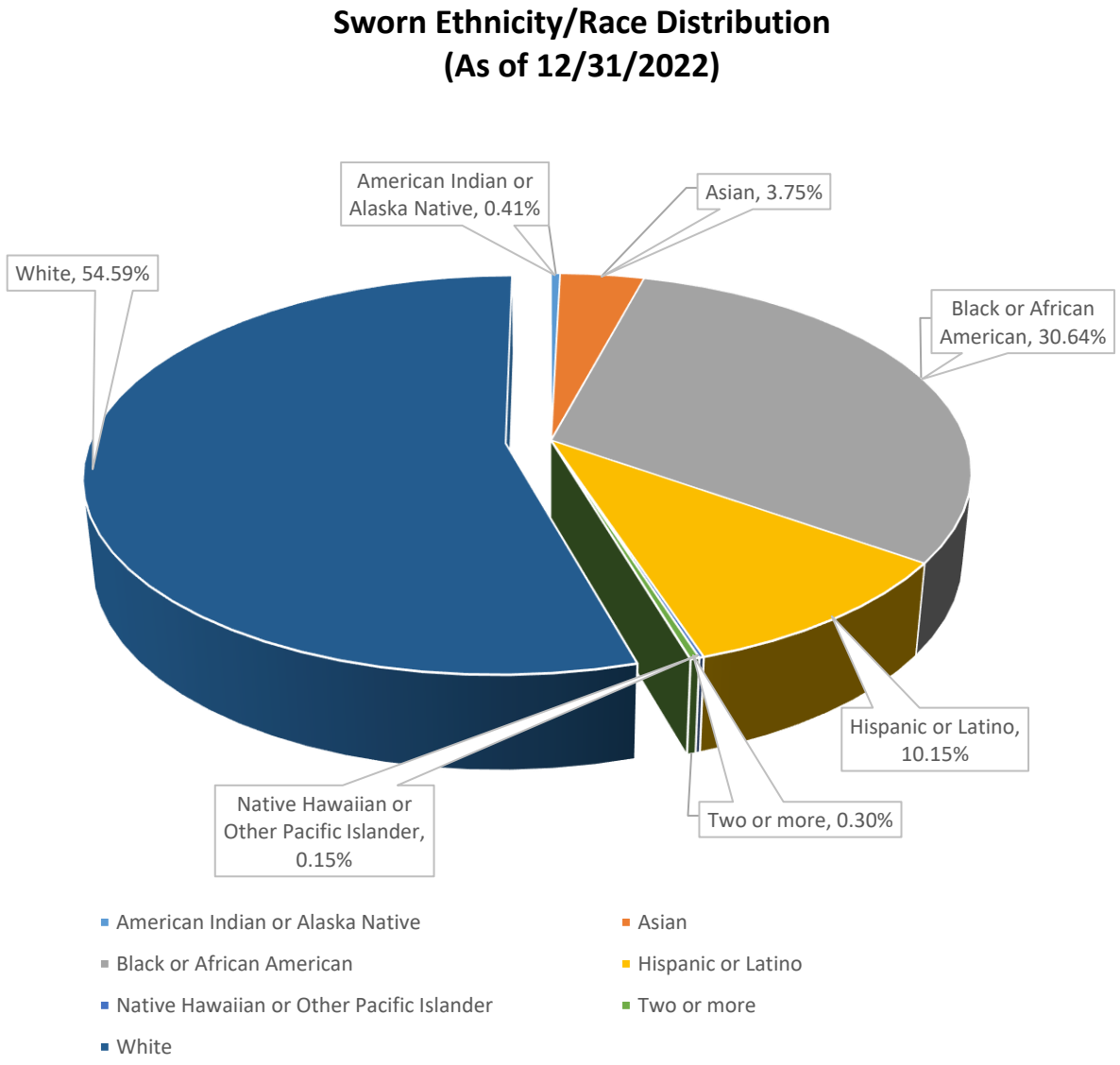
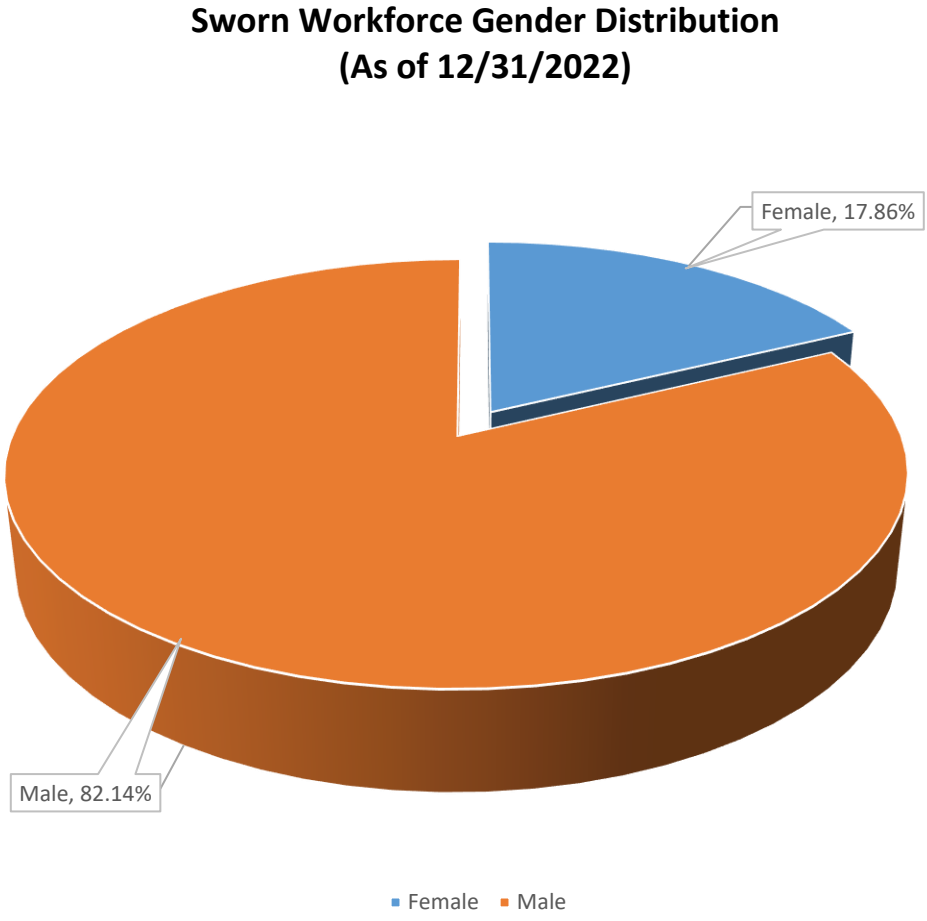
Appendix A: Sworn Ethnicity/Race Distribution (As of 12/31/2022)



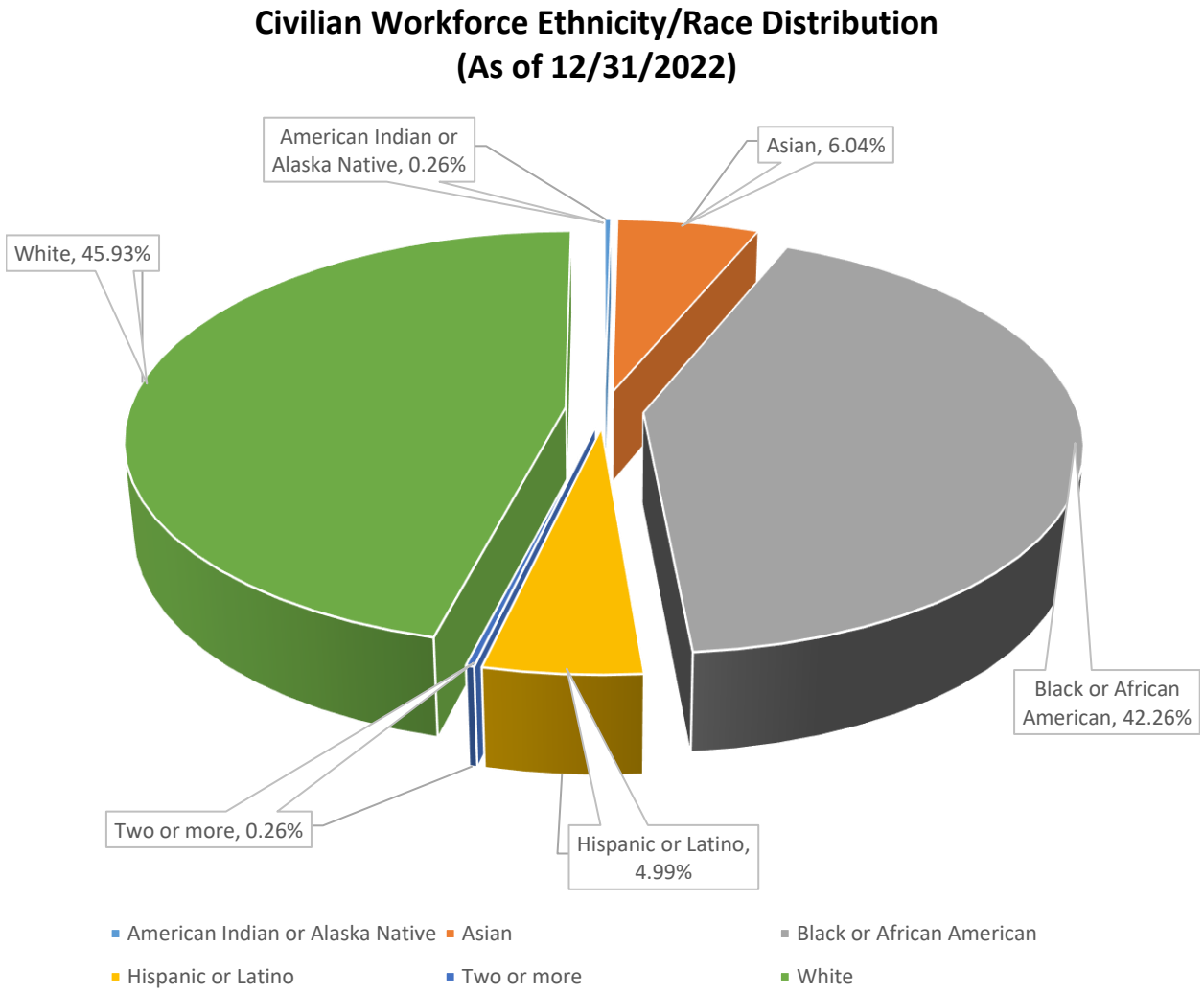
Ethnicity/Race	Employees	Percentage
American Indian or Alaska Native	8	0.41%
Asian	74	3.75%
Black or African American	604	30.64%
Hispanic or Latino	200	10.15%
Native Hawaiian or Other Pacific Islander	3	0.15%
Two or more	6	0.30%
White	1076	54.59%
Total Workforce	**1971**	**100%**

Appendix B: Sworn Workforce Gender Distribution (As of 12/31/2022)



Gender	Employees	Percentage
Female	352	17.86%
Male	1619	82.14%
Total Workforce	**1971**	**100%**

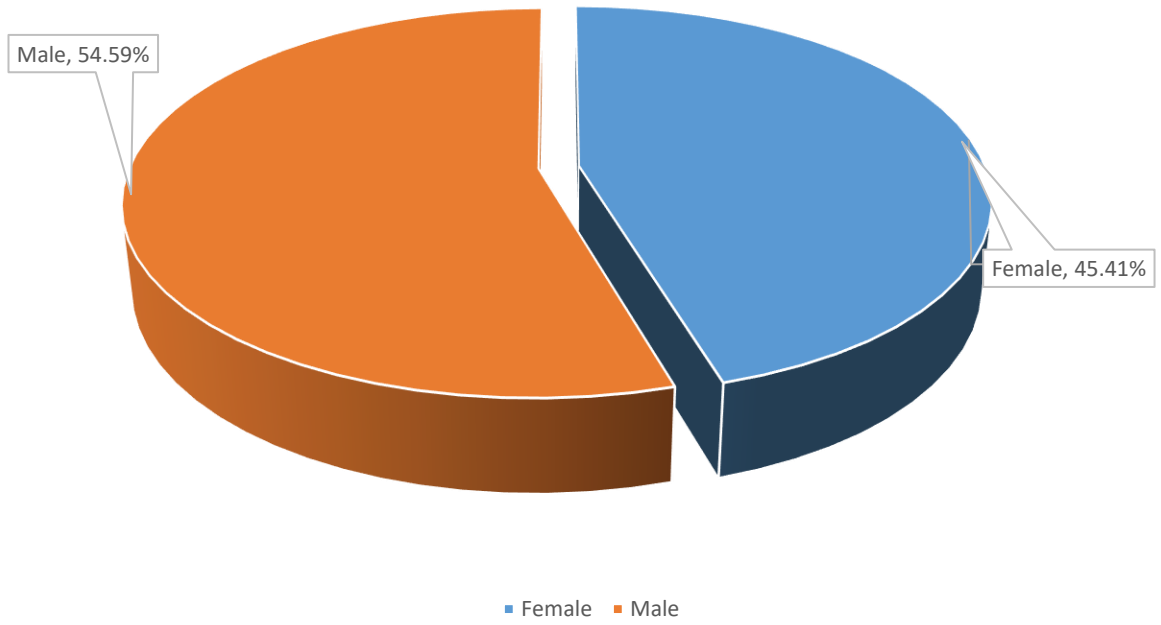
Appendix C: Civilian Workforce Ethnicity/Race Distribution (As of 12/31/2022)



Ethnicity/Race	Employees	Percentage
American Indian or Alaska Native	1	0.26%
Asian	23	6.04%
Black or African American	161	42.26%
Hispanic or Latino	19	4.99%
Two or more	1	0.26%
White	175	45.93%
Native Hawaiian or Other Pacific Islander	1	0.26%
Total Workforce	381	100%

Appendix D: Civilian Workforce Gender Distribution (As of 12/31/2022)

Civilian Workforce Gender Distribution
(As of 12/31/2022)



Gender	Employees	Percentage
Female	173	45.41%
Male	208	54.59%
Total Workforce	381	100%

Appendix E: Summary Diversity Tables of Sworn Workforce (As of 12/31/2022)

Summary Diversity Tables of Sworn Workforce
(As of 12/31/2022)

Ethnicity/Race	Employees	Percentage
American Indian or Alaska Native	8	0.41%
Asian	74	3.75%
Black or African American	604	30.64%
Hispanic or Latino	200	10.15%
Native Hawaiian or Other Pacific Islander	3	0.15%
Two or more	6	0.30%
White	1076	54.59%
Total Workforce	**1971**	**100%**

Gender	Employees	Percentage
Female	352	17.86%
Male	1619	82.14%
Total Workforce	**1971**	**100%**

Federal Length of Service	Employees	Percentage
Less than 1 year	239	12.13%
1-2 years	134	6.80%
3-4 years	148	7.51%
5-9 years	295	14.97%
10-14 years	265	13.44%
15-19 years	366	18.57%
20-24 years	313	15.88%
25-29 years	136	6.90%
30-34 years	61	3.09%
35-39 years	14	0.71%
Total Workforce	**1,971**	**100%**

USCP Length of Service	Employees	Percentage
Less than 1 year	302	15.32%
1-2 years	137	6.95%
3-4 years	157	7.97%
5-9 years	259	13.14%
10-14 years	315	15.98%
15-19 years	432	21.92%
20-24 years	268	13.60%
25-29 years	64	3.25%
30-34 years	33	1.67%
35-39 years	4	0.20%
Total Workforce	**1,971**	**100%**

Age	Employees	Percentage
21-30	566	28.72%
31-40	515	26.13%
41-50	653	33.13%
51-60	237	12.02%
Total Workforce	**1,971**	**100%**

Education	Employees	Percentage
Associate Degree.	138	7.00%
Bachelor's degree.	988	50.13%
Doctorate degree.	4	0.20%
Four years college.	9	0.46%
High school graduate or certificate of equivalency.	707	35.87%
Master's degree.	106	5.38%
One year college.	4	0.20%
Post-Bachelor's.	1	0.05%
Post-Doctorate.	1	0.05%
Some college--less than one year.	10	0.51%
Three years college.	1	0.05%
Two years college.	2	0.10%
Total Workforce	**1971**	**100%**

Appendix F: Summary of Sworn Ethnicity/Race by Rank (As of 12/31/2022)

Summary of Sworn Ethnicity/Race by Rank
Fiscal Year 2023 (As of: 12/31/2022)

	Count of Rank
CAPTAIN	**14**
Black or African American	5
Hispanic or Latino	1
White	8
DEPUTY CHIEF	**3**
White	3
INSPECTOR	**9**
Black or African American	3
White	6
LIEUTENANT	**50**
Asian	1
Black or African American	13
Hispanic or Latino	1
White	35
PRIVATE	**234**
American Indian or Alaska Native	2
Asian	8
Black or African American	81
Hispanic or Latino	45
Two or more	2
White	96
PRIVATE FIRST CLASS	**1006**
American Indian or Alaska Native	5
Asian	41
Black or African American	343
Hispanic or Latino	87
Native Hawaiian or Other Pacific Islander	1
White	529
PRIVATE W/TRAINING	**186**
American Indian or Alaska Native	1
Asian	12
Black or African American	51
Hispanic or Latino	35
Native Hawaiian or Other Pacific Islander	1
Two or more	2
White	84
SERGEANT	**165**
Asian	2
Black or African American	44
Hispanic or Latino	8
Two or more	1
White	110
TECHNICIAN	**1**
Black or African American	1
TECHNICIAN K-9	**53**
Asian	1
Black or African American	6
TECHNICIAN ID	**51**
Asian	1
Black or African American	6
Hispanic or Latino	4
Native Hawaiian or Other Pacific Islander	1
White	39
TECHNICIAN DPD	**151**
Asian	7
Black or African American	48
Hispanic or Latino	15
Two or more	1
White	80
TECHNICIAN CERT	**26**
Black or African American	1
Hispanic or Latino	1
White	24
TECHNICIAN HDS	**14**
Asian	1
Black or African American	2
White	11
TECHNICIAN IICD	**8**
White	8
Grand Total	**1971**

Appendix G: Summary Diversity Tables of Civilian Workforce (As of 12/31/2022)

Summary Diversity Tables of Civilian Workforce
(As of 12/31/2022)

Ethnicity/Race	Employees	Percentage
American Indian or Alaska Native	1	0.26%
Asian	23	6.04%
Black or African American	161	42.26%
Hispanic or Latino	19	4.99%
Two or more	1	0.26%
White	175	45.93%
Native Hawaiian or Other Pacific Islander	1	0.26%
Total Workforce	381	100%

Gender	Employees	Percentage
Female	173	45.41%
Male	208	54.59%
Total Workforce	381	100%

Length of Service	Employees	Percentage
Less than 1 year	17	4.46%
1-2 years	31	8.14%
3-4 years	41	10.76%
5-9 years	41	10.76%
10-14 years	54	14.17%
15-19 years	65	17.06%
20-24 years	63	16.54%
25-29 years	31	8.14%
30-34 years	27	7.09%
35-39 years	8	2.10%
40 years or more	3	0.79%
Total Workforce	381	100%

Age	Employees	Percentage
21-30	27	7.09%
31-40	77	20.21%
41-50	113	29.66%
51-60	122	32.02%
61-70	39	10.24%
71+	3	0.79%
Total Workforce	**381**	**100%**

Education	Employees	Percentage
Associate Degree.	24	6.30%
Bachelor's degree.	91	23.88%
Doctorate degree.	8	2.10%
First professional.	3	0.79%
Four years college.	1	0.26%
High school graduate or certificate of equivalency.	181	47.51%
Master's degree.	61	16.01%
One year college.	3	0.79%
Post-Bachelor's.	1	0.26%
Post-Doctorate.	2	0.52%
Post-Master's.	1	0.26%
Some college--less than one year.	3	0.79%
Two years college.	2	0.52%
Total Workforce	381	100%

Appendix H: Summary of Civilian Ethnicity/Race by Grade (As of 12/31/2022)

Summary of Civilian Ethnicity/Race by Grade
As of 12/31/2022

	Count of GRADE
CP-03	**12**
Black or African American	11
White	1
CP-04	**11**
Black or African American	8
White	3
CP-05	**24**
Black or African American	20
Hispanic or Latino	1
White	3
CP-06	**32**
Asian	1
Black or African American	23
Hispanic or Latino	1
White	7
CP-07	**51**
Asian	3
Black or African American	19
Hispanic or Latino	5
White	23
Native Hawaiian or Other Pacific Islander	1
CP-08	**24**
Black or African American	12
Hispanic or Latino	1
White	11
CP-09	**60**
Asian	6
Black or African American	14
Hispanic or Latino	1
White	39
CP-10	**48**
Asian	3
Black or African American	14
Hispanic or Latino	3
White	28
CP-11	**45**
American Indian or Alaska Native	1
Asian	5
Black or African American	13
Hispanic or Latino	1
White	25
CP-12	**32**
Asian	1
Black or African American	12
Hispanic or Latino	2
White	17
CP-13	**27**
Asian	4
Black or African American	10
Hispanic or Latino	1
White	12
CP-14	**15**
Black or African American	5
White	6
Grand Total	**381**

Contact OEI

United States Capitol Police (USCP)

Office of Equity and Inclusion (OEI)
Fairchild Building
499 South Capitol Street, SW
Washington, DC 20003

Phone: 202-593-2900
Email: OEI@uscp.gov
Website: www.uscp.gov/careers/diversity

Facebook.com/uscapitolpolice
Twitter.com/CapitolPolice

EQUITY, JUSTICE, & FAIRNESS

For the purpose of this strategic plan, equity is defined as the organizational cultural commitment that all employees will be treated fairly and given equal access to opportunities and resources and feel fully engaged to contribute to USCP's mission and goals; thus achieving exceptional bureau and office performance. Equity is our goal and achievable when aspects of individual identity is no longer a predictor of outcomes. Equity emphasizes justice, fairness, and implementing and correcting systems. It requires a focus on impact, not just intent, as well as outcomes. Equity requires the promotion of justice and fairness from individuals, institutions, and systems. Creating an equitable and inclusive environment requires intentionality at all levels - institutional, systemic, and individual.

OFFICE OF EQUITY & INCLUSION

"...to create an equitable and inclusive environment in which the Department values the capabilities and talents of our diverse workforce, and our employees are empowered to reach their full potential in an adaptive and continuous learning environment."