Inclusion Action Committee Report

December 2021

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Administrator's Message

In August 2020, we set out to form a coalition of diverse Transportation Security Administration (TSA) leaders committed to ensuring that TSA continues to be a fair and equitable organization built on trusted relationships, mutual respect, and consistent communication between leadership and employees. What resulted from that initiative was the Inclusion Action Committee (IAC).

I directed the IAC to perform their work guided by TSA's strategic priority of Commit to Our People. Our dedicated TSA professionals are the Agency's most important assets in securing our Nation's transportation systems, and we have an obligation to foster a work environment where we all can contribute and thrive.

I wanted the IAC to listen closely to our employees and understand their thoughts and feelings about their everyday work environments. The IAC engaged with thousands of employees across the Agency to gain this understanding, and compiled the best practices for inclusion from public and private organizations. I asked them to make recommendations for how we can ingrain diversity, equity, and inclusion more deeply into our daily operations.

The team provided effective and applicable recommendations to enact within the Agency. Some of the recommendations I am most excited to implement are creating a Chief Diversity, Equity, and Inclusion (DEI) Officer, who reports directly to the Administrator to help drive cultural change; establishing a new leadership principle focused on supporting and sustaining an inclusive culture; and ensuring that performance plans for TSA's executive leaders reflect a focus on inclusive leadership.

My sincere thanks to all the committee members for their hard work and commitment to this project, as well as all of our valued employees who submitted their feedback and ideas. I am proud to announce that the IAC will remain in place as an advisory committee to continue to strengthen our inclusive culture by cultivating a supportive environment for our employees. I truly believe that the employee-centered approach and data-driven methodology used to develop this report will pay dividends for decades to come as we work to build and sustain a diverse, inclusive, and transparent work environment for everyone.

David P. Pekoske
Administrator

Inclusion Action Committee Message

All of us on the IAC are humbled and proud to represent the more than 60,000 TSA professionals. Our key purpose was to devise a strategy that enhances current Agency programs, introduces innovative solutions toward achieving a positive culture, and ensures TSA is a fair and equitable organization built on trusted relationships.

Our first step was to engage with employees to better understand their attitudes toward workplace issues, which included understanding how TSA employees experience social and racial tensions throughout our country. Ultimately, we built on our findings to identify courses of action that will strengthen our respect and commitment to each other.

By engaging with public and private organizations and other experts, we began to understand the meaning of diversity and inclusion (D&I) and how to apply these principles in the workplace. We realized we had an opportunity to modify policy, create programs, and identify innovative solutions to build a truly inclusive organization. Our intent was to create new opportunities to strengthen relationships, acknowledge differences, and hold ourselves accountable. The goal was to establish an environment where we intentionally recognize, value, and include the diverse thoughts, backgrounds, and experiences that all employees bring to TSA.

We have a monumental opportunity to be the model organization in the federal government for these goals. Our efforts to strengthen our diverse and inclusive culture will take us on a long journey for years to come. The recommendations outlined in this report highlight a path to guide us on that journey. The IAC invested significant time to listen and give a voice to a wide range of TSA employees. This report outlines our initial efforts with recommendations that lay out the next critical steps for TSA's transition into a more inclusive organization.

To be successful, we must invest in ourselves, each other, and continue our commitment to these efforts for our colleagues. We are confident that through innovative ideas and a commitment to do better, TSA will embrace a more diverse and inclusive culture to effectively protect and secure our Nation's transportation systems.

Jose Bonilla (Chair)
Civil Rights and Liberties,
Ombudsman and
Traveler Engagement

Andrea Mishoe (Co-Chair)
Security Operations

Executive Summary

TSA's most important asset is its people. TSA's leadership commitment to its employees is a cornerstone of the TSA Strategy. The Agency has an obligation to foster a diverse, inclusive, and transparent work environment for everyone. The IAC was tasked with using an employee-centered and data-driven approach to transform D&I initiatives at all Agency levels. Since August 2020, the IAC has assessed the Agency's D&I policies, processes, and cultural understandings to develop sustainable solutions to achieve these goals.

The IAC used a four-phased approach based on employee input, project accountability, transparency in communications and learned best practices. This approach, referred to as the D&I Roadmap, is outlined below.

- **Phase 1 – Listen & Learn:** Engage with TSA employees and external organizations to receive feedback and benefit from existing best practices for promoting D&I in the workplace.

- **Phase 2 – Prioritize & Align:** Review the data collected during the previous phase to identify initial areas of opportunity and develop a long-term sustainment strategy.

- **Phase 3 – Action:** Identify immediate implementable action recommendations and establish milestones to strengthen and sustain a successful TSA D&I model.

- **Phase 4 – Sustainability:** Identify recommendations designed to sustain Agency focus on training and establish the D&I enterprise structure.

Throughout these phases, the IAC engaged with approximately 7,000 TSA employees and more than 19 external organizations, both public and private, to identify best practices to support an inclusive, diverse environment. Based on these efforts, the committee recommended 40 solutions – and prioritized 16 – to improve TSA's D&I policies, procedures, and culture. The IAC is in phase 3 of their action plan, and as of May 2021, four of the IAC's recommendations have been approved for implementation.

The committee's efforts represent the first steps in developing innovative and sustainable solutions to ensure equity throughout the Agency. This report marks a milestone for TSA. The Agency has a renewed commitment focused on actions that will create and transform programs and policies to further drive diversity, equity, and inclusion within TSA. To further support TSA's sustainment efforts, the IAC will remain as a permanent support structure for the Chief DEI Officer with a third of the committee membership rotating on a yearly basis.

IAC Mission Statement

To use an employee-centered and data-driven approach to transform D&I at all levels of TSA. The IAC is committed to assessing D&I policies, processes, and culture for the development of sustainable solutions to empower employees as they work together to achieve the TSA mission.

Purpose

This report introduces a strategy that enhances current Agency programs, introduces innovative solutions toward creating a positive culture, and ensures TSA is a fair and equitable organization built on trusted relationships.

Committee Structure

The IAC is a coalition of diverse TSA leaders committed to engaging employees and ensuring that TSA is a fair and equitable organization built on trusted relationships, mutual respect, and increased communication between leadership and employees. Committee members include the following representatives:

Jose Bonilla (Chair), Civil Rights and Liberties, Ombudsman and Traveler Engagement

Andrea Mishoe (Co-Chair), Security Operations

Kim Jackson, Security Operations

Steve Lorincz, Security Operations

Byron Irby, Law Enforcement/Federal Air Marshal Service

Julie Comeau, Law Enforcement/Federal Air Marshal Service

Stephanie Metzger, Law Enforcement/Federal Air Marshal Service

Hao-y Froemling, Intelligence and Analysis

John Barth, Chief Finance Office

Tina Cariola, Training and Development

The following members of TSA's Executive Advisory Committee assisted the IAC:

Alexa Lopez, Strategic Communications and Public Affairs

Christine Griggs, Civil Rights and Liberties, Ombudsman and Traveler Engagement

Kimberly Hutchinson, Training and Development

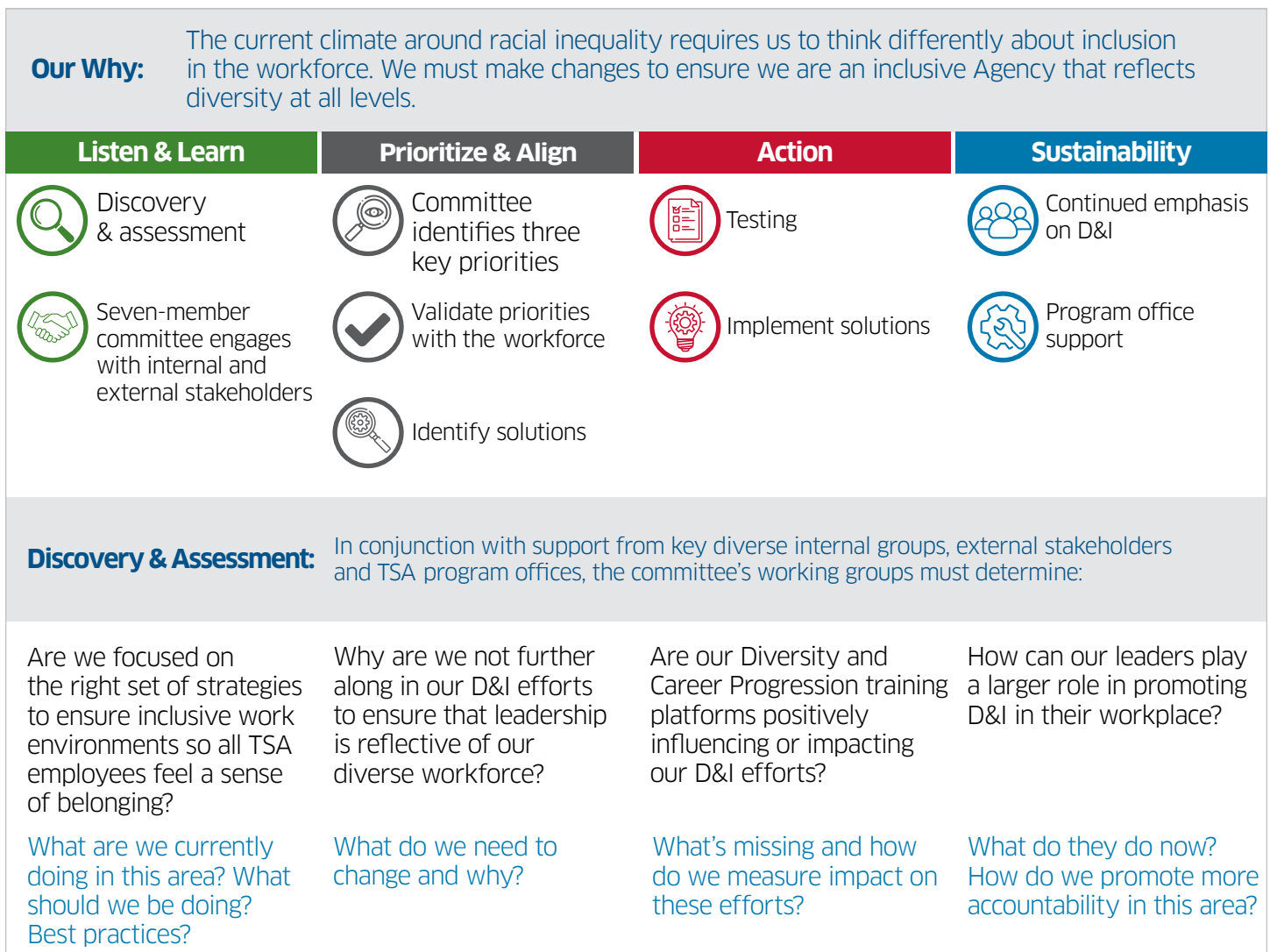Patricia Bradshaw, Human Capital

Employees across TSA contributed to the IAC's mission in areas such as administrative support, content consultation, program coordination, and analytics. These individuals include Achelet Petit-Homme, Ben Sears, Eric Larson, Lakiesha Smith, Lindsey M. Posmanick, Meagan Darcus, Nate Kageyama, Nina Moses, Paul Meyers, and Stephanie Cao.

IAC Strategy, Recommended Solutions & Transition Plan

Administrator Pekoske formed the IAC in response to nationwide societal tensions. TSA felt it had an obligation and responsibility to be a more inclusive Agency that reflects diversity at all levels and ensures its employees feel a sense of inclusion. TSA Executive Advisors provided a Diversity & Inclusion Roadmap to the newly formed committee. The Roadmap outlined the committee's purpose (Our Why), phase-based approach, and guiding principles (Discovery & Assessment).

Diversity & Inclusion Roadmap

Our Why: The current climate around racial inequality requires us to think differently about inclusion in the workforce. We must make changes to ensure we are an inclusive Agency that reflects diversity at all levels.

Listen & Learn	Prioritize & Align	Action	Sustainability
Discovery & assessment	Committee identifies three key priorities	Testing	Continued emphasis on D&I
Seven-member committee engages with internal and external stakeholders	Validate priorities with the workforce	Implement solutions	Program office support
	Identify solutions		

Discovery & Assessment: In conjunction with support from key diverse internal groups, external stakeholders and TSA program offices, the committee's working groups must determine:

Are we focused on the right set of strategies to ensure inclusive work environments so all TSA employees feel a sense of belonging?	Why are we not further along in our D&I efforts to ensure that leadership is reflective of our diverse workforce?	Are our Diversity and Career Progression training platforms positively influencing or impacting our D&I efforts?	How can our leaders play a larger role in promoting D&I in their workplace?
What are we currently doing in this area? What should we be doing? Best practices?	What do we need to change and why?	What's missing and how do we measure impact on these efforts?	What do they do now? How do we promote more accountability in this area?

Figure 1. Guiding Principles were questions that the IAC asked themselves at each phase to ensure accountability to TSA employees and the intent of the Diversity & Inclusion Roadmap.

In Phase 1: Listen and Learn, the IAC used qualitative and quantitative research methods to measure TSA's current D&I climate. The data collected was grouped into categories, specifically best practices, recommendations and concerns. Next, the IAC facilitated several sessions where the categories were narrowed into seven focus areas (see Figure 2).

Throughout this process, the committee used the D&I Roadmap to track and validate the research. In Phase 2: Prioritize & Align, the IAC used the seven focus areas to define TSA's key D&I priorities (D&I Strategic Priorities). These priorities served two purposes:

1. Act as a strategic tool for the IAC to identify sustainable solutions

2. Align program offices' internal D&I initiatives with the IAC strategy

In January 2021, TSA employees validated the D&I Strategic Priorities via a TSA IdeaFactory challenge. It was approved by TSA leadership in February 2021.

At the end of Phase 2, the IAC identified more than 40 potential D&I solutions and recommended 16 for action (see "Appendix D"). As of May 2021, four of the IAC's recommendations were approved and implemented by TSA leadership and ten will be transitioned to program offices for action. The transition of ownership will launch the next phase of the D&I Roadmap. Throughout Phase 3: Action, program offices will test the IAC's 10 recommended actions. Successful pilots will be implemented across TSA. The final phase, Phase 4: Sustainability, will evaluate IAC's impact to TSA's D&I atmosphere.

Phase 1: Listen & Learn

Discovery & Assessment

In November 2020, the IAC completed Phase 1 of its D&I Roadmap. The committee reviewed 6,355 survey responses and also conducted 23 listening sessions with 379 participants. They also held 11 interviews internal to TSA and 19 external interviews. The purpose of these engagements was to understand the current environment and areas of improvement for D&I in the workplace.

The committee also used its iShare page and direct email as tools for employees to learn more about IAC's efforts and to promote open-ended and direct communication. The InclusionActionCommittee@tsa.dhs.gov email address is still active and will remain open for the foreseeable future to allow employees to share thoughts and ideas with the committee.

The information collected was shared with employees and used to develop findings for forming evidence-based answers to the evaluation questions. The answers will form the basis for conclusions and recommendations at the end of the report.

Employee Survey

Methodology
The IAC developed an employee-focused methodology that included qualitative and quantitative research methods. These methods promoted active listening and less presumption about employees' feelings and thoughts. The committee created a quantitative survey and distributed it to all TSA employees to understand the current D&I climate across TSA and to create a baseline and metric to measure D&I efforts against annually.

The survey was open for a 2-week period in September 2020. Participants consisted of a diverse set of TSA employees across all pay bands, organizational components, experience levels, and demographic groups. Approximately 11 percent (6,355 employees) of the TSA workforce participated in the survey. The largest portion of responses came from four offices, including Security Operations at 45.6 percent, Law Enforcement/Federal Air Marshal Service at 13.3 percent, Operations Support at 8.9 percent, and Enterprise Support at 5.6 percent.

Findings
The IAC found that 82.2 percent of survey respondents believe it is important to have diverse leadership at all levels. However, only 57.6 percent feel that TSA's current leadership reflects its diverse workforce and only 50 percent agree that senior leaders within their organization foster a D&I environment.

The IAC identified three themes from its analysis of survey results (see Appendix A for full survey and responses):

1. **Awareness**
   Survey analysis revealed that an employee's awareness of TSA's D&I efforts drives their overall perception of the D&I environment at TSA. Initial data showed that lower pay band and employees who are 35 years old and younger, are not as aware of TSA's D&I efforts as much as higher pay band and older aged employees. Analysts conducted further research and confirmed, as expected, that the

majority of those younger, lower pay band employees work at airports. Awareness by duty location reveals similar trends. This data suggests that TSA needs to find a better mechanism to communicate and reach its younger, lower pay band employees who work at airports.

2. **Transparency and Communication**
   In response to the question, "My organization values transparency and open communication," 26 percent of participants responded negatively. This negative response rate climbed to 58 percent with employees who self-identify as belonging to the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual and/or Ally (LGBTQIA+) community. This question had the highest overall negative response rate, and the IAC determined that TSA needs to improve transparency and communication with all employees, especially with those belonging to the LGBTQIA+ community.

3. **Perception**
   Employees in various demographic groups perceived D&I efforts differently. Survey findings showed that members of underrepresented   groups, minority and female participants, were less likely to agree that TSA reflects a positive D&I environment when compared to responses from Caucasian male employees. The greatest gaps exist within responses related to D&I policies, resources and training. As a result, the IAC believes TSA needs to enhance communication strategies specific to D&I activities in order to positively impact the perception within all employee populations.

Please refer to "Appendix A" for additional information on survey results.

Outreach External Stakeholders

Methodology
As part of Phase 1, the IAC consulted with a variety of external stakeholders. These organizations were selected because of their noteworthy D&I accomplishments. The following table outlines the external stakeholders that were consulted:

List of External Stakeholder Engagements	
Stakeholder Type	Organizations Contacted
Other Department of Homeland Security (DHS) Components	Customs and Border Protection, Federal Emergency Management Agency, DHS D&I Group, U.S. Coast Guard and U.S. Secret Service D&I Council Members
Government Agencies	Federal Deposit Insurance Corporation, National Aeronautics and Space Administration, General Services Administration, Consumer Finance Protection Bureau and Department of the Interior
Private Industry	Accenture, Delta, American Airlines, Deloitte Consulting and Ford Motor Company
Academia	George Mason University, American University and Harvard University
Stakeholder Associations	Middle Eastern Law Enforcement Association, American Human Rights Council and Women in Federal Law Enforcement

Findings

The following takeaways highlight the key best practices identified from the external stakeholder discussions.

Recommended Takeaways for TSA

Potential best practices to adopt:

- Consider a "Chief Diversity and Inclusion Officer" to provide executive oversight

- Hold community building and dialogue series to address current events

- Create series of courses designed to define and institutionalize D&I as a common practice at the workplace for all levels within the Agency

- Recognize and reward people that show ways to enhance inclusion and belonging

- Adequately staff D&I offices

- Create executive oversight of D&I activities and provide support to leaders

- Create senior executive responsible for D&I

- Conduct mandatory training for staff at least biannually

- Focus on communications and marketing as part of the effort and integrate into strategic plan

- Focus on specific outcomes and measures

- Assess local D&I activities and publish in a regular report of promising practices

- Use a rollout guide to support leaders when releasing a new D&I strategic plan. Create campaigns, for example Small Steps, Random Acts of Inclusion, to highlight focus areas in the plan

- Include Senior Executive Service participation on Inclusion Council

- Focus on taking unconscious bias training to the next step – having courage to act

- Use local and national "Inclusion Councils" to foster activities and engagement at multiple levels

- Look at D&I Maturity Models to assess TSA's progress in this area

- Address employee's overall wellbeing

- Use a formal mentoring program to enhance leadership diversity

A larger sample list of best practices can be found in "Appendix B".

Listening Sessions

Methodology

The IAC held a series of virtual listening sessions, open to all employees, to gather information on how TSA can improve its D&I efforts. These sessions occurred twice daily from October 19 to October 30, 2020, with approximately 300 employees participating. The sessions were led by an independent, outside facilitator and included small-group discussions, live polls, and chat features to ensure that everyone had an opportunity to express their viewpoints.

Findings

Major themes from the listening sessions included the following:

- Make D&I an operational imperative at TSA

- Lead by example at all levels of leadership

- Clarify the meaning of D&I at TSA

- Focus on person-to-person communications

- Provide more effective scenario-based training opportunities

Below are a few impactful statements mentioned during the listening sessions.

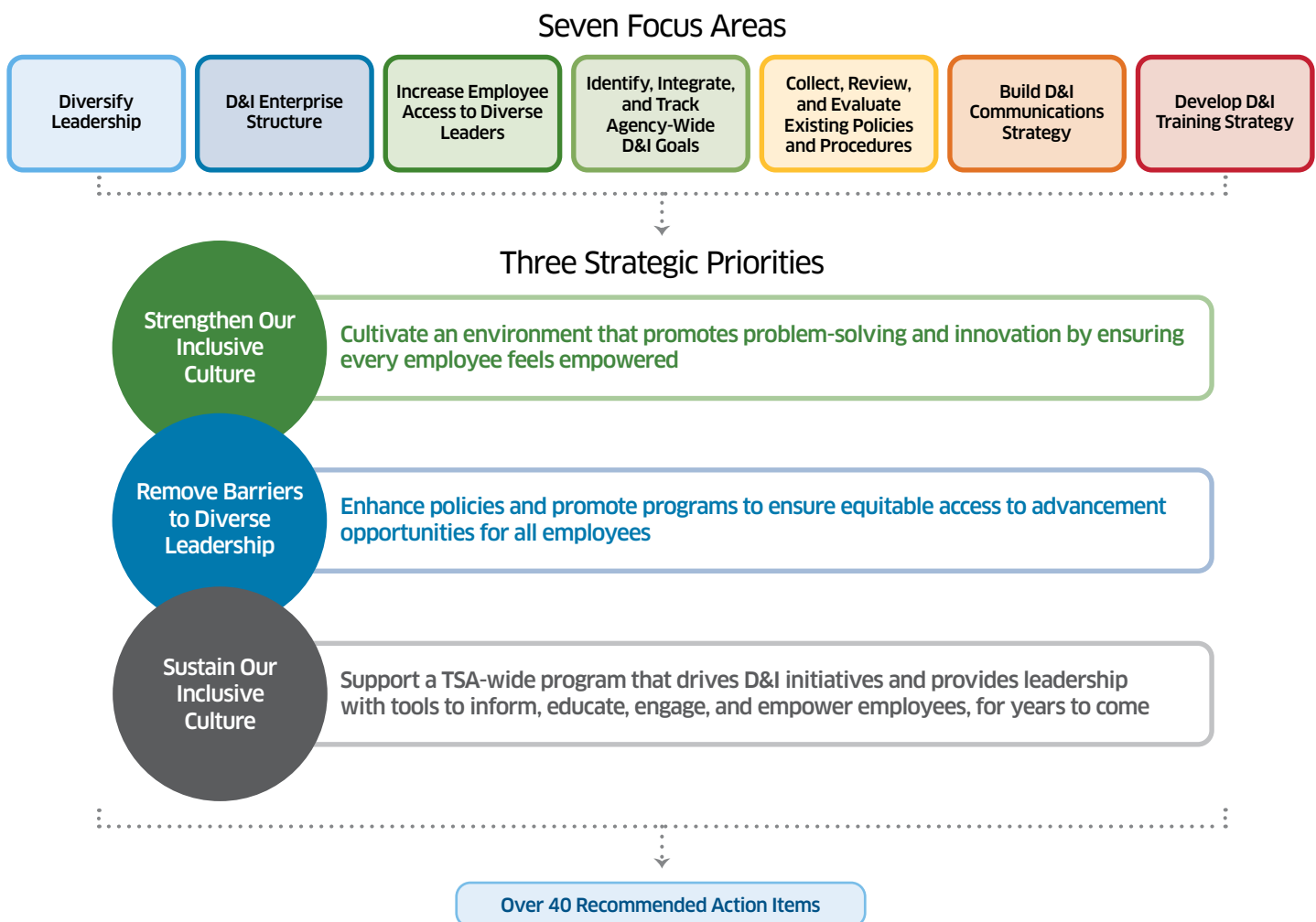| Listening Session (Focus Group) Impact Statements	
Categories	Impactful Statements from Employees
Promotion Process	"It is who you know, not what you know. I see people being promoted that if leadership truly knew who they were, they would not be promoted, yet others are being bypassed."
Safe Environment	"Employees need to feel leadership has created a safe space for them to share their experiences."
Gender Identity	"There's no clarity from DHS on how to address the transgender issue; TSA needs a policy."
Training	"Our training focus is on what not to do."

Phase 2: Prioritize & Align

Analysis of Findings

Throughout Phase 2, the IAC analyzed the data collected during Phase 1 to identify key priorities for next steps. The overall goal of the analysis was to provide a holistic view of all possible issues causing poor organizational D&I. These results do not indicate that the Agency is not already focused on D&I. Instead, the results highlight areas where ongoing hard work and coordination can be enhanced. The IAC held several sessions to synthesize and prioritize the data into a comprehensive strategic plan. The team used an Ishikawa or "fishbone" diagram (see "Appendix C"), to display the cause-and-effect relationships and organize data into action-oriented information.

The committee established seven focus areas, which were used to define three key strategic priorities. They then validated the priorities with TSA employees through the TSA IdeaFactory in January 2021 (see "Appendix E"). A list of the seven focus areas and details are provided below in Figure 2:

Seven Focus Areas

Diversify Leadership	D&I Enterprise Structure	Increase Employee Access to Diverse Leaders	Identify, Integrate, and Track Agency-Wide D&I Goals	Collect, Review, and Evaluate Existing Policies and Procedures	Build D&I Communications Strategy	Develop D&I Training Strategy

Three Strategic Priorities

Strengthen Our Inclusive Culture — Cultivate an environment that promotes problem-solving and innovation by ensuring every employee feels empowered

Remove Barriers to Diverse Leadership — Enhance policies and promote programs to ensure equitable access to advancement opportunities for all employees

Sustain Our Inclusive Culture — Support a TSA-wide program that drives D&I initiatives and provides leadership with tools to inform, educate, engage, and empower employees, for years to come

Over 40 Recommended Action Items

Figure 2. Seven Focus Areas emerged from the IAC's holistic research approach and subsequently informed the development of the Three Strategic Priorities. The Seven Focus Areas were used by the IAC to identify over 40 recommended action items and the Three Strategic Priorities acted as a guide for program offices to align their internal D&I initiatives with the IAC's Focus Areas.

Phase 3: Action

Recommended Solutions

Phase 3 identified immediate, recommendations to strengthen and sustain a successful TSA D&I model. The IAC, in coordination with applicable program offices, is working to determine milestones, timeframes, and potential funding needs to implement these recommendations. The following recommendations have been approved by the TSA Administrator.

Priority 1: Strengthen Our Inclusive Culture

Implemented

TSA's Gender Identity Policy – One of the key findings of the D&I survey was that 58 percent of respondents who self-identify as belonging to the LGBTQIA+ community responded negatively to the question, "My organization values transparency and open communication." This sentiment was echoed by members of TSA's airport leadership who highlighted the need to have a written policy that supports transgender Transportation Security Officers (TSOs) performing screening functions, specifically pat-downs. Additional feedback highlighted the need for TSA to ensure transgender employees be treated equally and held to the same job performance requirements as any other employee.

In March 2021, TSA approved Management Directive 900.2 and its associated Handbook. They provide the guidelines, policies, and procedures for addressing the needs of transitioning and transgender TSOs. They also clearly lay out TSA's equal employment opportunity and nondiscrimination policy, as applicable to both current employees and applicants. The new policy for went into effect on April 11, 2021.

Implemented

10th Leadership Principle – Previously, TSA's *Administrator's Intent 2.0* outlined nine Leadership Principles that guide expectations for employees at all levels of the organization. The Leadership Principle, "Caring for Our People," focuses on diversity as a core strength for TSA. However, TSA does not have a principle highlighting the importance of inclusion. The IAC recognized that employees want to bring their whole selves to work and do not always feel supported by their supervisors. Therefore, the committee recommended a new Leadership Principle that focuses on inclusion. The new leadership principle was approved on April 23, 2021, and will appear in the updated *Administrator's Intent 2.0* as follows:

> **"Support and Sustain an Inclusive Culture:** Recognize, value, and respect all individuals; actively seek to understand and advocate for all people in the workplace."

This new Leadership Principle supports and sustains an inclusive culture that aligns with TSA's core values. It also shows the importance of D&I within the Agency.

Implemented

Performance Plan Updates on Inclusive Leadership – The IAC recommended additional language be added into the performance plans for TSA's executive leaders, specifically addressing D&I initiatives. Under "Critical Element #5 Results Driven," this language will establish requirements for D&I events such as Town Halls, as well as regular surveys and follow-up action plans, to meet TSA's overall D&I strategy. The IAC also recommended that appropriate D&I guidelines be included in the revised template of the Employee Performance Management Plan for supervisors and above in FY 2022. This update was approved on April 23, 2021.

Annual D&I-Themed Campaigns – In Phase 1, the IAC discovered that 21 percent of survey participants did not agree that diverse backgrounds are acknowledged and respected at TSA. Additionally, only 50 percent of respondents agreed that senior leaders foster a D&I environment. The IAC recommends establishing a "Year of Inclusion" campaign in 2022, with similar annual events to follow. Potential themes could include "Belongingness," "Equity," and "Empowerment," with large-scale initiatives hosted by established Employee Resource Groups such as the D&I Change Agents Council, Women Excel @TSA, and TSA Pride.

Policy & Toolkit for the Creation of Employee Resource Groups – Through its engagements with external organizations, the IAC identified the need for private, lawful, not-for-profit Employee Resource Groups within TSA. The committee also recommends developing a resource toolkit to offer guidance on how to establish and officially support these groups. Once formed, the groups will be able to coordinate directly with the D&I Change Agents Council, Chief DEI Officer and the Leadership Council. Ultimately, they will give people a platform to voice their concerns and share their experiences. They will also provide another opportunity for leaders to stay connected with the workforce and respond to the needs of their employees.

D&I Events – The IAC recommends that all executive leaders facilitate a minimum of two D&I events within their performance year. As part of this recommendation, funding should be allocated for the yearly events held at airports, field offices, and other locations throughout the Agency. These events should promote work-life balance and show support for D&I from the highest office levels of TSA. The Agency's funding of D&I events is designed to encourage an open, fair, and transparent process for all employees by allowing a free expression of ideas – all while reducing the financial burden on senior leaders and their offices.

Priority 2: Remove Barriers to Diverse Leadership

Disciplinary Policy Transformation – The IAC recognized the need to transform TSA's disciplinary policy to ensure equitable access to advancement opportunities for all employees. Depending on an individual's position within the Agency, disciplinary action is inconsistently applied. A review and identification of policy enhancements should be considered in an effort to eliminate double standards and ensure all employees are held accountable to the same standards. Leadership should not feel compelled to issue disciplinary action based on the established "Table of Penalties" alone. The transformation of the disciplinary policy must also promote engagement between employees and their supervisor prior to the issuance of action depending on infraction, therefore eliminating the paradigm of penalty over mentoring. The goal is to establish necessary relationships between supervisors and subordinates that will allow TSA employees to develop and become competitive for promotion opportunities.

Attendance Policy Transformation – The IAC recommends piloting a new attendance system designed to provide clear expectations of future corrective actions related to unscheduled absences. TSA's current approach relies on each supervisor or manager defining patterns of abuse with regard to attendance, which creates inconsistency and the perception of unfair policies. Most industry partners in similar workspaces have transitioned to an attendance system that gives employees clear expectations of future corrective actions related to unscheduled absences and sick leave. To create more transparency, TSA seeks to pilot a new attendance policy at select locations, aligning with best practices from industry partners. If this approach is successful, based on employee and supervisor feedback, the Agency would look to make a national policy change.

Promotion Policy Transformation – The IAC recommends piloting new processes to enhance the promotion policy. These enhancements include a blind review process as the initial step in the selection process for supervisory positions, and documenting and defining the requirement to have a diverse interview panel. For qualified individuals, a recommendation from their first and second supervisors is required to be included along with the interview as criteria for selection. Further, including an HR Specialist into the overall process will provide support and ensure compliance with the promotion policy. Another area of focus within this recommendation includes clearly defining the selecting official's duties and responsibilities in order to drive standardization throughout TSA. The IAC received consistent sentiment from colleagues at all levels within the Agency that highlights the inconsistencies with the promotion system that has led many to believe, "it's not what you know, but who you know." This recommendation focuses on the application of several new requirements to reinforce a more transparent process.

D&I Supervisory Interview Questions – Effective leadership is expected of all individuals in a supervisory or executive position. In order to effectively identify and select individuals for positions of leadership, the IAC recommends leveraging the interview process to understand more about the candidate's knowledge or ability to lead as an inclusive leader. This recommendation includes a requirement of two questions for supervisory position interviews that focus on D&I leadership capabilities.

Promotion Relocation Opportunities – The IAC recommends the development of a standardized process and associated funding requirements to support moving expenses for individuals selected for promotion opportunities. The goal is to increase the diversity within the Agency's applicant pools for leadership positions and similarly increase opportunities for all employees to consider applying for positions throughout the Agency regardless of the geographic duty station. During Phase 1, the IAC received comments such as, "Only the wealthier employees being able to afford the costs associated with moves" and "There needs to be more transparency with moves linked to promotions." If successful, this recommendation will allow the Agency to support a diverse management team reflective of the overall employee demographics.

Priority 3: Sustain Our Inclusive Culture

Implemented

Chief DEI Officer – The IAC recommended creating a Chief DEI Officer position who would report directly to the Administrator, have direct oversight of the IAC and coordinate with Civil Rights & Liberties, Ombudsman and Traveler Engagement (CRL/OTE) for DEI and equal employment opportunity matters. During discussion with the public and private organizations, most pointed to the establishment of this position as a key factor in D&I progress. TSA's own long-term priorities require executive-level leadership devoted solely to driving cultural change across the enterprise. The Chief DEI Officer position was announced during a TSA Town Hall on March 9, 2021.

D&I Training – In the summer of 2020, Training & Development (T&D) began working with CRL/OTE to create a D&I baseline course that will be mandatory for all TSA employees. This course was paused when Executive Order 13950 on *Combating Race and Sex Stereotyping* was issued in September 2020. With the rescinding of this Executive Order in January 2021, T&D and CRL/OTE completed and issued the training to all TSA employees via the Online Learning Center on October 1, 2021.

In addition to the baseline course, CRL/OTE offers Inclusive Diversity Training for TSA employees at the J-band level and above. The IAC would like to expand this offering to create a cadre of qualified instructors to teach the course. Recommendations are also in place to make Inclusive Diversity Training mandatory for all supervisors, with required completion by December 31, 2022. T&D and CRL/OTE need to develop a recurrent training plan for supervisors to determine ongoing training needs in this area.

Creation of a D&I Network – To support the long-term growth of a positive D&I culture, the IAC recommends establishing D&I councils throughout the Agency to coordinate with the National Change Agents Council. To be truly successful, this network cannot exist in a vacuum or operate within silos. Instead, it must be able to communicate openly and share ideas and best practices with senior leaders. The proposed D&I operational structure chart listed below shows how these communications can flow.

Proposed D&I Operational Structure

Leadership Council
Decision body that provides guidance & oversight to ensure the success of TSA's D&I Strategy.

Change Agents Council

Addresses national level D&I issues with the Executive Leadership Council.

Maintains working relationships with committees throughout TSA.

Chief DEI Officer
Ensures collaboration between Councils and Committees. Provides strategic direction and communication on D&I at TSA.

SO Committees **FAMS Committees** **HQ Committees**

Align functions and goals with the National D&I Council to ensure enterprise cohesiveness and continuity. Collaborate on best practices or initiatives that have had a positive impact on employee engagement, morale, and D&I. Utilize various tools (FEVS, climate surveys, etc.) to measure employee perceptions of fairness, individual development, engagement and accomplishment. Analyze data tools to develop best practices or initiatives to increase employee engagement, morale, and communication at airports/field locations. Conduct local events to promote diversity and inclusion.

COMMUNICATION COMMUNICATION COMMUNICATION

The IAC also recommends a D&I podcast series to broadcast powerful, positive reflections involving TSA's diverse workforce. This podcast would support the D&I network by increasing the flow of information, promoting cultural awareness, and giving employees easy access to resources and tools. Strategic Communications and Public Affairs would provide technical support and help produce episodes. These podcasts would also include guest speakers.

D&I Division – A key area of focus for the IAC was identifying solutions to ensure the Agency can sustain a D&I culture for years to come. After consulting with outside organizations, the IAC identified critical issues with TSA's organizational structure responsible for managing, measuring, supporting, and sustaining D&I initiatives. Notably, TSA's D&I Program is severely understaffed and under resourced. Actions are underway to secure the funding and resources needed to establish CRL/OTE's Access, Equity, and Inclusion Division and appoint a Chief DEI Officer. The IAC also recognizes the need to establish a statistical analysis and reporting section to ensure future decisions and initiatives are driven by sound data.

Selecting Official Training – The IAC recommends a checklist to guide hiring officials through the selection process to ensure equity and fairness. Additionally, training that supports this process should be included in all promotional-level classes for supervisors and above. This training should include recommendations on how to conduct blind resume reviews, how to establish a diverse interview panel, and what types of inclusive diversity questions should be considered for supervisor and senior leader interviews. Additionally, during employee listening sessions, the IAC learned that employees who do not receive job offers may not consistently receive helpful feedback on why they weren't selected. The IAC therefore recommends that training should include best practices for sharing feedback with non-selectees.

Transition

TSA must seek input from all colleagues at select pilot locations to understand the feasibility and impact a recommendation may have if implemented at the national level. The IAC, in coordination with offices throughout the Agency, initiated a transition plan to identify points of contact for lead and support offices. It also established working groups of subject matter experts to identify milestones, timelines, and potential funding needs. CRL/OTE's D&I Branch will manage the tracking and oversight of the implementation process. Figure 3 lists the full action plan to be implemented:

Transitional Plan of Action FY 21-22				
	Solution Recommendations	Recommend Initiation	Lead Office	Supporting Office
Strengthen our Inclusive Culture	Create Employee Resource Group (ERG) toolkit and establish guidance to support the creation of additional ERGs	FY21 (in progress)	CRL/OTE	HC, T&D
	Inject "Workplace Climate" as an Agency-Specific Performance Requirement under Leading People for all TSES and within the Supervisory Skills competency for G through L band	FY21 (completed)	CRL/OTE	HC, EAAs
	All TSES to facilitate a minimum of two events (funded) within the performance year, dedicated to educating and fostering inclusive and diverse behavior	FY22 (in progress)	CRL/OTE	SO, FAMS, CFO, CC
Remove Barriers to Diverse Leadership	Pilot a new attendance policy system designed to provide clear expectations of future corrective actions related to "unscheduled absences"	FY22 (in progress)	HC	RCA, SO, APM, IT
	Require two supervisory interview questions that focus on inclusive leadership capability and program delivery examples that support and sustain a D&I culture	FY21 (in progress)	HC	T&D, CRL/OTE, FAMS
	Pilot a new selection process within the Promotion Policy to include a "Blind Review" as the initial step in the selection process for supervisory positions	FY22	HC	RCA, CRL/OTE, FAMS
Sustain our Inclusive Culture	Fund and resource the Diversity and Inclusion Division to ensure TSA effectively manages, supports and measures our D&I programs and initiatives	FY22	CRL/OTE	DEAAs
	Pilot the establishment of D&I Councils to represent all locations throughout the agency	FY21 (in progress)	CRL/OTE	SO, FAMS, EAAs
	Require Inclusive Diversity leadership training for all supervisory K band through TSES by end of 2021 and G through J bands by the end of 2022	FY21 (in progress)	T&D	CRL/OTE
	Develop training for selecting officials to mitigate biases and develop a tool/checklist guiding selecting officials through the selection process	FY22	T&D	HC, CRL/OTE

Figure 3. This chart identifies the lead and supporting offices that will test the ten recommended solutions provided by the IAC.

Phase 4: Sustainability

Continued Emphasis on D&I

Achieving the goals of the D&I Transitional Plan of Action requires a synchronized and coordinated effort from the entire TSA community. D&I must become an integral part of TSA's culture to compete for and retain top talent and cultivate well-qualified future leaders. By taking a strategic approach in the areas of communication, outreach, hiring and retention, the Agency can create a culture of inclusiveness that will positively impact its employees in the long term. Part of this strategy will ensure that leaders can effectively manage diverse teams and ultimately serve as role models for fostering an inclusive and mission-focused workplace.

Training

A strong D&I culture relies on a series of small, deliberate behaviors related to fairness, openness, cooperativeness, empowerment, and support. Training is essential to explaining the categories of inclusive behaviors and helping all employees understand how to demonstrate inclusive behaviors in a practical manner. For example, telling a leader that being supportive means providing constructive feedback is, by itself, insufficient. A leader must learn how to deliver constructive feedback with the expectation that the leader is then held accountable for this behavior in the workplace.

TSA must invest in powerful D&I initiatives to attract and retain the most qualified employees, increase job satisfaction, and foster innovation. The advancement of these initiatives requires top-level support to adopt and implement a clear and focused plan for everyone. To get there, TSA's Chief DEI Officer should work with CRL/OTE and T&D to create the right plan and training procedures to make a measurable impact on a diverse and inclusive workplace culture. However, it is important to recognize that training alone is not a complete solution. It must be coupled with dedicated D&I resources, ongoing employee engagement efforts, and performance measures that hold leaders accountable.

Vision for Measuring Success

As TSA moves ahead to develop and implement these recommendations, the Agency will establish milestones and measures to monitor progress. TSA will further define short-term and long-term metrics as projects and initiatives transition from recommendations to plans of action. Goals and metrics relative to employee engagements, resource groups, training, and feedback surveys will also be established and tracked. As offices assess information and incorporate new initiatives, these measures should be readjusted and refactored.

TSA will also track D&I indexes across the agency to measure and evaluate its progress. To achieve this goal, the Agency will establish an annual, internal D&I survey and compare its results with the Federal Employee Viewpoint Survey. Data collected from the D&I survey will then be used to generate a D&I Perception Index.

D&I Perception Index

As identified during Phase 1, the IAC established a baseline D&I Perception Index to serve as both a marker and a pointer for management to identify areas that need adjustments. This index is not a standalone measurement. Instead, it will be used with other feedback mechanisms including FEVS and Command Climate surveys.

D&I Diversity Index

The IAC looked closely at TSA's Employee Composition reports to see how effectively they are disseminated and used. These reports reveal the level of workforce diversity that exists across functions and pay bands at a given point in time. During its analysis, the IAC identified the need for a D&I measurement tool to put information from the Employee Composition reports into better focus. TSA will therefore incorporate a D&I Diversity Index to measure how TSA is building and balancing diversity at the middle- and upper-management levels.

This D&I Diversity Index will be calibrated using the industry-proven Gini-Simpson Index. The Gini-Simpson Index measures the level of diversity in a group, with a higher number indicating a more diverse workforce. It considers different racial and ethnic groups and includes gender ratios across an organization. All of this information will feed into the D&I Diversity Index.

While the IAC acknowledged an urgent need for the D&I Diversity Index to encourage fairness and equity, it did not recommend establishing explicit hiring quotas. Instead, the IAC recommends that TSA utilize this tool to establish long-term goals in an effort to reduce the current gap that exists between middle- and upper-management levels compared to the overall employee base.

Initial overall data from the Gini-Simpson Index is provided in Figure 4 below. For additional context, it is important to note that TSA possesses a more diverse workforce relative to the rest of the Federal Government. However, major diversity gaps still exist when staff-level employees are compared with middle- and upper-management.

Gini-Simpson Definition

The Gini-Simpson Index is a measure of the level of diversity; **the higher the measure the more diverse the group**.

Gini-Simpson Index on Race & Ethnicity	69%	59%	55%	42%	36%
	TSA*	Federal Workforce	National Workforce	Fortune 500	SES
Female Share	41%	45%	57%	28%	34%

Figure 4. TSA Data as of Feb 2021.

To help close these gaps and minimize existing disparities, the D&I Diversity Index will first establish a present-day baseline and then measure progress annually. These measurements will take time to shift and rebalance across workforce and management levels. For example, units with limited diversity in their leadership ranks should not expect immediate large-scale improvements. Instead, these areas should focus on equitable career-development and hiring opportunities. Therefore, incremental positive change will be encouraged over time.

Results from the D&I Diversity Index will be viewed alongside TSA's Employee Composition reports to better gauge the agency's efforts to increase diversity and boost career opportunities for all employees. These reviews will be used in coordination with other D&I performance ratings and employee survey results to ensure that training, mentoring, and employee engagement efforts are moving the needle in the right direction.

The IAC recognizes that transforming TSA's D&I culture is a long process. This realization only helps underscore the high levels of commitment and dedication required by all employees to make it happen. While these initiatives will certainly evolve and adjust during the implementation phases, TSA's overriding D&I goals should never waiver.

Appendix A

Employee Survey Results from Phase 1 Quantitative Research

Preliminary Survey Findings

Response Rate

Goal
9500
Responses

Actual
6355
Responses

67% of Goal

11% of Agency

Transparency & Communication

- Across all questions, "My organization values transparency and open communication" has the highest percentage of negative responses
- 32% of survey breakout categories are specific to Gender Identity and Sexual Orientation (12 of 38 categories)
- 58% of questions within those categories have negative response rates (7 of 12)

(?) How can we improve transparency and communication to make TSA employees of diverse gender identities and sexual orientations feel included?

D&I Awareness Drives Perception

- Initial data shows Awareness is most impacted by Pay Band, then Age
- Awareness may be most impacted by focusing on younger, lower banded employees

(?) Are we utilizing the best communication strategy to reach our younger, lower pay-banded employees who work at airports?

Demographic Comparatives

- Perception variations are greater between White/Caucasian v. Minority participants than Male v. Female participants
- The greatest gaps exist within questions regarding D&I Policies/Resources/Training

(?) What steps do we need to take to improve the D&I environment for minority and female employees?

Awareness of D&I Efforts at TSA

Employees were asked to select the most appropriate response from each of the following questions

■ Yes   ■ No   ■ Not Applicable

Are you aware that TSA has a Diversity and Inclusion Program?

71%	28%

Are you aware that TSA has a D&I Change Agents Council that includes personnel from various organizational components?

46%	53%	
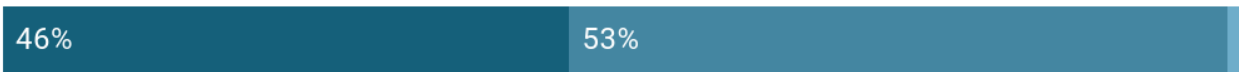
Is there a designated D&I Point of Contact in your airport, field, or program office?

32%	39%	29%

In the past year, have you participated in a work-related D&I Event?

19%	77%	

Of the 6355 survey responses, 6355 employees answered questions related to their awareness of diversity and inclusion (D&I) efforts at TSA. Responses are shown in percent.

Chart: Office of Strategic Communications and Public Affairs •
Source: The Inclusion Action Committee • Created with Datawrapper

Survey Results on TSA Leadership's D&I Behaviors

Employees were asked to rate their agreement with the following statements

■ Strongly Agree ■ Somewhat Agree ■ Neither Agree no Disagree ■ Somewhat Disagree ■ Strongly Disagree ■ Not Applicable

The Senior Leadership Team within my organization fosters a diverse and inclusive environment

| 32% | 22% | 22% | 9% | 13% | |

The Senior Leadership Team within my organization treats others with dignity and respect

| 38% | 25% | 16% | 8% | 12% | |

The Senior Leadership Team within my organization accepts feedback from employees

| 33% | 24% | 18% | 10% | 14% | |

The Senior Leadership Team within my workplace fosters a diverse and inclusive environment

| 32% | 22% | 18% | 18% | 9% | |

The Senior Leadership Team within my workplace treats others with dignity and respect

| 37% | 24% | 14% | 14% | 10% | |

The Senior Leadership Team within my workplace accepts feedback from employees

| 32% | 23% | 16% | 16% | 12% | |

Of the 6355 survey responses, 5843 (approx.) employees answered questions related to TSA Leadership's D&I Behaviors. Survey Results are shown by percent.

Chart: Office of Strategic Communication and Public Affairs • Source: The Inclusion Action Committee • Created with Datawrapper

D&I Survey Results on Resources, Trainings and Opportunities at TSA

Employees were asked to rate their agreement with the following statements

■ Strongly Agree ■ Somewhat Agree ■ Neither Agree no Disagree ■ Somewhat Disagree ■ Strongly Disagree ■ Not Applicable

Professional Development Training includes or supports D&I efforts

28%	22%	28%	8%	10%	

D&I resources, training, and opportunities are made available to me

29%	23%	24%	9%	11%	

All employees within my organization have equitable access to resources and opportunities

35%	23%	18%	10%	12%	

I have received adequate training to understand what Diversity and Inclusion means

35%	26%	19%	8%	9%	

My organization's policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring)

36%	23%	19%	9%	11%	

Of those surveyed, 5843 (approx.) employees answered questions related to resources, trainings and opportunities at TSA. Responses are shown by percentage.

Chart: Office of Strategic Communications and Public Affairs • Source: The Inclusion Action Committee • Created with Datawrapper

D&I within the TSA Workplace Survey Results

Employees were asked to rate their agreement with the following statements

■ Strongly Agree ■ Somewhat Agree ■ Neither Agree no Disagree ■ Somewhat Disagree ■ Strongly Disagree ■ Not Applicable

My supervisor fosters a diverse and inclusive team environment

| 49% | 22% | 15% | 5% | 7% | |

My supervisor treats me with dignity and respect

| 60% | 20% | 9% | 6% | |
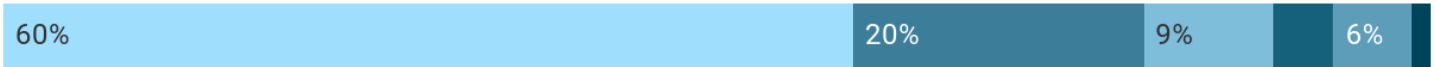
My supervisor accepts feedback from employees

| 52% | 22% | 11% | 6% | 7% | |

Employees within my workplace foster a diverse and inclusive environment

| 40% | 28% | 17% | 6% | 7% | |

Employees within my workplace treat others with dignity and respect

| 39% | 31% | 14% | 8% | 6% | |

Employee backgrounds (for example, age, disability, ethnicity, gender, religion, sexual orientation) are acknowledged and respected in my workplace

| 41% | 25% | 17% | 8% | 8% | |

My workplace hosts or celebrates D&I events

| 22% | 16% | 28% | 10% | 17% | 8% |

Of the 6355 responses, 5733 (approx.) employees answered questions related to D&I within the TSA Workplace. Survey Results are shown by percent.

Chart: Office of Strategic Communications and Public Affairs • Source: The Inclusion Action Committee • Created with Datawrapper
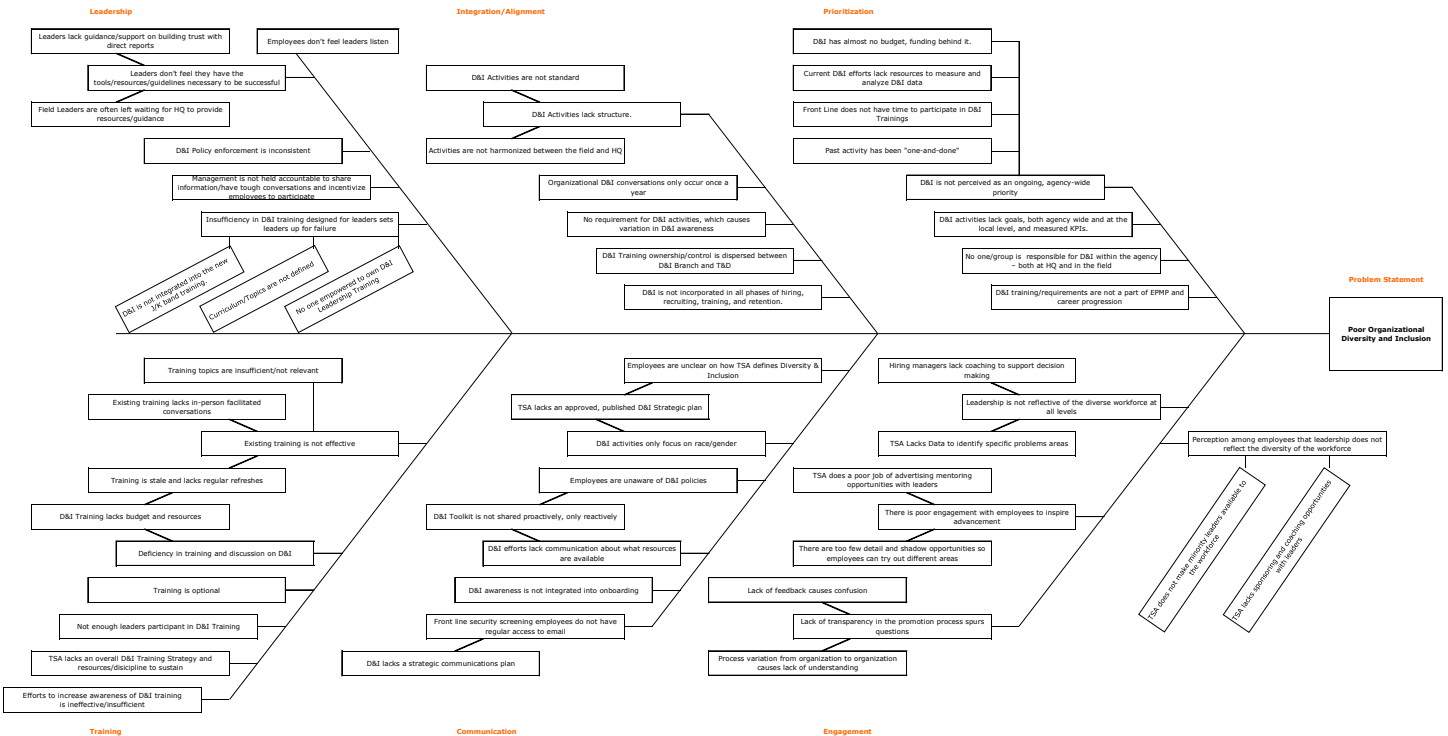
Appendix B

Key Best Practices from External Stakeholder Interviews

Organization	Best Practice
Government	• Features a popular "Random Acts of Inclusion" campaign on its intranet site • Assesses local D&I activities and publishes the best ones in a regular report • Focuses on communications and marketing as part of its D&I effort • Uses an executive-level Diversity Advisory Council chaired by the Chief Operating Officer to provide strategic oversight and meet D&I goals • Creates an annual budget of $15 per employee distributed to each region for local D&I activities • Consults with local and national employee diversity advisory groups and formally submits recommendations to leadership each year via a written report, with responses published for all employees to review • Distributes a D&I Strategic Plan and rollout guide, so that leaders can have access to supporting resources
Private Industry	• Addresses overall employee wellbeing with various seminars and activities • Uses a dashboard to track movement among leadership from a race and gender perspective • Supports a mentoring program to better serve diverse populations within the company • Takes unconscious bias training to the next step to prompt and encourage inclusive behaviors • Uses local "Inclusion Councils" to promote employee participation in ways that celebrate D&I • Publishes a popular "Diversity Starts with I" video to promote D&I initiatives • Treats D&I as a business priority, with leaders held accountable for meeting D&I goals as one of their five priorities • Provides D&I consulting through a dedicated D&I office, to help leaders create their individual strategic plans
Academia	• Recognizes and rewards people who demonstrate inclusive behavior • Employs a Chief D&I Officer to provide senior-level focus on D&I

Appendix C

Fishbone Diagram & Ishikawa Summary

Leadership
- Leaders lack guidance/support on building trust with direct reports
- Employees don't feel leaders listen
- Leaders don't feel they have the tools/resources/guidelines necessary to be successful
- Field Leaders are often left waiting for HQ to provide resources/guidance
- D&I Policy enforcement is inconsistent
- Management is not held accountable to share information/have tough conversations and incentivize employees to participate
- Insufficiency in D&I training designed for leaders sets leaders up for failure
- D&I is not integrated into the new J/K band training.
- Curriculum/Topics are not defined
- No one empowered to own D&I Leadership Training

Integration/Alignment
- D&I Activities are not standard
- D&I Activities lack structure.
- Activities are not harmonized between the field and HQ
- Organizational D&I conversations only occur once a year
- No requirement for D&I activities, which causes variation in D&I awareness
- D&I Training ownership/control is dispersed between D&I Branch and T&D
- D&I is not incorporated in all phases of hiring, recruiting, training, and retention.

Prioritization
- D&I has almost no budget, funding behind it.
- Current D&I efforts lack resources to measure and analyze D&I data
- Front Line does not have time to participate in D&I Trainings
- Past activity has been "one-and-done"
- D&I is not perceived as an ongoing, agency-wide priority
- D&I activities lack goals, both agency wide and at the local level, and measured KPIs.
- No one/group is responsible for D&I within the agency – both at HQ and in the field
- D&I training/requirements are not a part of EPMP and career progression

Training
- Training topics are insufficient/not relevant
- Existing training lacks in-person facilitated conversations
- Existing training is not effective
- Training is stale and lacks regular refreshes
- D&I Training lacks budget and resources
- Deficiency in training and discussion on D&I
- Training is optional
- Not enough leaders participant in D&I Training
- TSA lacks an overall D&I Training Strategy and resources/discipline to sustain
- Efforts to increase awareness of D&I training is ineffective/insufficient

Communication
- Employees are unclear on how TSA defines Diversity & Inclusion
- TSA lacks an approved, published D&I Strategic plan
- D&I activities only focus on race/gender
- Employees are unaware of D&I policies
- D&I Toolkit is not shared proactively, only reactively
- D&I efforts lack communication about what resources are available
- D&I awareness is not integrated into onboarding
- Front line security screening employees do not have regular access to email
- D&I lacks a strategic communications plan

Engagement
- Hiring managers lack coaching to support decision making
- Leadership is not reflective of the diverse workforce at all levels
- TSA Lacks Data to identify specific problems areas
- TSA does a poor job of advertising mentoring opportunities with leaders
- There is poor engagement with employees to inspire advancement
- There are too few detail and shadow opportunities so employees can try out different areas
- Lack of feedback causes confusion
- Lack of transparency in the promotion process spurs questions
- Process variation from organization to organization causes lack of understanding

Problem Statement
- Poor Organizational Diversity and Inclusion
- Perception among employees that leadership does not reflect the diversity of the workforce
- TSA does not make minority leaders available to the workforce
- TSA lacks sponsoring and coaching opportunities with leaders

Figure 5. The Fishbone Diagram above shows the large number of common themes the IAC identified from survey data and focus group sessions. At the end of Phase 1, the IAC categorized the common themes into the Seven Topic Areas. You can download a copy of the Fishbone Diagram on TSA.gov.

The Inclusion Action Committee (IAC) is a coalition of diverse TSA leaders personally committed to engaging all members of the agency with a mission to promote practices and policies to validate TSA as a fair and equitable organization. The IAC's goal is to foster trusting relationships between all TSA employees through transparent communication and instituting measures that will track progress towards an inclusive work environment." Before being able to accomplish its mission, the IAC needed to complete a comprehensive analysis of TSA's current D&I atmosphere. In short, IAC determined the best way to identify initiatives that could "move the D&I needle" would be by utilizing an analytical model capable of measuring current data to determine where TSA needs to focus its D&I efforts as well as future data to assess any improvements that were caused by D&I initiatives. In this case, IAC decided the best model for this task was an Ishikawa or "Fishbone" diagram, which organizes data to clearly show the causes and effects of an issue and helps organize data into action oriented information.

In order to fully gauge the current D&I landscape, IAC surveyed the entire TSA workforce, receiving over 6,300 responses, conducted 23 listening sessions with 379 participants and interviewed 11 internal employee groups and 19 external private industry leaders.

To organize all of this information into a comprehensive Ishikawa, the IAC facilitated several analysis sessions, walking through every possible problem and cause heard through their weeks of outreach, the IAC broke down their findings into six problem areas: Leadership, Integration/Alignment, Prioritization, Training, Communication and Engagement. The overall result of assessing all of the sentiments obtained during the Listen/Learn phase provided a holistic view of all of the possible issues that could cause poor organizational diversity and inclusion at TSA. Make note; these results do not indicate that the agency is not focused on diversity and inclusivity, it simply highlights areas to enhance the ongoing hard work and coordination throughout the agency.

Appendix D

Full List of D&I Recommended Actions

Focus Area	Action Recommendation
Priority 1 - Strengthen Inclusive Culture Cultivate an environment that promotes problem-solving and innovation by ensuring every employee feels included	
Identify, Integrate and Track Agency-Wide D&I Goals	• Recommend inclusion of D&I goals in TSA's strategic plan/Administrator's Intent • Ensure the agency establishes required D&I goals for all supervisory positions • Establish D&I performance goals for each TSA Executive Assistant Administrator • TSA's Gender Identity Policy • Annual D&I-themed campaigns • 10th Leadership Principle – Support and sustain an Inclusive Culture • Performance Plan updates on Inclusive Leadership • Policy & toolkit for the creation of Employee Resource Groups • D&I Events - All Senior Leaders to facilitate a minimum of two events (funded) within the performance year, dedicated to educating and fostering inclusive and diverse behavior • Create a Flexible Benefits Enhancement Program to offer a menu of options to support the welfare of TSA's employees • New employee onboarding buddy system • Increase the current number of STSOs and TSMs

Focus Area	Action Recommendation
Build D&I Communications Strategy	• Create and publicize calendar of events to celebrate diversity and provide resources for local activities • Finalize IAC Strategic Communications Plan • Work with SCPA to identify best communication channels/methods for each workforce group • Draft long-term D&I Strategic Communications Plan • Identify opportunities to highlight diversity within the agency – Diversity Feature via TSA Communications channels
Priority 2 - Remove Barriers to Diverse Leadership Enhance policies and promoting programs to ensure equitable access to advancement opportunities by all employees	
Collect, Review and Evaluate Existing Policies and Procedures	• Review agency hiring and promotion process to ensure transparency and inclusivity • Attendance policy transformation • D&I supervisory interview questions • Collect existing D&I policies, share existing policies with employees • Follow-up with industry leaders on what they share with employees re: D&I policies • Conduct review of all existing policies through D&I lens • Establish process for ensuring D&I review of future policies • Establish cross-agency/cross-industry D&I Council/Community of Practice • Utilize established relationships with other agencies/industry leaders to share/ review TSA's D&I policies
Diversify Leadership	• Share HC data with hiring managers to help inform decisions • "Blind" review selection process • Establish and disseminate "diversity dashboard" to show demographic data across pay bands/groups • Identify goals/key performance indicators (not quotas) for leadership and review cycle • Assess "drop offs" and identify areas of opportunity • Update shared dashboard annually

Focus Area	Action Recommendation
Increase Employee Access to Diverse Leaders	• Fund relocation requirements for promotion opportunities, especially for hard to fill locations to maximize applicant pool • Create "diversity in leadership" podcasts and video series to post on iShare • Host panel conversations with Diversity Leaders both within the field and HQ • Utilize TSA-TV to record panels, share • Support virtual "Why Not Me" panels • Develop/disseminate survey to gauge employee interest in mentoring, shadowing • Identify and review local mentoring/shadowing programs – conduct assessment/ replicate successful programs (i.e. speed mentoring) • Create program to enable TSA leaders to sign up for D&I opportunities within the agency (panelist, etc.)
Priority 3 - Sustain Inclusive Culture Support a TSA-wide program that drives D&I initiatives and provides leadership with tools to inform, educate, engage, and empower employees	
D&I Enterprise Structure	• Assess the current resourcing, mission, scope and budget for the D&I Branch and create an Executive Chief Diversity, Equity, and Inclusion (DEI) Officer position • Assess how we're using D&I Change Agents, D&I Councils, Liaisons across the agency • Identify airports/offices with established D&I councils and replicate throughout the enterprise • Standardize D&I support across the agency – define requirements for offices/airports

Focus Area	Action Recommendation
Develop D&I Training Strategy	• Identify and review all D&I-related training within TSA, identify target audiences, conduct gap analysis • Create an Integrate Project Team to collaborate across SMEs and T&D • Finalize D&I OLC course • Review and leverage D&I training from D&I leaders across public and private sectors • Conduct gap analysis to identify audience training needs and frequency • Establish method of collecting user/external feedback on training to identify opportunities for improvements • Pilot required D&I training based on existing resources • Selecting Official training – checklist to guide hiring officials through the selection process to ensure equity and fairness • Institute a situational judgement assessment as part of TSAs hiring process, geared to determine how an individual would react to specific situations based on their response.
Identify, Integrate and Track Agency-Wide D&I Goals	• Review progress against D&I Goals • Identify additional articles of measurement • Continue to measure D&I Awareness and Perception Index • Create a Leadership Council to serve as a decision board for the Agency's D&I efforts and track performance against D&I goals

Appendix E

IdeaFactory Memo

The IAC validated their D&I strategic priorities with TSA employees via an IdeaFactory Challenge. The above internal communication was shared across the agency on January 13, 2021. It provided a project status update, recommended priorities and directions for submitting feedback."

Dear Colleagues,

On January 11, The Inclusion Action Committee (IAC) announced a week-long IdeaFactory campaign to share and receive feedback on the committee's diversity and inclusion (D&I) priority recommendations for TSA. The campaign has been extended for you to provide feedback on the D&I priorities and share your ideas for building a more diverse and inclusive TSA until January 21, 2021.

This campaign is part of Phase Two of the IAC's D&I Roadmap, which uses data gathered during Phase One to identify targeted solutions that will significantly impact D&I at TSA. The current IAC recommended D&I priorities are:

1. **Strengthen our Inclusive Culture:** Cultivate an environment that promotes problem solving and innovation by ensuring every employee feels included.

2. **Remove Barriers to Diverse leadership:** Enhance policies and promote programs to ensure equitable access to advancement opportunities by all employees.

3. **Sustain an Inclusive Culture at TSA:** Support a TSA-wide program that drives D&I initiatives and provides leadership with tools to inform, educate, engage and empower employees, for years to come.

To learn more about the IAC and their recommended D&I priorities, please visit the IAC iShare Page or click here to watch a short presentation on the IAC. To listen, click play on the lower right hand corner of the slide. **Then visit the IdeaFactory and share your suggestions for ways these priorities could be put into action.**

The deadline to participate in the IAC's week-long IdeaFactory Campaign is January 21, 2021. Submissions will be collected and analyzed for the IAC's ongoing D&I efforts. Some feedback may be shared with the Administrator or incorporated into the IAC plan for action. Additional questions can submitted via email at DiversityandInclusion@tsa.dhs.gov.

Thank you,

Jose Bonilla
TSA Inclusion Action Committee Chair