



U.S. DEPARTMENT OF HOMELAND SECURITY
CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY



**DIVERSITY, EQUITY, INCLUSION,
AND ACCESSIBILITY**

STRATEGIC ACTION PLAN

2022 - 2026

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MESSAGE FROM THE CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY DIRECTOR



At the Cybersecurity and Infrastructure Security Agency (CISA), we understand that we must champion an environment where individual and cultural differences are a defining strength – one where all teammates feel not just safe and welcome but truly celebrated and cherished for who we are. This underpins our Core Principle of “People First” in recognizing that our people are our most valuable asset.

Our families, friends, and neighbors all rely on safe and secure infrastructure, a reliable defense against cyber threats, and the assured reliance on emergency communications. Just as our work touches on the lives of everyday Americans, I believe strongly that our organization must reflect the diversity of our great Nation. We recognize that to achieve our mission and deliver these critical services with excellence, we must operate in a climate of mutual respect that enables all employees to perform to their best potential – not just because it is the right thing to do but because it is the smart thing to do.

Working toward a shared understanding of diversity, equity, inclusion, and accessibility (DEIA) by reinforcing positive habits that foster an inclusively diverse culture highlights actions we must take to advance DEIA. We must strengthen our ability to recruit, hire, develop, promote, and retain diverse talent while removing any barriers that may exist to do so. We must seek to understand, recognize, and appreciate our diverse perspectives, backgrounds, and unique challenges. We must embrace open dialog on the importance of fostering equality for all with a bias towards action. We must strive to be the change we want to see in the work, fighting injustice and bias wherever it exists. We must recognize that unless we have personally lived the human experience of the underserved, whether by race, ethnicity, gender identity, sexual orientation, or ability, it is hard to imagine the everyday challenges of simply being oneself. We must strive to put ourselves in the shoes of others, showing empathy to create more awareness. We must understand that we all have unconscious biases from our upbringing and experiences that impact our ability to promote belonging, inclusion, and equality. We must challenge behavior counter to a culture of inclusion.

Fostering diversity, equity, inclusion, and accessibility across the breadth and depth of our agency is, in my view, a moral imperative and critical to building a culture of excellence. If we get this right – working together as a team – we will have cultivated a deep and profound sense of belonging across our organization.

Best,

JEN EASTERLY
DIRECTOR, CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY

MESSAGE FROM THE CHIEF EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY OFFICER



The Cybersecurity and Infrastructure Security Agency’s (CISA) critical work is made possible by our ability to attract and retain a talented and dedicated workforce that reflects the diverse backgrounds of the nation’s population. CISA is proudly committed to creating a work environment where our employees feel safe, welcome, and celebrated for who they are and what they can contribute. We recognize that individual and cultural differences are a defining strength and integral to fulfilling our mission to secure the nation’s critical infrastructure. Thus, diversity, equity, and inclusion constitute more than a lofty moral commitment or organizational goal. It is a business imperative that drives innovation and creativity, leading to continued mission success. Our diversity and inclusion efforts make CISA a stronger organization, a more effective partner for the communities that we serve, and a better place to work overall.

The CISA Office of Equity, Diversity, Inclusion and Accessibility (OEDIA) just recently launched in July 2021. Our inaugural Fiscal Year 2022 Annual Operating Plan provides a roadmap for building and sustaining a high-performing, diverse, and inclusive workforce. As we build CISA’s “Model EEO Program,” we must develop and implement policies, effectively market our resources, and provide excellent agency-wide leadership and guidance on equal employment opportunity, complaints processing, reasonable accommodation, diversity, inclusion, accessibility, and internal civil rights. Our overall objective is woven into the CISA Strategic Plan and aimed at achieving the Agency’s overall mission, goals, and objectives. At the same time, we will adhere to and function in accordance with, President Biden’s Executive Order 14035, Advancing Diversity, Equity, Inclusion and Accessibility (DEIA) within the Federal Government, as well as Equal Employment Opportunity Commission (EEOC) Management Directive 715. We will evolve as an organization together and we will succeed together.

At the same time, we face unique opportunities and challenges. To excel as an office, OEDIA must secure staffing and budgetary resources needed to advance our objectives, and to adapt to changing risks with flexibility and agility. We will meet this opportunity by urgently launching our programs, expanding our capacity, building our partnerships, and further integrating our capabilities across CISA

Each staff member in OEDIA is essential in meeting our mission. To succeed, we must operate as one cohesive organization that leverages the sum of our individual talents into our collective strength. This Plan offers a roadmap to make progress beginning in Fiscal Year 2022 and will inform a new CISA “Model EEO Agency.”

With Regards,

A handwritten signature in cursive script, reading "Llaurnyn Iglehart".

LLAURYN IGLEHART
CHIEF, OFFICE OF EQUITY, DIVERSITY, INCLUSION
AND ACCESSIBILITY

MISSION, VALUES AND PRINCIPLES

CISA'S MISSION STATEMENT:

We lead the National effort to understand, manage, and reduce risk to our cyber and physical infrastructure.

OEDIA'S DEIA MISSION & VISION STATEMENT:

To cultivate an inclusive culture that champions dignity, respect, and belonging where diverse talent is leveraged equitably to advance cyber and infrastructure security. We are here to make a positive change and to make it stick. We can create impact when we resource our aspirations with new approaches, organized partnerships, and infrastructure and systems to help carry our actions forward. Our duty pairs action with ambition; we find our north star and use our compass to skillfully reach our destination.



FOSTER
BELONGING,
DEIA



EEO
COMPLIANCE



MATURE THE
ORGANIZATION

FIGURE 1. OEDIA FY22 AOP



CISA VALUES

Culture – the core values and principles that underly who we are, what we do, and how we do it – it is the connective tissue that binds us together across divisions and mission enabling offices (MEOs) into One CISA. When successfully implemented and embraced, a strong culture will ensure that we are successful in our mission of leading the National effort to understand, manage, and reduce risk to the cyber and physical infrastructure Americans rely on every hour of every day. Core Values are the deeply ingrained tenets that guide all our actions.

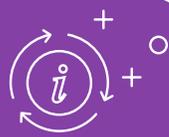
Our Core Values reflect this design and underpin everything we do at **CISA: Collaboration – Innovation – Service – Accountability.**



COLLABORATION: Strong and vibrant partnerships are critical to everything we do; we will approach every engagement as an opportunity to build trust with our teammates, our partners, and our customers.



INNOVATION: We face threats at machine speed and adversaries unbounded by bureaucracy; we must move with creativity and agility at the speed of ideas to stay ahead of threats to our nation and our way of life and be grounded in the strength of our resilience.



SERVICE: We are defined by our dedication to selflessly serving the American people; more than a mission, our commitment is a calling to protect and defend the infrastructure Americans rely on every hour of every day.



ACCOUNTABILITY: We will only succeed if every one of us takes active ownership of our mission, our words, and our actions. We will model the behavior we want to see in others; we will hold ourselves and our teammates responsible for our actions; we will empower our workforce through trust, transparency, and radical honesty.

CISA CORE PRINCIPLES

Our Core Principles emanate from our Core Values and represent the ideal behaviors that will make us individually and collectively successful. They are rooted in our mission and reflect what we aim to cultivate in our organization, what we value, and what we aspire to be. The overarching themes include trust, teamwork, empathy, imagination, inclusion, empowerment, ownership, and the power of resilience. Living our Core Values every day and adopting our Core Principles with a growth mindset are the pathways to our success, and thus the success of our Nation.



People First. No asset is more important to this organization than our People.



Imagine, Anticipate, and Innovate to Win. Imagination is the magic that fuels our ability to solve our most complex problems, that drives our spirit of innovation, that generates the big ideas.



Do the Right Thing. Always. A responsibility rooted in Integrity, Honor, Moral Courage, Trust, Always doing the right thing. Always choose the harder right over the easier wrong. Always take accountability for your actions and your words.



Make it Count. It's truly important to love what you do, to like who you do it with, to feel that you are valued, and to know that you're making an impact.



Lead with Empathy. Imagine yourself in the shoes of your teammates and always treat them with respect and kindness.



Build and Cultivate Your Network. Collaboration is at the very core of our DNA. Consider every engagement as an opportunity to build trust and strengthen a partnership.



Seek and Provide Honest Feedback. Treat feedback as a gift. Aggressively seek it out and strive every day to improve.



Play Chess. Ability to be agile and adaptive in this increasingly complex world will be critical to our ultimate success as a team.



Communicate Transparently and Effectively. Communicate continuously with honesty and integrity: to break down silos and create connectivity within and across our teams through transparency.



Stand in the Arena. Take ownership and accountability for your mistakes and view them as learning opportunities, a chance to grow, learn, and continuously improve.



Foster Belonging, Diversity, Inclusion, and Equality. Champion an environment where all teammates feel not just safe and welcome but truly celebrated and cherished for who we are.



Commit to a Lifetime of Learning. Commit to a lifetime of learning and each day you will benefit, become better at your job, build a stronger rapport between you and your teammates, and help you and your teammates achieve your goals.

WHAT IT MEANS TO FOSTER BELONGING



I strongly believe that individual and cultural differences are a defining strength. I also believe that all teammates **deserve a work environment where they feel safe and welcome** at a minimum, but **ideally, celebrated and cherished for who they are and what they can contribute based on their diverse perspectives, backgrounds and unique challenges**. This puts an important premium on realizing our inherent biases and working together to create an equal and just environment, which will include investing the time attracting, developing, and retaining talent that reflects the full diversity of our society."

- Jen Easterly | Director

DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEIA) DEFINED

On June 25, 2021, President Biden signed Executive Order (EO) 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, which is the guiding order for the CISA Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan. This plan is backed by a federal government initiative to cultivate a diverse workforce that advances inclusive environments and equitable opportunities for all employees.

CISA is committed to ensuring a diverse and inclusive workplace environment that enables all employees to perform to their best potential. With the continued promotion and progression of DEIA values and initiatives, CISA will serve as a model federal agency and an employer of choice.

The CISA DEIA Strategic Plan is aligned to the DHS Inclusive Diversity Strategic Plan as well as the top priorities listed by the Secretary of the Department of Homeland Security (DHS) and the Office of Personnel Management (OPM) government-wide strategic plan.

D

A collection of differing individual attributes that together help agencies pursue organizational priorities efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structure.

E

Consistent and systematic, fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

I

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

A

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

"UNDERSERVED COMMUNITIES"

DEFINED

EO 14035 stated that the term “underserved communities” refers to populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. In the context of the Federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American and Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons. It also includes individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary (LGBTQ+) persons); persons who face discrimination based on pregnancy or pregnancy-related conditions; parents; and caregivers.

It also includes individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers based on older age or former incarceration; persons who live in rural areas; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.



MISSION CASE FOR DEIA

In EO 14035, President Biden stated, “As the Nation’s largest employer, the Federal Government must be a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect. Accordingly, the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation’s talent and remove barriers to equal opportunity. It must also provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility across the Federal Government. The Federal Government should have a workforce that reflects the diversity of the American people. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations.”

THE IMPACT OF VISIBLE DIFFERENCES

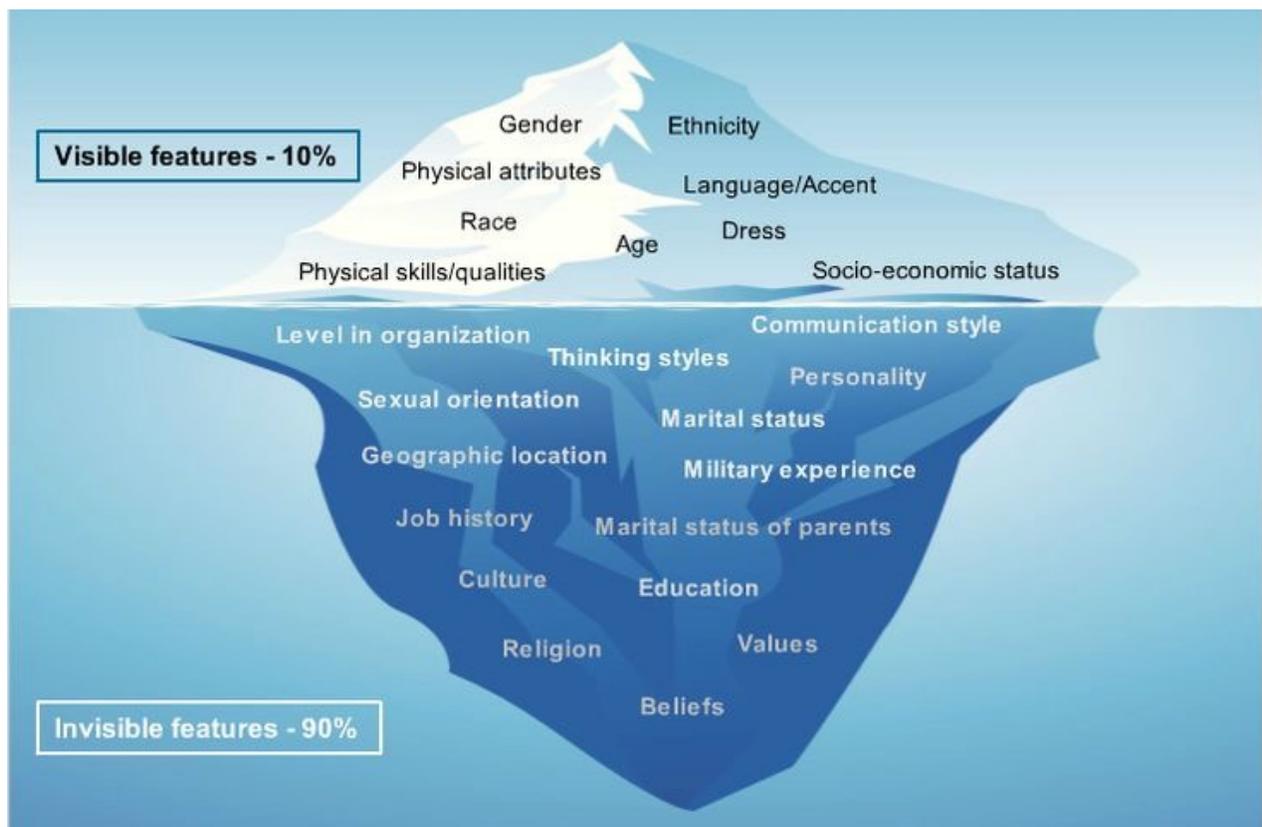


FIGURE 3: SOURCE: APERIAN GLOBAL

MISSION CASE FOR DEIA - CONTINUED

This DEIA Strategic Plan outlines the approach CISA will take from FY 2022 - 2026, specifically focusing on what actions must be carried out to achieve the desired outcomes and goals identified. The goals represent outcome-based strategic priorities to ensure that CISA is a model DEIA employer that appreciates the similarities and differences of individuals who comprise our workforce. As such, CISA seeks to answer the call of EO 14035 by strengthening and advancing DEIA across all of our operations, policies, practices, divisions, and Mission Enabling Offices. From those priorities, leaders, working groups, and committees across CISA will align implementation strategies for guiding the actions at every level of the organization to achieve intended outcomes. This implementation strategy using a "One CISA" approach stems from best practices used across the industry to embed DEIA into the fabric of the agency. The goals and objectives of this DEIA Strategic Plan will support and allow CISA to successfully carry out its mission and meet the goals of its 2023 - 2025 Strategic Plan, which focuses on 1 - Cyber Defense, 2 - Risk Reduction and Resilience, 3 - Operational Collaboration, and 4 - Agency Unification.



FIGURE 4: SOURCE: STRONGER TOGETHER: THE POWER OF DIVERSITY AND INCLUSION PARTICIPANT GUIDE, SLIDE 5

INTEGRATING DEIA

Employing our core principle of **People First** means we must take an integrated approach to review our policies, processes, and behaviors through a DEIA lens. It also means ensuring our mission aligns with DEIA values and requires us to implement accountability methods to measure our progress over time based on key indicators. Such indicators are diverse recruitment and selection, development and advancement of diverse staff, retention, improved policies and processes, elimination of identified employment barriers, and improved outcomes for employees of underserved groups across CISA.

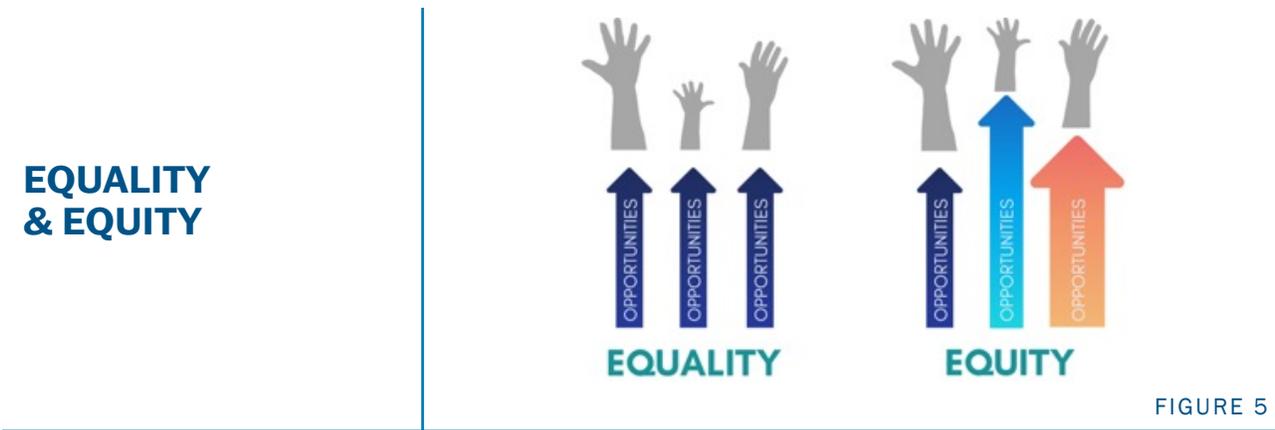
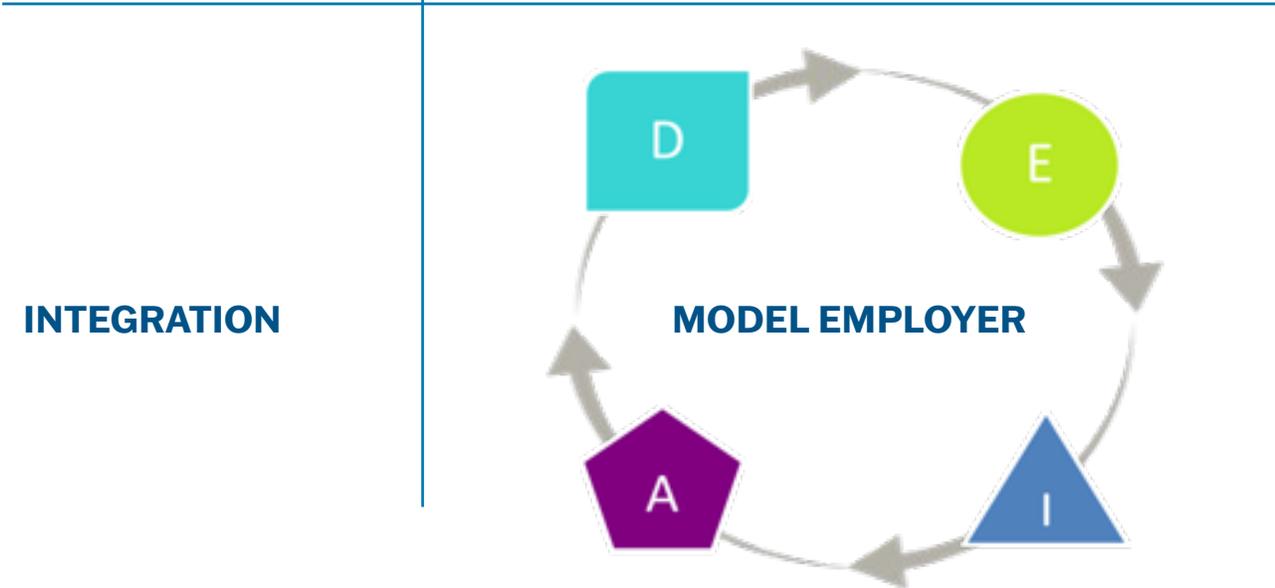


FIGURE 5



FIGURE 6



FIGURES 5 & 6: SOURCE: STRONGER TOGETHER: THE POWER OF DIVERSITY AND INCLUSION PARTICIPANT GUIDE, SLIDES 6-7

DEIA MATURITY MODEL

THE JOURNEY TO ADVANCING OUTCOMES AND LEADING & SUSTAINING DEIA AT CISA

In August 2021, CISA responded to the Office of Personnel Management’s (OPM) Survey on the Use of DEIA Promising

Practices Across the Federal Government (“Promising Practices Survey”). Our responses to the Promising Practices Survey provided a high-level snapshot of which DEIA practices were already in place at CISA, compared to those outlined in EO 14035, and how extensively they were implemented. OPM then measured CISA’s DEIA practices using their Maturity Model Scorecard. This scorecard measured DEIA practices against eight overarching categories and 20 sub-categories across three maturity levels: **Level 1 – Foundational Capacity**, **Level 2: Advancing Outcomes**, and **Level 3: Leading and Sustaining**. In December 2021, OPM issued CISA’s DEIA Scorecard based on responses to the DEIA Promising Practices Survey. CISA rated at Level 1 for four overarching categories and 14 sub-categories and Level 2 for five overarching categories and four sub-categories. CISA did not rank at Level 3 for any category. The below model shows areas CISA must focus on as a baseline, to progress from Level 1 to Level 2 and Level 2 to Level 3. The full DEIA Scorecard can be found in the Appendices. CISA has made great strides since August 2021, as reflected in the “Accomplishments to Date” section of this plan. We are confident that with practices already implemented and those to come between 2022 – 2026, CISA will soon progress to Level 3, Leading and Sustaining.

CISA’S SCORECARD AS OF AUGUST 2021

Signal of Maturity		Sub-Area	Level 1	Level 2	Level 3
Diversity Framework			■		
Organizational Structure				■	
DEIA Integration				■	
DEIA Program Structure	Resources			■	
	Program Management			■	
Data-Driven Workplace Policy, Practices, and Procedures	Data-Driven Approach		■		
	Policy Development		■		
	Recruitment		■		
	Hiring		■		
	Promotion			■	
	Retention		■		
	Professional Development		■		
	Pay & Compensation		■		
	Reasonable Accommodation (Disability & Religious)		■		
	DEIA Training		■		
	Workplace Safety and Sexual Harassment		■		
	Inclusive Workplace Culture		■		
	SES & Leadership Involvement	Engagement		■	
Accountability			■		
Strategy				■	
Culture of Inclusion	Employee Experience		■		
	Accessibility		■		
			Foundational Capacity	Advancing Outcomes	Leading & Sustaining



DEIA IMPLEMENTATION PLAN TEAM AND PROCESSES



Office	Lead
Front Office & Senior Executive (Exec.) Service (SES)	Jen Easterly, <i>Director (DIR)</i> Nitin Natarajan, <i>Deputy Director (DDIR)</i> Kiersten Todt, <i>Chief of Staff</i>
Office of the Chief Equity, Diversity, Inclusion and Accessibility Officer (OEDIA)	Llauryn Iglehart, <i>Chief</i>
Office of the Chief Human Capital Officer (OCHCO) <ul style="list-style-type: none"> Talent Management (TM) Workforce Planning (WP) Workforce Support Services (WSS) 	Felicia Purifoy, <i>Chief</i> <ul style="list-style-type: none"> Robin Stephens, <i>Deputy Chief, OCHCO</i> Serena Watters, <i>Senior Advisor</i> Megan Caposell, <i>Associate Chief</i>
Office of Chief Financial Officer (OCFO)	Dave Hill, <i>Deputy Director</i>
Office of the Chief Learning Officer (OCLO)	Keith Holtermann, <i>Chief</i>
Office of Workforce Engagement (OWE)	Michael Widomski, <i>Chief</i>
Office of the Chief Privacy Officer (OCPO)	James Burd, <i>Chief</i>
Office of the Chief Operations Support Officer (OCOSO)	Nicole Windham, <i>Chief</i>
Cybersecurity Division (CSD) <ul style="list-style-type: none"> Cyber Defense Education and Training (CDET) 	Eric Goldstein, <i>Exec. Assistant Director</i> <ul style="list-style-type: none"> Mike Duffy, <i>Associate Director</i>
Emergency Communications Division (ECD)	Billy Bob Brown, Jr., <i>Exec. Associate Director</i>
Integrated Operations Division (IOD)	Bridget Bean, <i>Assistant Director</i>
Infrastructure Security Division (ISD)	Dr. David Mussington, <i>Exec. Assistant Director</i>
National Risk Management Center (NRMCC)	Mona Harrington, <i>Deputy Assistant Director</i>
Stakeholder Engagement Division (SED)	Alaina Clark, <i>Assistant Director</i>
Culture Council (CC)	Dr. Kimberly Young-McLear, <i>Exec. Director</i>
Office of Chief Financial Office (OCFO)	Tarek Abboushi, <i>Chief</i>
Office of Chief Security Office (OCSO)	Kerry Stewart, <i>Chief</i>
Office of Strategy, Policy, and Plans (OSPP)	Val Cofield, <i>Chief</i>
Office of Chief Counsel (OCC)	Steven Kaufman, <i>Acting Chief Counsel</i>

DEIA STRATEGIC PLAN DATA CALL AND ACTION ITEMS

In addition to the primary DEIA Implementation Team listed in the table, collaborative efforts will continue to include the numerous subgroups throughout CISA dedicated to advancing DEIA and improving the culture for inclusive diversity, including but not limited to division ambassadors, employee association groups, CC, SES DEIA Champions, and the Barrier Analysis Council that will be developed as an action in this plan. When developing this plan, divisions and MEOs were provided copies of CISA's 2021 Promising Practices Survey and responses, and the OPM DEIA Scorecard. Offices were then asked to review these documents and their respective Annual Operating Plans and report on their executed and planned DEIA initiatives through 2026. Following the initial compilation of data, goal establishment, and actions, the draft plan was disseminated to stakeholders for review and input for finalization.

STRATEGIC PLAN GOVERNANCE STRUCTURE AND IMPLEMENTATION TEAM

The divisions and MEOs identified above within the Implementation Team will independently conduct monthly DEIA strategic plan audits of their respective areas to measure the progress and challenges of implementing the DEIA goals and action items in collaboration with the previously identified sub-groups. The Implementation Team will convene quarterly to review progress, discuss challenges and areas of improvement of the plan as it relates to [EO 14035](#), as well as [EO 13985](#), [EO 13171](#), [EO 14031](#), [EO 13988](#), the [President's Management Agenda](#), programmatic equity initiatives and the like. OEDIA will then hold quarterly meetings with leadership through a developed DEIA Strategic Plan Implementation Report and inform of additional support needed to accomplish each action. Leadership will provide feedback and support to OEDIA and the Implementation Team one month following each review for further action as needed. This cadence will continue through the period of this plan. For accountability and transparency, CISA's progress on the DEIA Strategic Plan will be shared with the entire workforce annually.

STATUS OF ESTABLISHING A CHIEF DIVERSITY OFFICER OR DIVERSITY & INCLUSION OFFICE

On January 5, 2022, OPM issued a [memorandum](#) on Agency Opportunities to Establish Chief Diversity Officer or Diversity and Inclusion Officer under EO 14035. In this guidance, OPM noted the expectation of the Federal Government to be a model employer for workforce DEIA and establish such a position following Section 4 of EO 14035. As outlined in the [Introduction to the Position Classification Standards](#), Section H, agencies can prescribe unofficial titles (those relating to specific agency organizations or programs) as desired, which will be tied to the OPM prescribed title on official documents. CISA is planning to hire a Chief People and Culture Officer to fill this role, to work with Director Easterly and senior leadership on talent acquisition and culture through a DEIA lens. The Cybersecurity Advisory Committee (CSAC) began drafting recommendations for Director Easterly to move forward with a recruitment plan.



STATE OF THE AGENCY

OUR MOST SUCCESSFUL DEIA INITIATIVES TO DATE

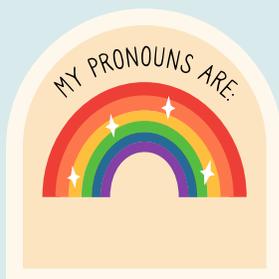
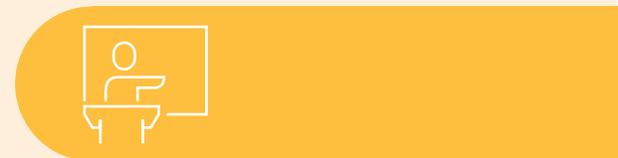


Establishment of Employee Association Groups.

Between FY21 – FY22, CISA has established eight employee association groups (EAGs) for the following constituencies as part of our Special Emphasis Program: African American, Asian American, Native Hawaiian, and Pacific Islander, Disability, Hispanic, LGBTQ+, Native American and Alaska Native, Veterans, and Women. EAGs are employee-driven programs designed to ensure each person has the same rights, benefits, and privileges of employment, and any identified discriminatory practices or policies are eliminated. These programs intend to improve the workplace environment by promoting diversity, cultural awareness, and inclusion. Thus far in FY22, CISA has held eight special observance programs reaching 200 – 2,200+ employees to educate and increase awareness of matters impacting those communities. Currently, CISA EAGs have over 200 members collectively.



DEIA Training. In December 2021, OEDIA hosted the CISA Town Hall training on Harassment Prevention: Respect and Dignity, with over 2200+ employees in attendance. Beginning in 2021, OEDIA deployed the two-session Stronger Together: The Power of Diversity & Inclusion, with more than 2,100 employees completing both sessions.



Use of Pronoun Guidance. In February 2022, CISA employees were able to add their pronouns to their Outlook Profile for respectful workplace communications. In March 2022, CISA issued guidance on the Use of Specified Names & Pronouns in Workplace Communications.



CISA's Culture Sprint. In FY22, CISA engaged in a seventy-five-day, three-phase sprint, including a two-hour Psychological Safety Workshop, a Culture Cohort, and CommUNITY Circles. Phase I, the 101 Psychological Safety Workshop, focused on the eight effective strategies to build and sustain psychological safety that allows individuals to show up to work as their authentic and best selves and how to better support and empower employees. The 101 Workshop was mandatory for supervisors and managers but optional for employees, and it complemented the 201 Psychological Safety Training that is mandatory for supervisors and managers. Phase II, featuring the Culture Cohort and CommUNITY Circles, increased employee understanding of organizational transformation and the importance of collaboration to transform CISA's culture. Employees worked on and presented proposals that sought to improve the culture, with some explicitly focusing on supporting DEIA efforts agency-wide. There were 118 graduates of CISA's first Culture Cohort. Phase III includes rating and approving accepted proposals through IdeaScale for implementation. It is noted that proposals successfully implemented at CISA stemming from the Culture Cohort may align with and fold into priorities and actions within this plan. The Culture Sprint initiative complements CISA's DEIA efforts in that it furthers belonging toward continual inclusion and efforts to promote CISA as the employer of choice.



Establishment of the Bi-Annual DEIA Survey. In FY22, CISA deployed its first DEIA survey to garner employee opinions of DEIA in the workplace and capture CISA diversity demographic data previously unavailable. The survey results will assess and guide CISA's DEIA efforts to deliver more effective programs and initiatives. This survey will deploy every six months to measure the employee impact and perception of CISA's DEIA efforts.



Establishment of a DEIA Council. The Culture Council (CC) will serve as CISA's DEIA Council and is responsible for supporting the advancement of DEIA and implementation of certain practices and actions throughout the agency. The CC has over 100 members from divisions and MEOs across CISA, including EAG Chairs.

OUR BIGGEST CHALLENGES TO ADVANCING DEIA THROUGHOUT THE AGENCY



Adequate Staffing. Adequate staff is needed to fulfill functions such as the Chief People and Culture Officer, permanent Special Emphasis Program Managers, and the MD-715 Program Manager. CISA is currently in a building phase, and efforts are underway to increase the entire workforce and structure positions for ascension and continuity. This is also an opportunity to improve demographic parity across the organization.

DEIA Data Point Analysis. Demographic data points for interviewees and those selected at direct hiring events are not currently captured, which leaves a large void in the data related to our DEIA outreach, recruitment, and selection efforts. CISA will implement and enforce its newly developed Diversity and Inclusion Recruitment and Selection Guidelines while improving measures to track candidate and selectee demographic pools at direct hiring events.



Dedicated DEIA Budget. Currently, divisions and MEOs utilize their budgets for essential DEIA operations related to outreach and recruitment, training, reasonable accommodations (RA), special observance programs, and mission-specific programs and grants. Having a designated DEIA budget at the agency level reduces redundancy, minimizes misappropriation, accounts for fluctuations in agency-wide initiatives, and supports the “One CISA” concept of being a model employer.

DEIA BUDGET

In EO 14035, President Biden stated, “When public servants reflect the communities they serve, the government is more effective and successful.” He also said that as a model employer, we must “provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility across the Federal Government.” At CISA, we recognize that efforts to advance and ultimately lead and sustain DEIA in an organization require more than identifying actions to implement. Since FY21, CISA’s DEIA efforts were built into the budgets of individual divisions and MEOs for training, outreach and recruitment, and mission-specific programs, which serve to benefit those in underserved communities. By 2026, CISA seeks to establish a central DEIA budget line item to fund agency-wide DEIA efforts for professional development, outreach, recruitment, partnerships, paid internships focusing on pathways to permanent employment, special observance programming, and a centralized RA fund.



Diversity is being invited to the party; inclusion is being asked to dance; and belonging is when they play your song. ””

Katarina Berg, Spotify Chief Human Capital Officer, adapted from quote by Verna Myers, Founder and President of Verna Myers Consulting Group



DEIA STRATEGIC GOALS

THIS PLAN SETS FORTH THREE OVERARCHING GOALS:

GOAL 1:

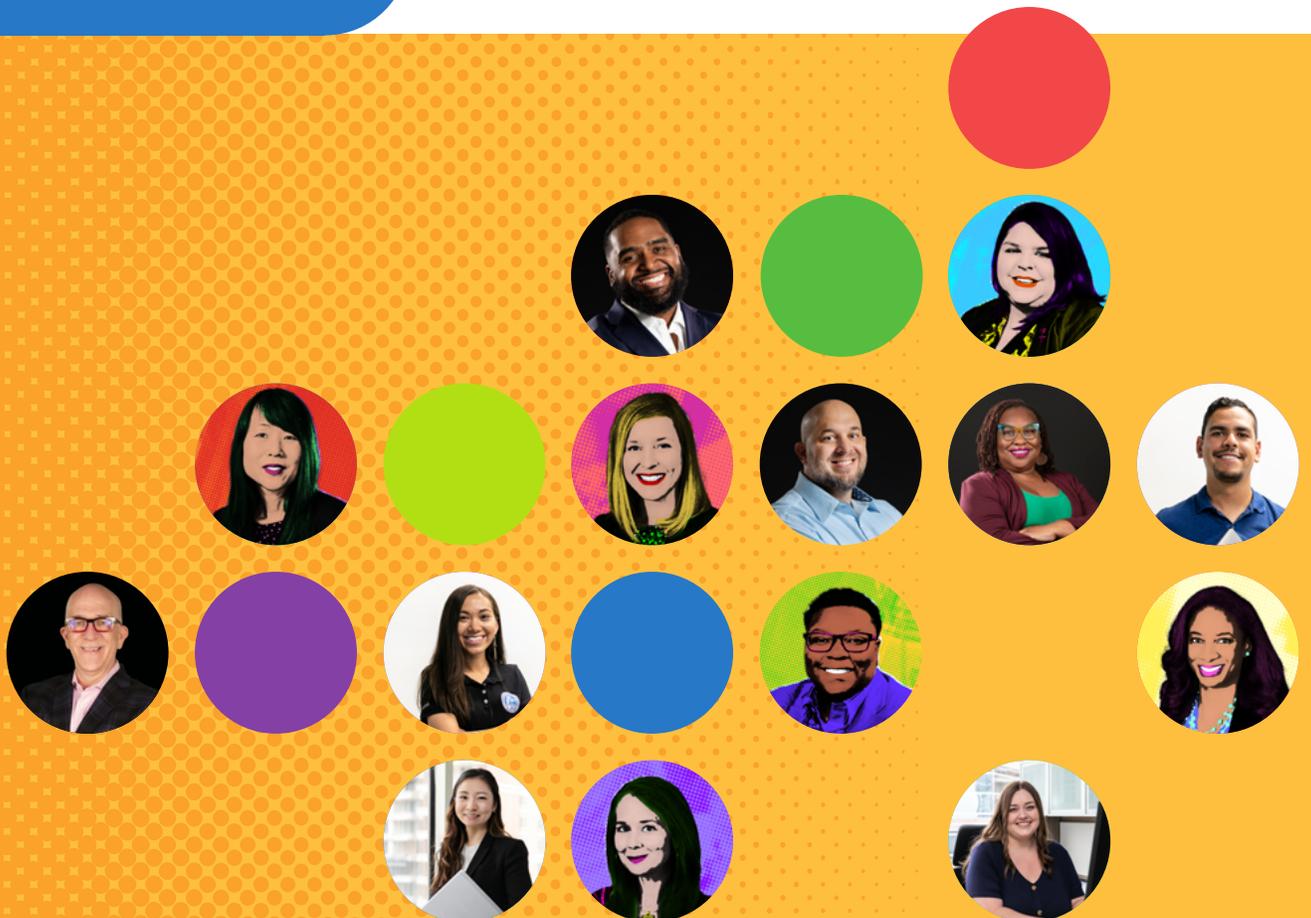
Demonstrate leadership commitment, shared responsibility and accountability for diversity, equity, inclusion, and accessibility

GOAL 2:

Recruit, engage and retain a diverse talent pipeline and workforce

GOAL 3:

Ensure equity is at the core of an inclusive culture



**GOAL
1:**

DEMONSTRATE LEADERSHIP COMMITMENT AND SHARED RESPONSIBILITY AND ACCOUNTABILITY FOR DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

OBJECTIVE: Ensure leadership commitment through Agencywide training, policy, communication strategy, support of inclusive efforts and ensuring accountability of leaders throughout the agency.

PRIORITY 1.1	Provide Agencywide DEIA training	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS: Responsible Office: Agencywide Leadership/DIR/DDIR, OCFO, OCHCO, OEDIA, OCLO				
1.1.1	All staff and leadership are provided robust DEIA training (vendor or in-house) made available either on the Learning Management System and/or through instructor-led courses, covering topics such as: EEO Compliance, Retaliation, Reasonable Accommodation, Anti-Harassment, mandatory Diversity & Inclusion training; Unconscious Bias/Civil Interactions/Microaggressions; Anti-Bullying; 101 and 201 Psychological Safety Training,* Emotional Intelligence; Inclusive Conversations; Fair Selection; and Effective Leadership/ Management Styles	OEDIA OCLO	Percent of workforce training completion by quarter *Mandatory for supervisors/managers 2022 - 2026	DEIA Survey responses FEVS questions related to DEIA, e.g.: My supervisor demonstrates a commitment to workforce diversity Employees in my work unit make me feel I belong I am comfortable expressing opinions that are different from other employees in my work unit In my work unit, people's differences are respected
1.1.2	The workforce is held accountable for remaining current on required DEIA training, and leadership communicates the importance of completing DEIA training through Agencywide distribution methods, including but not limited to Director emails, VISION articles, and leadership calls	DIR/DDIR/ Managers/ Supervisors	PMAP and Midyear Review 2023 - 2026	Rating on Administrative performance element with specific examples

1.1.3	Leadership will establish a dedicated DEIA budget line item to ensure proper funding and support a robust agencywide DEIA training program	DIR OCFO OCHCO OEDIA	Review of OEDIA, OCLO, OWE, OCHCO budgetary requests, approvals, and implementation 2023 - 2026	Increase and/or development of budget for DEIA functions FEVS question: I recommend my organization as a good place to work
1.1.4	Deliver training to managers on inclusive hiring practices, Fair Selection Brochure, and various hiring authorities	OEDIA OCHCO OCLO	Compliance rate of the Recruitment and Selection Guidelines FY24	FEVS questions, e.g.: I recommend my organization as a good place to work My organization's management practices promote diversity
PRIORITY 1.2	Foster a working environment that is psychologically safe to further bolster DEIA initiatives	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible Office: Agencywide Leadership – DIR, OWE, OEDIA, OCHCO, CC			
1.2.1	CISA will establish and maintain the following groups that are tasked to meet regularly and provide updates to their progress on initiatives: - SES DEIA Champions - EAGs - CC	DIR OEDIA EAGs CC	Number of meetings held and actions taken by each group 2022 - ongoing	DEIA Survey questions FEVS questions, e.g.: My organization's management practices promote diversity
1.2.2	Leadership will regularly review the CISA Climate Survey and DEIA Survey	DIR/DDIR (review) OWE OEDIA (creation) OCHCO (analysis)	Percent of employee participation in biannual Climate Survey Starting Q1, FY22 (biannually)	Climate Survey questions, e.g.: Individuals are treated fairly in my branch/ subdivision My division or office is a welcoming and inclusive place to work for all employees DEIA Survey questions Exit surveys
1.2.3	Establish a Chief People and Culture Officer position	DIR	2022	Position Filled
PRIORITY 1.3	Leaders are accountable for supporting the DEIA mission and strategy by championing program elements	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible Office: Leadership, OEDIA, OWE			
1.3.1	Use the OPM Maturity Model Scorecard to measure CISA's DEIA efforts (See appendix 2 for Scorecard)	OEDIA	Equity Scorecard review	DEIA Survey and FEVS

1.3.2	Sharing of leadership and DEIA messages across the workforce ensuring communication channels and information accessibility aligns with DEIA policy and philosophy, and ensuring employees have appropriate access to critical information	Leadership Managers/ Supervisors	Leadership and DEIA messages and participation are reinforced in weekly division/MEO workforce communication and All Hands (e.g., brown bags, special observances, etc.) 2022 - ongoing	DEIA Survey questions FEVS questions, e.g.: My organization's management practices promote diversity My supervisor demonstrates a commitment to workforce diversity
1.3.3	Leadership regularly holds Office Hours and Sensing Sessions, and manages a Solutions Box to allow the workforce to share sentiments on the agency's culture and DEIA efforts	DIR/OWE	Employee participation in Office Hours and Sensing Sessions 2022 - ongoing	Number of scheduled Office Hours and Sensing Sessions held

GOAL 2:

ENGAGE, RECRUIT, AND RETAIN A DIVERSE TALENT PIPELINE AND WORKFORCE

OBJECTIVE: Develop and implement a diverse recruitment, selection, and retention strategy to ensure diverse talent is valued and leveraged through robust learning and career development opportunities

PRIORITY		Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
2.1	Promote and practice outreach efforts to present CISA as an employer of choice for all, including underserved individuals			
ACTIONS: Responsible Offices: OCHCO (TM & WP), OEDIA, SED, ISD, IOD, CSD, ECD, NRM, OEA				
2.1.1	Update marketing material images and video clips that are representative of our diverse society	OEA OCHCO TM	Increased percent of applications with self-disclosed demographics 2022 - ongoing	Increased percent of applications with self-disclosed demographics
2.1.2	Capture external talent market data by demographic and graduating classes from 30 identified metro areas specific to targeted skills, to tailor outreach efforts to individuals from underserved communities, including individuals with disabilities for positions across the agency	OCHCO WP	Percent of applications from underserved communities 2022 - ongoing	Increase in applications from underserved communities from targeted metro areas
2.1.3	Increase recruitment efforts with HBCU's and other Minority Serving Institutions (MSIs) and Tribal Colleges* through campus visits, webinars, social media (Handshake, etc.), career fairs; Workforce Recruitment Program (WRP); community colleges, and professional organizations partnerships and fairs (e.g. Diana Initiative; Grace Hooper Celebration; CISA-hosted event for underserved communities)	Reps. For Career Fairs: OCHCO TM SED* ISD CSD IOD ECD NRM OEA	Percent of applications from underserved communities 2022 - ongoing	Increase in applications from underserved communities from MSIs
2.1.4	Implement marketing and outreach activities to support the CISA Director's "50x30" initiative to increase women in the cyber industry to 50% by the year 2030	OCHCO (TM & WP)	Percent of female cyber workforce at CISA 2022 - ongoing	Increase in female cyber workforce in CISA
2.1.5	Vacancy announcements will be shared amongst EAGs to increase active outreach to underserved communities	OCHCO TM OEDIA EAGs	Qrtly. EAG reporting of outreach efforts 2022 - ongoing	Increase in partnerships for outreach utilizing EAGs

2.1.6	Develop external webpage for public access of DEIA resources	OEDIA	Review of webpage analytics 2022 - ongoing	Increase in public DEIA outreach
PRIORITY 2.2	Ensure recruitment practices and policies strategically promote, advance, and integrate DEIA goals for more equitable outcomes	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible MEOs: CSD (CDET), OCHCO (TM & WP), OEDIA			
2.2.1	Evaluate current demographic representation in the workforce and targets recruitment efforts based on evaluation findings	OCHCO (TM & WP)	Review workforce data against CLF benchmarks and recruitment efforts 2022 - ongoing	DEIA Survey questions regarding diversity FEVS questions, e.g.: My organization's management practices promote diversity
2.2.2	Examine diversity demographic data from USAStaffing	OCHCO (TM & WP) OEDIA	Examining applicant flow data 2022 - ongoing	FEVS questions, e.g.: My organization's management practices promote diversity
2.2.3	Vacancy announcements will be updated with inclusive language promoting DEIA values	OCHCO	Increased diversity of applicants 2022 - ongoing	DEIA Survey questions, e.g.: CISA values diversity
2.2.4	Utilize MSI partnerships, including HBCUs, for student recruitment into the CyberWarrior and NPower bootcamp training programs	CSD CDET	Number of MSIs enrolled in bootcamps Q1, FY22 -ongoing	DEIA Survey questions, e.g.: CISA values diversity
2.2.5	Expand employment opportunities and remove barriers for individuals who are low-income, first-generation professional, and formerly incarcerated	OCHCO OEDIA	Increased percent of representation in workforce FY23	DEIA Survey questions, e.g.: CISA values diversity I feel my unique background and identity are valued at CISA I feel a sense of belonging at CISA
2.2.6	Work with the Hiring Initiative to Reimagine Equity (HIRE) effort jointly managed by EEOC and DOL, to boost recruitment and equity for underserved communities	OCHCO	FY23 – FY24	DEIA Survey questions, e.g.: CISA values diversity I feel my unique background and identity are valued at CISA I feel a sense of belonging at CISA

PRIORITY 2.3	Ensure selection and hiring policies and practices strategically advance and integrate DEIA goals	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS: Responsible MEOs: OCHCO (WP), OEDIA				
2.3.1	Develop, implement, and track adherence to Diversity and Inclusion Recruitment and Selection guidance that outlines requirements for interview panels and hiring officials for regular assessment	OEDIA OCHCO WP 2023	Review adherence using tracking system	FEVS questions, e.g.: My supervisor demonstrates a commitment to workforce diversity
2.3.2	Training on how to conduct inclusive interviews is required for all hiring managers (e.g., development and distribution of a Fair Selection Toolkit)	OEDIA	Rate of adherence to pre- and post-interview practices Q1, FY23	FEVS questions, e.g.: My supervisor demonstrates a commitment to workforce diversity
2.3.3	Evaluate the performance of hiring managers' efforts to expand hiring of persons with disabilities, including targeted disabilities, through the WRP, private and non-profit organizations and associations, and other methods	OEDIA OCHCO WP	PMAP and Midyear Review Q1, FY23 - ongoing	Rating on Administrative performance element with specific examples FEVS questions, e.g.: My supervisor demonstrates a commitment to workforce diversity
2.3.4	Implement a Most Placeable Candidates practice and correspondence from OCHCO to hiring managers for applicants who fall within a Direct Hiring Authority	OCHCO	Rate of selection of special hiring authority candidates using this method Q3, FY22	FEVS questions, e.g.: My supervisor demonstrates a commitment to workforce diversity
PRIORITY 2.4	Ensure retention practices advance DEIA goals and mitigate any barriers for underserved communities	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS: Responsible MEOs: Leadership, OCHCO (WP), OEDIA, CSD (CDET), OCLO				
2.4.1	Utilize diversity demographic data from the National Finance Center (NFC) to inform on DEIA status, progress, and initiatives	OEDIA OCHCO WP	Review parity of diverse representation and benchmark stats across the organization 2022 - ongoing	FEVS questions, e.g.: I recommend my organization as a good place to work
2.4.2	Employ a dashboard to track and measure demographic trends across organizational units, grade level, and other relevant factors	OEDIA OCHCO WP	2022 - ongoing	FEVS questions, e.g.: I recommend my organization as a good place to work
2.4.3	Update the employee exit survey to capture additional self-reporting demographic data for departing employees to improve DEIA efforts	OCHCO	2022 (Q4, FY22)	FEVS questions, e.g.: I recommend my organization as a good place to work

2.4.4	Assess workforce compensation and recognition across the agency by diversity demographics	OCHCO	Q1, FY23 - ongoing	FEVS questions, e.g.: In my work unit, excellent work is similarly recognized for all employees
2.4.5	Ensure Schedule A employees are appropriately converted within the established timeframe and reviewed annually	OEDIA OCHCO	Q1, FY23 - ongoing	DEIA Survey questions, e.g.: Leadership understands that diversity is critical to our future success
2.4.6	Develop and implement a comprehensive cybersecurity pathways retention strategy to address apprenticeship-to-placement engagement for entry-level cybersecurity jobs	CSD CDET	Q4, FY22 - ongoing	FEVS questions, e.g.: My agency is successful at accomplishing its mission
2.4.7	Develop clear career paths (job series/classification) and establish succession planning across the agency	Leadership agencywide OCLO	FY 23	DEIA Survey questions, e.g.: The process for career advancement & promotion is transparent to all employees
2.4.8	Expand OEDIA's New Employee Orientation presentation to include more information on EAGs with links and resources	OEDIA	Percent of increase in EAGs FY22 - ongoing	FEVS questions, e.g.: I recommend my organization as a good place to work
2.4.9	Revise anonymous Onboarding Check-in Surveys (6 months and 1 year) to make identifiable information optional (e.g., email) to garner more insights into employee's first-year experiences	OCHCO TM	Percent of increase in survey participation FY23 - ongoing	FEVS questions, e.g.: My organization's senior leaders maintain high standards of honesty and integrity
PRIORITY 2.5	Ensure equitable outcomes regarding pay and compensation policies	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible MEOs: OCHCO (WP), OEDIA			
2.5.1	Limit questions regarding prior salary history for job applicants	OCHCO	Q4, FY22	FEVS questions, e.g.: I recommend my organization as a good place to work
2.5.2	Regularly conduct pay equity audits to assess whether there are compensation inequities across demographic groups	OCHCO OEDIA	Q1 FY23 - ongoing	FEVS questions, e.g.: Considering everything, how satisfied are you with your pay?
2.5.3	Update Student Loan Repayment Program Policy to remove barriers to equity such as the proof of other job offers	OCHCO	Percent of employees enrolled in repayment program Q3, FY22	FEVS questions, e.g.: I recommend my organization as a good place to work

2.5.4	Conduct an analysis of the SES Candidate Development and Pathways programs inclusive of former participant feedback, to determine representation and experiences of underserved members	OEDIA OCHCO WP	Diversity data of enrollees FY23 - biannually	FEVS questions, e.g.: I recommend my organization as a good place to work
PRIORITY 2.6	Improve programs geared toward interns, apprentices, fellows, and college/universities, and other partnerships	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible Divisions/MEO: OCHCO (WSS&TM), CSD (CDET), OEDIA, OEA			
2.6.1	Promote, provide, and participate in partnerships that provide wages to all interns, apprentices, and fellows and increase engagement via social media	OCHCO (WSS) OEA	Percent of participants in paid opportunities Changes in social media analytic data Q3, FY22 - ongoing	DEIA Survey questions on Diversity Increase in social media analytics (visits, likes, shares, comments, etc.)
2.6.2	Implement the DHS Intelligence and Cybersecurity Diversity Fellowship (ICDF) Program, targeting students from HBCUs and other MSIs	OCHCO TM	Percent of MSI participation in ICDF Q4, FY22 – Q3, FY23	FEVS questions, e.g.: My organization’s management practices promote diversity
2.6.3	Strengthen and expand partnerships between the Cybersecurity Education and Training Program (CETAP) and HBCUs across the nation to develop a K-12 and high school academic feeder programs into cybersecurity departments and summer camps, as part of Project REACH	CSD CDET	Percent of HBCU participation in CETAP Q1, FY22 – Q4, FY23	FEVS questions, e.g.: My organization’s management practices promote diversity
2.6.4	Provide travel and technology grants to participating Project REACH high schools for CYBER.org cyber courses and pathways., and K12 teachers, respectively for Cyber Education Discovery Forum (CEDF), Project REACH	CSD CDET	Number of Project REACH institution grantees Q3, FY22 – Q4, FY23	FEVS questions, e.g.: My organization’s management practices promote diversity
2.6.5	MEO collaboration on developing and piloting paid internships for formerly incarcerated youth in juvenile detention through a Second Chance program	OCHCO TM OEDIA	Number of participants in paid Second Chance internship program FY25	FEVS questions, e.g.: My organization’s management practices promote diversity

2.6.6	<p>Establish MOUs with ten HBCUs and other MSIs Morgan State University (MD), Claflin University (SC), Langston University (OK), Stillman College (AL), Lane College (TN), Shaw University (NC), Virginia State (VA), Morris College (SC), North Carolina A&T University (NC), and Lincoln University (MO) have joined the Project REACH initiative</p> <p>Secondary partner schools included under Morgan State – Bowie State and University of the District of Columbia and included under Claflin University – Orangeburg-Calhoun Technical College (MSI)</p>	CSD CDET	<p>Number of MOUs established with MSIs</p> <p>Q2, FY22 – Q4 FY22</p>	FEVS questions, e.g.: My organization’s management practices promote diversity
PRIORITY 2.7	Ensure accessibility is integrated in all Agency practices, policies, and facilities	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible MEOs: OCHCO (WSS), OEDIA, OCIO, OCLO, OCOSO			
2.7.1	Expanding 508 services: agency training, hire additional compliance officers/testers	OCHCO (WSS)	Q3, FY23	<p>DEIA Survey accessibility question</p> <p>FEVS questions, e.g.: My organization meets my accessibility needs</p>
2.7.2	Publish guidance and offer training on utilizing technological resources (e.g., screen-reading capability for Microsoft Edge and other assistive technology)	OEDIA OCIO OCLO	Q1, FY23	<p>DEIA Survey accessibility question</p> <p>FEVS questions, e.g.: My organization meets my accessibility needs</p>
2.7.3	Improve interpreter capabilities for agency-wide events	OEDIA	<p>Review of vendor features and products to support enhanced interpreter capabilities</p> <p>Q1, FY24</p>	<p>DEIA Survey accessibility question</p> <p>FEVS questions, e.g.: My organization meets my accessibility needs</p>
2.7.4	Ensure accessible facilities in compliance with the Architectural Barriers Act with regular maintenance audits (e.g., parking, push-button access for building entrances/exits and restrooms, increasing visibility, sensory, signage, workspaces, rails, emergency equipment, utilizing International Building Code for guidance on best practices, etc.)	OEDIA OCOSO (coordination with GSA audits)	<p>Accessibility audits for new and existing facilities</p> <p>Q2, FY23</p>	<p>DEIA Survey accessibility question</p> <p>FEVS questions, e.g.: My organization meets my accessibility needs</p>

2.7.5	Review and update CISA building layout documents and Occupant Emergency Plans for existing and new facilities/spaces for additional accessibility considerations (e.g., use and availability of emergency equipment such as evacuation chairs, etc.)	OCOSO IOD OEDIA	Biannual DEIA Survey 2023 - 2025	DEIA Survey accessibility question FEVS questions, e.g.: My organization meets my accessibility needs
PRIORITY 2.8	Strengthen partnerships, employment opportunities, and equitable outcomes for individuals with disabilities	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible MEOs: CSD (CDET), OEDIA			
2.8.1	Through CETAP grantee, CYBER.ORG, connecting EAG with industry partners to provide career services to students with disabilities	CSD CDET OEDIA EAGs	Percent of student outreach and participation through EAG partnerships Q4, FY22 – Q4, FY23	DEIA Survey questions, e.g.: CISA values diversity Leadership understands that diversity is critical to our future success
2.8.2	Implement the Neurodiverse Federal Workforce (NFW) Initiative, in conjunction with MITRE Corp. and Melwood Horticultural Training Center, to assess hiring individuals on the autism spectrum to fill crucial cyber workforce gaps	OEDIA	Review success of the NFW Initiative Increase in percent of neurodiverse workforce Q1, FY24	DEIA Survey questions on diversity and leadership FEVS questions, e.g.: In my work unit, people’s differences are respected I can be successful in my organization being myself
2.8.3	Establish a central Reasonable Accommodation Fund as a best practice to cover approved RA requests, partially or entirely, across the agency	OEDIA	Use of central RA fund Percent of approved RAs using the central fund Q4, FY24	DEIA Survey accessibility question FEVS questions, e.g.: My organization responds to my accessibility needs in a timely manner My organization meets my accessibility needs
PRIORITY 2.9	Ensure a Safe Workplace as it relates to facilities, policy, and training	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible Divisions/MEOs: OCHCO (WSS), OEDIA			
2.9.1	Strengthen CISA’s Safety and Health Program (e.g.: implement a Public Access Defibrillator (PAD) Program, CISA Safety and Health basics training, Job Hazard Analysis for Field personnel, evacuation chair training, assigned Regional Safety Coordinators, Occupant Emergency Plans) and conduct regular facility safety inspections of facilities occupied by CISA	OCHCO (WSS)	Number of trainings and facility process improvements Q4, FY22 - ongoing	FEVS questions, e.g.: My organization responds to my accessibility needs in a timely manner My organization meets my accessibility needs

2.9.2	Create a safe workplace policy to address domestic violence, sexual assault, stalking, and gender-based violence	OEDIA	Review resources from interagency working group on sexual assault for input into CISA's policy Q4, FY23	DEIA Survey questions, e.g.: Have you experienced any unwelcome comments or conduct that was offensive, embarrassing, or hurtful?
2.9.3	Identify gender-neutral restrooms in CISA-leased facilities/spaces with appropriate signage and ensure 17 gender-neutral standalone restrooms at the updated St. Elizabeth campus on floors leased and occupied by CISA	OCOSO OEDIA	Review of gender-neutral bathroom options at new and existing facilities for CISA leased spaces/floors Q2, FY22 - Q4, FY26	DEIA Survey questions on diversity and belonging and accessibility FEVS questions, e.g.: I can be successful in my organization being myself My organization meets my accessibility needs

GOAL 3:

ENSURE EQUITY IS AT THE CORE OF AN INCLUSIVE CULTURE

OBJECTIVE: Ensure equity is centered in implementing inclusive advancement through EAG efforts, equitable employment practices and succession planning for all, with emphasis on underserved groups.

PRIORITY 3.1	Prioritize collaboration, transparency, and advancement opportunities to foster an environment of equity and inclusive diversity	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS: Responsible Divisions/MEOs: Leadership, OEDIA, OCLO, ISD, OCPO, CC				
3.1.1	Establish an agency Barrier Analysis Council with DEIA representatives from EAGs, CC, and divisional DEIA groups, to assess, identify, and address any workplace inequities	OEDIA EAGs CC	Actions implemented from barrier analysis DEIA Survey 2022 - ongoing	MD-715 DEIA Survey FEVS questions, e.g.: My organization's management practices promote diversity
3.1.2	Analyze leadership development program participation rates and outcomes by underserved groups and, in comparison, rate of placement into senior positions by program participants	OCLO OEDIA	Review demographic parity for leadership programs and senior placement Q1, FY23 & ongoing	DEIA Survey questions, e.g.: People from all backgrounds and with a range of identities have equitable opportunities to advance their career FEVS questions, e.g.: I have similar access to advancement opportunities My supervisor provides opportunities fairly to all employees in my work unit
3.1.3	Increase equity in professional development and advancement opportunities with an emphasis on those from underserved communities, including individuals with disabilities	OCLO OEDIA	Balanced parity of individuals enrolled in leadership development programs and senior position placement Q4, FY23	DEIA Survey questions, e.g.: I feel supported in my career growth at CISA People from all backgrounds and with a range of identities have equitable opportunities to advance their careers at CISA The process for career advancement and promotion is transparent to all employees

3.1.4	Increase Asian American, Native Hawaiians and Pacific Islanders equity via access to grants in response to WHIANNHPI	ISD OCPO	Review grant process, applicant pool and outreach Q3, FY22 & ongoing	Increase in AANHPI grant participation & awardees
3.1.5	Establish a CISA Diversity Day and a CISA Accessibility Day for inclusivity and cultural awareness	OEDIA	Increased knowledge and use of accessibility resources and tools at CISA Percent of CISA employees utilizing accessibility resources Q4, FY24	DEIA Survey questions, e.g.: I feel my accessibility needs are met at CISA CISA values diversity FEVS questions, e.g.: I can easily make a request of my organization to meet my accessibility needs My organization meets my accessibility needs
3.1.6	Publish policies, guidance, and toolkits on OEDIA webpage for managers and supervisors (e.g., on harassment and prevention, reasonable accommodation, religious discrimination, disability discrimination, fair selection, caregivers, disability etiquette brochure, MD-715 brochure, complaints, ADR, transgender guidance (policy and brochure), Personal Assistance Services (PAS), lactation policy, use of service animals, Inclusive Language guidance, and OPM fact sheet on employing the formerly incarcerated)	OEDIA	Percentage of EEO complaints and findings of discrimination as compared to prior 462 reports Percentage of ELR complaints and findings of misconduct as compared to prior reporting Q2 FY22 – Q2, FY26	DEIA Survey questions, e.g.: I know where to find resources to learn more about underserved groups Have you experienced any unwelcome comment(s) that were offensive, embarrassing, or hurtful? Have you experienced any discrimination at CISA based on one or more aspects of your background or identity? FEVS questions, e.g.: My organization's management practices promote diversity
PRIORITY 3.2	Integrate DEIA principles into competencies, performance, and culture	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Managers Agencywide, DIR/DDIR/SES, OCHCO, OEDIA			
3.2.1	Expand Individual Development Plans (IDPs) to define expectations to foster equity across the organization through mentoring, leadership coaching, cross-cultural training, shadowing, 360 evaluations, and other methods	Leadership Managers/ Supervisors	Percent of IDPs with equity measures Q1, FY23	DEIA Survey questions on career advancement FEVS question, e.g.: Supervisors in my work unit support employee development

3.2.2	Utilize established EAGs to analyze workforce data and barriers to employment, awards, promotion, and training for policy efficacy	OEDIA EAGs	EAG contribution to DEIA initiatives Beginning Q4, FY22	DEIA Survey questions on diversity, representation, equity FEVS question: I recommend my organization as a good place to work
3.2.3	Reinforce evaluation of performance element to promote diversity, equity, and inclusion for SES, SL, STs, and hiring managers	DIR/DDIR SES	PMAP and Midyear Review Implemented Q1, FY22	Rating of DEIA performance element with specific examples
3.2.4	OEDIA will grant up to four (4) CISA DEIA Recognition Awards to individuals or teams who excelled in efforts to promote DEIA within the agency through leadership and/or innovation	OEDIA	Number of nominations for DEIA award Beginning Q1, FY23	Number of DEIA Awards issued and comparison of awardees (employees/teams)
3.2.5	Development and award of the CISA Innovation award	CC	Number of nominations for the award Q4, FY22	
PRIORITY 3.3	Support equitable improvements by collection and analysis of workforce data	Owner(s)	Operational Activity Measure (Quarterly)	Outcome Measure (Annual)
ACTIONS:	Responsible MEOs: OCHCO (WP &TM), OEDIA			
3.3.1	Create dashboards for self-reported demographic data to take an evidence-based approach to reducing potential barriers in hiring, promotion, professional development, and retention practices	OEDIA OCHCO (WP & TM)	Increase in self-reported demographics Biannually - Q4, FY22	Improved parity across hiring, professional development, retention
3.3.2	Deploy DEIA survey biannually to assess the current workplace DEIA climate, develop more effective programs, and better focus on future initiatives to enhance DEIA for all employees	OEDIA	Percent of federal employee participants Biannually - Q3, FY22	Percent of questions answered across demographics
3.3.3	Review and analyze CISA workforce diversity data to gauge DEIA efforts in outreach, recruitment, and retention to ensure CISA is meeting or exceeding all identified Civilian Labor Force (CLF) and DHS benchmarks for workforce representation	OEDIA OCHCO WP	Review data with DIR/DDIR Q1 FY22 & ongoing (monthly)	Improved representation & parity across CISA
3.3.4	Provide workforce diversity data to divisions and MEOs	OEDIA	Qtly. review of diversity data to assess standing and efforts Upon request starting Q3, FY22 & ongoing	DEIA Survey questions on representation and equity

APPENDIX 1:

ACCOMPLISHMENTS TO DATE

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

OUTREACH AND RECRUITING ACCOMPLISHMENTS AND OUTCOMES:

- During Q2, FY21, CISA participated in the following recruitment events and activities: Used LinkedIn Talent Insights data to identify top areas to recruit underserved communities with skills and experience needed at CISA and promoted recruitment efforts directly to these communities.
 - » Diversity in Tech Virtual Career Fair (November 2020)
 - » CISA Virtual Hiring Event (January 2021)
 - » Cybersecurity Virtual Career Fair (February 2021)
 - » Women in Tech Virtual Career Fair (March 2021)
 - » CISA Networking Event (April 2021)
 - » Women in Tech Virtual Career Fair (April 2021)
 - » Equal Opportunity Publication's STEM Diversity Virtual Career Fair (June 2021)
 - » CISA Virtual Hiring Event (June 2021)
 - » CISA Virtual Hiring Event (July 2021)
 - » Black Hat (August 2021)
 - » CISA Networking Event (August 2021)
 - » CISA Virtual Hiring Event (September 2021)
- During FY22, CISA participated in the following recruitment events and activities:
 - » Virtual college recruiting events and virtual professional-level recruiting events targeted towards underserved communities. Bowie State University (October 2021), Hispanic Association of Colleges and Universities (HACU) (October 2021), Veteran and Military Spouse Virtual Career Fair (November 2021), Women in Tech Virtual Career Event (December 2021), Bowie State University (February 2022), Hispanic Serving Institutions Virtual Career Expo (February 2022), Alabama A&M University Virtual Career Fair (March 2022), Norfolk State University (March 2022), University of the District of Columbia Virtual Career Fair (April 2022).
 - » In March 2022, participated in the Women in Cybersecurity (WiCyS) Career Fair and breakout session for Scholarship for Service (SFS) students.
 - » Continued using recruitment platforms such as LinkedIn (171M U.S. Based Users), Dice.com and Clearancejobs.com (2.5M users combined) to extend CISA's reach to job seekers (both active and passive); Specifically, CISA uses these platforms to target underserved communities/groups.
- Procured the premium version of Handshake, an online platform that connects students and recent graduates with employers. Used this platform to advertise internship opportunities

and hiring events to those in the underserved communities.

- Hosted 4 CISA-only virtual hiring events and participated in 6 public virtual career events using a virtual fair platform.

- Overall, participated in 47 events in FY21, all of which were virtual. Many events were targeted to diverse populations in general. Two events were targeted to individuals with disabilities, with a heavy focus on educating individuals with disabilities on the federal hiring process and how those with a qualifying disability can apply for special recruitment opportunities in CISA.

- Published an internal Hiring Toolkit for Hiring Managers (March 2021) which includes an overview of recruitment and the federal hiring process with diversity tips weaved into every topic. Topics include workforce planning; understanding special hiring authorities for specific audiences (students, veterans, individuals with disabilities, etc.); defining the job; marketing and promoting the job; using social media; interview guide; engaging candidates through pre-employment; onboarding; prohibited practices, and more.

- Launched intranet site for recruitment and hiring programs which serves as a digital repository of resources for hiring managers. Topics include recruitment guides and hiring resources; student programs resources; veteran programs resources, and resources for onboarding new employees.

- Hosted and recorded brown bag/training sessions on available recruitment tools and resources, such as CISA's resume database, USAJOBS Agency Talent Portal (Resume Mining), Recruiting in the Cleared Space; virtual career fair operations; the CISA onboarding process.

- Received Authority to Operate (ATO) HireVue Assessment Tool. This will impact cyber positions associated with work roles vulnerability management, cyber policy, and IT project/program management by testing skills and recording interview for on-demand viewing.

- Launched an automated tool to support CISA's employee referral program, improving the referral process and reducing the level of effort needed to manage the program.

OUTCOMES:

- Hiring events in FY21 resulted in 52 tentative job offers to professional level candidates and 143 tentative job offers to entry level candidates (students and recent graduates)
- Referral program resulted in 26 tentative job offers in FY21
- Reduced time to hire by 28.46 days between FY20 and FY21
- Handshake membership increased HR intern applicants by 610% and increased cyber intern applicants by 81.5%
- WiCyS attracted approximately 1,700 attendees

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

INCLUSIVE DIVERSITY AND ACCESSIBILITY ACCOMPLISHMENTS:

- Launched its Office of Equity, Diversity, Inclusion and Accessibility (formerly Office of Equal Employment Opportunity) in July 2021. CISA's Chief, OEDIA has served as the expert on the agency's DEIA program, ensuring CISA fully implements Executive Order 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce."
- In FY21, CISA participated in 47 events, all virtual, and 12 of which were events CISA participated in or hosted. To enhance the marketing of these events, CISA used data from LinkedIn Talent Insights to identify top areas to recruit under-served communities with skills and experience needed at CISA. CISA promoted these recruitment efforts directly to these communities, using targeted email messaging and other targeted advertising (web ads and sponsored social posts), leveraging all available job board platforms.
- Throughout FY21 and prior, CISA has been dedicated to ensuring open and transparent communication across the agency. This was demonstrated in part from FEVS 2020 data showing that our workforce has improved significantly in simply participating in the survey and being engaged to promote change.
- Established a performance element to promote diversity, equity, and inclusion for all CISA SES, SL, and STs, approximately 22 % of the agency.
- Created an active DEIA SES Council.
- Established a communications plan that markets our internal DEIA training program across the agency through CISA VISION.
- Ensures all trainings are accessible for individuals with disabilities.
- Established dedicated resources within the agency for regular and broadly available DEIA trainings.
- DEIA curriculum development is a coordinated effort between OEDIA, OCHCO, and OCLO.
- Provides professional development opportunities at flexible times or in flexible locations to accommodate employees who may be caregivers or working on non- traditional schedules.
- Communicates strong support of employee participation in work/life and wellness programs.
- Ensures work/life and wellness programs are sensitive to the needs and backgrounds of employees who are members of underserved communities.

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- Closed captioning is provided at all Agencywide events.
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- Held inaugural Flash Mentoring event in April 2022, with four CISA SES' serving as mentors to 67 mentees
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- Established Mandatory Psychological Safety Workshops for supervisors and managers – 101 – Psychological Safety, and 201 – Fostering Trust for High Performance, and Driving a Learning Development Organization with Psychological Safety and Accountability, for a total of 8 hours of training accompanied by a Culture Sprint to include CommUNITY Circle meetings, the first Culture Cohort, and project proposals to advance positive culture change through a DEIA lens throughout the organization. The 101 workshop is optional for CISA employees.
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- OEDIA established their quarterly The People Connection Newsletter, featuring articles and guidance on DEIA-related matters and resources for the workforce.
-

- OEDIA established the following EAGs:
 - » African American
 - » Asian American, Native Hawaiian, and Pacific Islander (AANHPI)
 - » Disability
 - » Hispanic
 - » LGBTQ+
 - » Native American and Alaska Native (NAAN)
 - » Women
-

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- In FY22, OEDIA established the bi-annual DEIA survey. Specific questions include CISA's workforce diversity (age, disability & accessibility status, gender identity, national origin, race, sexual orientation, veteran status), grade, perceptions of diversity, representation, equity, inclusion, accessibility, belonging related to CISA's culture and training and advancement opportunities. This survey aims to help CISA, specifically OEDIA, further assess the current workplace DEIA climate, develop more effective programs, and better focus on future initiatives to enhance DEIA for all employees.
-

- Limited the Volunteer Student Intern (VSI) program to internship opportunities that are paid via a stipend or used to support a training and development program that targeted underserved communities (e.g., OnRamps to Careers Programs; Marion Barry Summer Youth Employment Program, DHS Secretary's Honors Internship Programs (SHP)).
-

- In FY22, CISA, in collaboration with the LGBTQ+ EAG, held its inaugural Pride Event and March
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OUTCOMES:

- Workforce Data:
 - » CISA workforce in race and ethnicity increased from FY20 at 33% to FY21 at 34%
 - » CISA workforce in gender for females increased from FY20 at 34.8% to FY21 at 35.9%
 - » SES race and ethnicity Increased from FY20 at 10% to FY21 at 19%
 - » SES gender for females increased from FY 20 at 23.8% to FY21 at 29.8%
- In FY19, the FEVS participation rate was 73%. In FY20, the FEVS participation rate was 79%.
- CISA created a Culture Council (CC) to ensure that the core values and principles are embedded in all we do to carry out our mission effectively. The 100+ member CC has representatives from all CISA divisions, MEOs, and grade levels. The CC hosted its first Core Principle – People First Town Hall on April 13, 2022, presenting our core principle on the importance of “People First.” Town Halls for the remaining eleven core principles have been assigned and scheduled monthly.
- From April 25 – July 8, 2022, approximately 1,200 individuals participated in Culture Sprint activities; 640 teammates completed the Psychological Safety Workshop 101; 8 teammates joined the Culture Sprint Team; 862 employees participated in CommUNITY Circle meetings, and 134 employees participated in CISA’s inaugural Culture Cohort with 118 graduates.
- Established Dear, Guidance where employees can ask questions to EEO professionals with responses within 24 – 48 business hours, established program-focused mailboxes.

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

TRAINING AND EDUCATION:

- Instituted mandatory instructor-led, 2-session training – Stronger Together: The Power of D&I. This training covers “Language Matters,” “Making the Case for Inclusive Diversity,” “Practicing Inclusive Diversity,” “Making the Unconscious Conscious,” “Values Training,” “Identifying and Reducing Bias,” “5 Habits of Inclusivity,” and “Structured Tools to Combat Bias.”
- Provided reasonable accommodation information and training during external employer sessions at minority-serving institutions (MSIs) or targeted universities with disability programs, such as Gallaudet University and Kent University.
- Presented at the 2021 Federal Diversity at Work Summit.
- Developed VISION Articles for distribution to the entire workforce on disability resources, and cultural awareness and sensitivity that are provided to all CISA employees.
- CISA has an internal webpage for reasonable accommodation providing information on the reasonable accommodation request process, forms, and resources.
- In 2021, a CISA-wide email and VISION article was disseminated to the entire workforce introducing the CISA Disability Program and reasonable accommodation process.
- Provided reasonable accommodation training for disability and religious accommodation requests to new CISA employees during New Employee Orientation by the Chief, OEDIA, with notice about the right to request a reasonable accommodation in all CISA job announcements.
- Hosted an Autism Awareness Brown Bag on April 29, 2021, for Autism Awareness Month to highlight how the talents and skills of workers on the autism spectrum benefit employers like CISA.
- CISA has held the following special observance events:
 - » Hispanic Heritage Month – 9/30/2021
 - » Disability Etiquette & Awareness Brown Bag – 10/20/21
 - » Disability Inclusion Town Hall – 10/28/21
 - » Native American/Indian & Alaska Native Heritage Month – 11/17/21
 - » The Unreachable Finish Line: Dealing with Depression and the National Pandemic – 2/3/22
 - » African American History Month – 2/24/22
 - » Women’s History Month – 3/15/22
 - » Arab-American Heritage Month (complete with CISA VISION article, awareness intranet page on Arab-American history, and a Hospitality Taste of Culture event, as a beyond-compliance measure) – 4/21/2022

OUTCOMES:

- The current completion status of the two-session, Stronger Together: The Power of Diversity & Inclusion training as of June 24, 2022, is as follows:
 - » Session 1 (CISA entire workforce) 2229 employees completed session 1.
 - » Session 2 (CISA entire workforce) 2163 employees completed session 2.
- We strengthened partnerships with MSIs and our outreach to Gallaudet and Kent University reached approximately 100 and 150 members of their respective student bodies. Our ongoing relationship with these MSIs will further assist CISA's inclusive diversity recruitment efforts. CISA VISION DEIA articles are provided to all CISA employees (2,300+ employees)
- Our internal communications on reasonable accommodations reached the entire CISA workforce and provided employees with information and resources on the reasonable accommodation process in addition to using the general OEDIA mailbox for any specific questions. There were approximately 237

attendees for the Autism Awareness Brown Bag, which provided additional education and understanding to the CISA offices assisting in implementing the Neurodiverse Federal Workforce Initiative that CISA is engaging with the MITRE Corporation for FY22 – 23. This was also an opportunity for CISA to learn how to better support neurodiverse employees already at CISA. Today's profound shortage of cybersecurity talent puts our nation at risk. It is estimated that an additional 1.8 million cyber professionals will be needed to accommodate the predicted global shortfall by 2022. This shortfall is particularly significant in the government cyber workforce. Neurodiverse individuals, which include those with autism, are a potential untapped source of talent to fill federal cyber positions. Neurodiverse individuals who have received education or training in cyber can be uniquely suited to cyber work – with key skills such as attention to detail, accuracy, concentration, creativity and innovation, problem solving, analytical skills, among others.

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

CAREER DEVELOPMENT, ADVANCEMENT, AND RETENTION:

- Launched CISA CARES, a compilation of services and resources that equitably serve all CISA employees to improve culture, civility, well-being, and resiliency.
- Implemented an Exit Survey in October 2020 to collect data on the sentiment of those that choose to separate and participate in our voluntary survey.

OUTCOMES:

- The Exit Survey continues to have over a 50% response rate and most recently the rolling annual 12 months survey has a 57% response rate.
- The majority of those that separate are GS-2210s of which, 41% of survey respondents suggest they are leaving for new roles that offer higher compensation. The GS-2210s also indicate that only 17% of them have been looking for more than a year.
- This data suggests that it is a highly competitive market, and our employees are being approached continuously for jobs. CISA is working in partnership with the interagency to submit for a Special Salary Rate (SSR) for GS-2210s, working in partnership with the Departments of Veteran's Affairs, Health and Human Services, Energy, and State.
- Outside of the GS-2210s, the only other population that indicates that salary is a deciding factor in their decision to separate is all GS-9 to GS-12s, which aligns with our analysis work we do for our annual labor market and compensation analysis because they are between 31% (at the GS-12 starting level) and 41% (at the GS-9 starting level) away from the median market salary.
- Requested a Special Salary Rate from OPM to address the Mission Critical Occupation for GS-2210; however, creation of a new occupational series dedicated to cyber professionals where each parenthetical can be a NICE Framework role will allow us to pay fair market salary to all those in the occupational series – not limited to just the GS-2210s, as we know that the salaries across many occupational series for cyber workforce has this same challenge. We are awaiting a decision.
- The Cybersecurity Division (CSD) has an Ambassadors program to provide a forum for improvement of the CSD culture, operations, and innovation. The CSD Ambassadors program has rotational assignments of a diverse and inclusive representation of 3-5 individuals from each CSD sub-group.

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

STRATEGIC ACTIVITIES RELATED TO HISPANIC EMPLOYMENT IN THE FEDERAL GOVERNMENT (EO 13171):

- Established the Hispanic Employee Association Group (HEAG) along with a webpage to promote it, finalized the HEAG Charter, and hosted the first CISA-Wide Hispanic Heritage Month Event - Esperanza: A Celebration of Hispanic Heritage and Hope on September 30, 2021.

OUTCOMES:

- There are approximately 21 employee members of the Hispanic Employee Association Group, and the Hispanic Heritage Month Event was attended by 257 employees. Further, the HEAG is collaborating with the DHS' Hispanic EAG on initiatives of interest. Regarding workforce data, Hispanic employees at CISA have increased from FY21 to FY22 by 10%. These efforts will continue so that CISA is on par with federal benchmark set by the Civilian Labor Force (CLF).

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

STRATEGIC ACTIVITIES TO STRENGTHEN CYBER PARTNERSHIPS WITH UNDERSERVED COMMUNITIES:

- CETAP (CYBER.ORG) has scaled a successful pilot program for students with blind and visual impairments, Project Access, by supporting a series of extracurricular opportunities for partners and providing summer camp opportunities. By partnering with state agencies that serve students with disabilities, including visual impairments, CETAP (CYBER.ORG) will facilitate after-school opportunities for students with disabilities as well as multi-day summer camp opportunities (July 2022).
- CETAP has secured the following camps: Arkansas Division of Services for the Blind confirmed a summer robotics camp for 2022 July. Maine will host a three-state (Maine, Vermont, Connecticut) robotics camp 2022 July. Michigan BSBP (Bureau for Services of Blind Persons) will host a Linux & web development 2022 August.
- CETAP (CYBER.ORG) supported an IT Credential Fair on December 7, 2021, in partnership with Intellectual Point, Virginia DBVI, and Virginia DARS.
- CETAP (CYBER.ORG) led one virtual kickoff event with Morgan State University and its feeder schools. We have scheduled four additional kickoff events with other Project REACH partner HBCUs.
- CDET developed a notice for funding opportunity (NOFO) for two non-traditional training provider grantees that focused on cybersecurity workforce development and training for underserved communities.
- CDET finalized selection of NTTP Grantees: CyberWarrior & NPower with \$1M in grant funding awarded to each grantee.
- CISA (through collaboration with DHS OCHCO Strategic Talent Recruitment, inclusive Diversity & Engagement (STRIDE)) onboarded 35 summer interns (14 supporting cyber; 21 supporting OCHCHO and OEDIA). Opportunities were targeted towards women and minorities.
- CISA established partnerships with Girls Who Code, Girls Scouts to build a pipeline to the cyber and IT field.

DEIA ACTIVITIES & ACCOMPLISHMENTS TO DATE

FY21 – FY22

POLICIES, DIRECTIVES, AND GUIDANCE:

- Issued the CISA DEIA Program Directive

- Issued the CISA Diversity and Inclusion Recruitment and Selection Guidelines

- Issued guidance on adding pronouns to Outlook profiles

- Issued guidance on the Use of Specified Names and Pronouns in the Workplace

- Issued Standards of Ethical Conduct

- Developed a disability etiquette brochure and participated in outreach activities at Gallaudet University on September 28, 2021, to provide information on CISA careers/pathways, Schedule A Hiring Authority, and current CISA Disability statistics and inclusive initiatives.

- Issued the Equal Employment Opportunity Compliance and Anti-Discrimination Policy

APPENDIX 2:

OPM MATURITY MODEL AND CISA'S DEIA SCORECARD

DEIA MATURITY MODEL OVERVIEW

This Maturity Model is an example tool for agencies to consider employing to assess the effectiveness of Diversity Equity, Inclusion, and Accessibility (DEIA) within their workforce policies and culture. This DEIA Maturity Model supports agencies in effectively building an infrastructure for DEIA within their organization to improve efficiency, effectiveness, and equity within their workforce. This model can be adopted or adapted to meet an Agency’s unique structure and needs.

Signals of Maturity	Sub Area	LEVEL 1: Foundational Capacity	LEVEL 2: Advancing Outcomes	LEVEL 3: Leading and Sustaining
DEIA Approach		Focused on complying with non-discrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency practices promote the values of DEIA, but DEIA may not yet be integrated across Agency mission and strategic planning.	DEIA is an integral part of overall Agency mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data driven analysis, and continuous improvement. Agency undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity Framework		Definition of diversity confined to EEO categories.	 Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational Structure		DEIA work may be under-resourced within the organization and/or decentralized across the Agency.	DEIA work partially funded with limited integration across EEO, HR, civil rights, and D&I program offices.	 DEIA work fully resourced and led at highest levels of Agency leadership with significant and sustained SES responsibility.
DEIA Integration		DEIA work may be siloed within the Agency and/or disconnected from mission and strategic planning.	DEIA goals reflected in Agency strategic planning.	 DEIA goals fully and strategically integrated with Agency strategic planning, performance management, and learning agendas.
DEIA Program Structure	Resources	DEIA may be an unfunded mandate within the Agency; DEIA initiatives and programs may not have dedicated resources.	Limited funding, pending funding request and/or existing infrastructure / teams being leveraged to support the DEIA function.	 Appropriate funding and staffing connecting to specific metrics that are established for budget justifications for increased funding for DEIA. Continuous assessment of return on DEIA investments.

Signals of Maturity	Sub Area	LEVEL 1: Foundational Capacity		LEVEL 2: Advancing Outcomes		LEVEL 3: Leading and Sustaining
DEIA Program Structure	Program Management	Management of DEIA initiatives may be decentralized within the Agency and/or DEIA programs are not led by senior leadership.		Senior managers have been assigned with program responsibility within the Agency but DEIA initiatives are not yet driven by senior-most leaders with a direct line to the Secretary or Agency head.		Chief Diversity Officer or Diversity and Inclusion Officer has direct line to Secretary or Agency head and coordinates DEIA policies and initiatives across Agency.
Data-Driven Workplace Policy, Practices, and Procedures	Data-Driven Approach	Agency captures data for baseline reporting and compliance.		Agency captures comprehensive data and monitors outcomes via dashboards that are used to inform decision-making.		Agency subject matter experts and general managers leverage data to monitor outcomes and conduct root cause analysis.
	Policy Development	Agency policies meet legislative and regulatory requirements and Agency assesses barriers to employment.		Agency regularly evaluates and addresses systemic and cultural barriers, if any, across the talent lifecycle for all employees, including those from underserved communities.		Agency regularly assesses practices, addresses any potential barriers, analyzes data, and broadly communicates results/outcomes with the workforce and the public.
	Recruitment	Recruitment policies and practices may focus on non-discrimination of diverse candidates.		Recruitment policies and practices proactively advance DEIA goals and actively promote diversity.		Recruitment policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.
	Hiring	Hiring policies and practices focus on compliance with non-discrimination laws or take basic steps to promote DEIA.		Hiring policies and practices proactively advance DEIA goals and actively promote diversity.		Hiring policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.
	Promotion	Promotion policies and practices focus on compliance with non-discrimination protections.		Promotion policies and practices proactively advance DEIA goals and actively promote diversity.		Promotion policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on under-represented communities.

Signals of Maturity	Sub Area	LEVEL 1: Foundational Capacity	LEVEL 2: Advancing Outcomes	LEVEL 3: Leading and Sustaining
Data-Driven Workplace Policy, Practices, and Procedures	Retention	Retention practices include non-discrimination complaint and investigation processes.	✓ Retention practices proactively advance DEIA goals and provide information about resources to employees.	Retention practices actively work to mitigate barriers faced by employees in the workplace, including employees from under-represented communities.
	Professional Development	Professional development programs do not include DEIA content and/or only convey information to employees about opportunities	✓ Professional development programs proactively advance DEIA by including targeted DEIA content	Professional development programs and strategically advance equity for employees by mitigating barriers, including for employees from underserved communities
	Pay & Compensation	Pay and compensation practices focus on compliance with non-discrimination policies.	✓ Pay and compensation policies advance DEIA goals and seek to improve fair pay.	Pay and compensation policies actively work to advance pay equity across the Agency.
	Reasonable Accommodation for employees and applicants with disabilities	Reasonable accommodations policies focus on compliance with non-discrimination laws.	✓ Reasonable accommodations policies seek to improve employee experiences and promote opportunity for employees with disabilities.	Reasonable accommodations policies advance accessibility agency-wide and advance equity for Americans with disabilities.
	DEIA Training	DEIA trainings may be under-funded, have limited availability, and/or meet minimum requirements for accessibility.	✓ DEIA trainings proactively advance equity by promoting a culture of inclusion.	DEIA trainings are an integral part of the agency-wide learning agenda and are strategically leveraged to advance agency-wide equity goals.
	Workplace Safety and Sexual Harassment	Workplace safety policies focus on compliance with laws and mandates, and the Agency has written workplace safety policies in place.	✓ Agency proactively advances DEIA through robust implementation of written workplace safety policies.	Workplace safety policies are promoted by the senior-most leaders within the Agency and are an integral part of workplace culture.

Signals of Maturity	Sub Area	LEVEL 1: Foundational Capacity	LEVEL 2: Advancing Outcomes	LEVEL 3: Leading and Sustaining
Data-Driven Workplace Policy, Practices, and Procedures	Inclusive Workplace Culture	Agency may lack inclusive workplace programming and/or programming is limited in scope.	 Agency proactively advances DEIA values in workplace culture.	Agency integrates workplace inclusion measures into overall performance management and strategic planning.
	Reasonable Accommodation for employees seeking a religious accommodation	Reasonable accommodations policies focused on compliance with non-discrimination laws and mandates.	 Agency takes proactive steps to advance inclusion for employees who are people of faith and improves the experience of accessing religious accommodations.	Agency embeds inclusion of employees of all faiths and religious beliefs throughout workplace culture and continuously improves the religious accommodations process.
SES & Leadership Involvement	Engagement	Leaders endorse DEIA and encourage participation/participate in some workforce DEIA events/observances.	 Leaders regularly elicit employee feedback and seek support from ERGs.	Leaders model and champion DEIA consistently.
	Accountability	Agency may lack clear accountability structures to ensure leaders are involved in promoting and advancing DEIA within the workplace, or DEIA is promoted by leaders who feel personally motivated.	 Leaders are held accountable for DEIA actions / outcomes, as appropriate, by way of their performance evaluations.	Leaders integrate DEIA into their decision-making process, governance structure, mission, and goals.
Culture of Inclusion	Strategy	Agency may have ad hoc or stand-alone initiatives focused on raising awareness of the benefits of an inclusive workplace culture.	Agency has clear mission, vision, and values that reflect a commitment to DEIA and alignment to internal and external brand in the language used to promote DEIA.	 Agency has a formal DEIA strategy, including milestones/timelines and ongoing evaluation of effectiveness.
	Employee Experience	Agency builds employee engagement/ ERGs on an ad hoc basis.	 Agency adopts inclusion programs and initiatives that align with agency-wide DEIA and mission goals.	Agency leverages the diverse backgrounds of employees and ERGs to enhance results of Agency programs and initiatives.
	Accessibility	Agency meets legislative and regulatory requirements for access needs and reasonable accommodations.	 Agency makes key investments to improve and expand accessibility proactively across the organization.	Agency proactively assesses the environment for barriers to accessibility and makes improvements based on continual evaluation of data and changes in legal requirements.

GLOSSARY OF TERMS, ACRONYMS, AND ABBREVIATIONS

Term	Definition
Accessibility	The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.
Actions	Actions the agency and its divisions and mission enabling offices will take to advance the DEIA-related goals and accomplish the goals, objectives, and priorities. These may include, but are not limited to, actions such as analysis of outliers, implementation of promising practices, process improvements, regulatory initiatives, legislative proposals, or guidance revisions.
Direct Hiring Authority	An appointing (hiring) authority that the Office of Personnel Management can give to Federal agencies for filling vacancies when a critical hiring need or severe shortage of candidates exists.
Diversity	A collection of differing individual attributes that together help agencies pursue organizational priorities efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structure.
Employee Association Groups	Employee-driven programs designed to ensure each person has the same rights, benefits, and privileges of employment, and any identified discriminatory practices or policies are eliminated.
Equality	When each individual and/or group of people is given the same resources or opportunities.
Equity	Consistent and systematic, fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. Equity recognizes that people have different circumstances and allocates resources and opportunities accordingly to reach an equal outcome.
Goals	Commitments to address barriers or triggers to DEIA.
HireVue	HireVue is an on-demand structured interview assessment tool to evaluate candidates who are applying to select vacancy announcements.
Inclusion	The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
Individual Development Plan	A tool designed to assist employees in achieving their personal and professional development goals.
Minority Serving Institutions	Minority Serving Institutions provide access and opportunities for traditionally or historically underserved communities and individuals.
Objective	Overarching strategic position to be attained.
Operational Activity Measure	Measures used to assess efficacy of actions and to help produce the outcome measure.
Outcome Measure	Measures used to assess the end impact of the priority.
Priority	Breakdown of the specific objectives to be met through the DEIA plan.
Schedule A	A noncompetitive hiring authority that allows federal agencies to forgo the typical application process and hire individuals with disabilities directly into the workforce. People hired under the Schedule A hiring authority receive an excepted service appointment to a position that is otherwise in the competitive service.
Underserved Communities	Executive Order 14035 stated that the term “underserved communities” refers to populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. See full description on page 13.
VISION/CISA VISION	CISA VISION is a regularly circulated e-newsletter featuring stories about employees and resources for employees including updates on training, professional development and other CISA and DHS-related news.

Acronym or Abbreviation	Meaning
AANHPI	Asian American, Native Hawaiian, Pacific Islander
ATO	Authority to Operate
BSBP	Bureau for Services of Blind Persons
CC	Culture Council
CDEF	Cyber Education Discovery Forum
CDET	Cyber Defense Education and Training
CETAP	Cybersecurity Education and Training Program
CISA	Cybersecurity & Infrastructure Security Agency
CLF	Civilian Labor Force
CSAC	Cybersecurity Advisory Committee
CSD	Cybersecurity Division
DEIA	Diversity, Equity, Inclusion, and Accessibility
DEIAC	Diversity, Equity, Inclusion, and Accessibility Champions
DHS	Department of Homeland Security
DIR	Director of CISA
DDIR	Deputy Director of CISA
DOL	Department of Labor
EAG	Employee Association Groups
ECD	Emergency Communications Division
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EO	Executive Order
Exec.	Executive
FEVS	Federal Employee Viewpoint Survey
FY	Fiscal Year
GS	General Schedule
HBCUs	Historically Black Colleges or Universities
HIRE	Hiring Initiative to Reimagine Equity
ICDF	DHS Intelligence and Cybersecurity Diversity Fellowship
IDP	Individual Development Plan
IOD	Integrated Operations Division
ISD	Infrastructure Security Division
IT	Information Technology
LGBTQ	Lesbian, gay, bi-sexual, transgender, queer
MEO	Mission Enabling Office
MD	Management Directive
MOU	Memorandums of Understanding
MSIs	Minority Serving Institutions
NFC	National Finance Center
NFW	Neurodiverse Federal Workforce
NICE Framework	National Initiative for Cybersecurity Education
NOFO	Notice for Funding Opportunity
NRMC	National Risk Management Center

OCFO	Office of the Chief Financial Officer
OCLO	Office of the Chief Learning Officer
OCHCO	Office of the Human Capital Officer
OCOSO	Office of the Chief Operations Support Officer
OCPO	Office of the Chief Privacy Officer
OEA	Office of External Affairs
OEDIA	Office of Equity, Diversity, Inclusion and Accessibility
OEDIAO	Office of the Equity, Diversity, Inclusion and Accessibility Officer
OPM	Office of Personnel Management
OWE	Office of Workforce Engagement
PAD	Public Access Defibrillator
PAS	Personal Assistance Services
PMAP	Performance Management Appraisal Program
Project REACH	Realizing Equitable Access to Cybersecurity in High School
Q, Qtly.	Quarter, Quarterly
RA	Reasonable Accommodation
SED	Stakeholder Engagement Division
SES	Senior Executive Service
SL	Senior Level
SSR	Special Salary Rate
ST	Scientific or Professional Level
STRIDE	Strategic Talent Recruitment, inclusive Diversity & Engagement
TM	Talent Management
Virginia DARS	Department of Aging and Rehabilitative Services
Virginia DBVI	Department for the Blind and Vision Impaired
WHIANNHPI	White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders
WiCyS	Women in Cybersecurity
WP	Workforce Planning
WRP	Workforce Recruitment Program
WSS	Workforce Support Services

