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GLOBAL MEDIA

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BOARD OF
GOVERNORS

USAGM DIVERSITY AND INCLUSION STRATEGIC PLAN

Fiscal Years 2020–2024



PUBLIC SERVICE MEDIA

“Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

– President Obama, Executive Order 13583

To All USAGM Personnel:

For a global media enterprise like the U.S. Agency for Global Media (USAGM), diversity and inclusion are more than idealistic goals. These values are essential to creating a work culture where differing perspectives and innovation can thrive. The diversity of our employees' rich experiences, talent, and knowledge enables USAGM to provide consistently accurate and compelling journalism to millions of people around the world. I am issuing this policy statement to demonstrate USAGM's commitment to diversity and inclusion, and so that all USAGM personnel understand our shared responsibility for creating a diverse, respectful, and inclusive work environment.

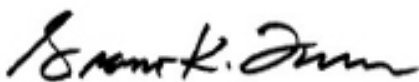
Workforce diversity is a collection of individual attributes that together help agencies pursue organizational objectives more effectively. Inclusion is a culture that connects each employee to the organization.

At USAGM, our team includes individuals of all races, creeds, and ethnicities. This wealth of experiences, worldviews, and backgrounds makes our agency stronger. We can become stronger still by ensuring every member of our diverse team is included and empowered in the workplace. I ask that each and every USAGM employee take personal responsibility for creating a workplace culture where every member of our diverse team feels included and valued professionally.

Supervisors and agency leadership, including me, have a special responsibility to help build and preserve a diverse and inclusive workplace. It is easy to let meetings, reports, and routine tasks consume the day, leaving little time to focus on office culture. However, I encourage all supervisors to approach this challenge proactively by focusing on our people as much as our mission. Supervisors should actively foster a workplace culture that values inclusion; systematically address demographic imbalances in the workforce; and promote team building and diversity awareness through cultural celebrations. Our agency's mission, reputation, and future depend on our ability to create a positive workplace that attracts new talent and retains the amazing people already on our team.

Creating and maintaining a truly inclusive environment that values diversity is not easy. Though, I am certain that, together, we can make USAGM one of the best places to work in the Federal Government. Given the global nature of our work and our multicultural team, we can and should be the model that other agencies strive to emulate. To help make this a reality, I encourage all of us to think about how to bring diversity and inclusivity into our business practices and into our day-to-day lives here at USAGM.

Sincerely,



Grant K. Turner
CEO and Director

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DIVERSITY AND INCLUSION POLICY STATEMENT

By law, the Federal Government’s recruitment policies should “endeavor to achieve a workforce from all segments of society,” while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation or any other prohibited basis. (5 U.S.C. 2301(b)(1), 2302(b)). As the Nation’s largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.

INTRODUCTION

By virtue of its mission, to inform, engage, and connect people around the world in support of freedom and democracy, USAGM is and must be a diverse multicultural Agency that is comprised of employees and contractors from around the world. USAGM sees all U.S. government and government-sponsored, non-military international broadcasting that currently provides radio, television, internet and mobile media programming in 61 languages.

The USAGM and International Broadcasting Bureau (IBB) were established under the 1994 International Broadcasting Act, and BBG became an independent federal Agency on October 1, 1999, with the enactment of the 1998 Foreign Affairs Reform and Restructuring Act (FARRA) (Public Law 105-277). Under FARRA USAGM assumed authority for IBB, Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), and oversight for three grantees, the Middle East Broadcasting Networks, Radio Free Asia and Radio Free Europe/Radio Liberty.

The IBB supports the mission of USAGM by providing budget, legal, planning, communication, marketing, research, program evaluation, contracting, security, administrative, engineering, and other support services to the various international broadcasting elements. The Directors of Global Operations, Global Strategy and Global Communications oversee the implementation of the Board of Governors decisions by IBB, VOA, OCB and the grantees and provides general administrative management of the federal Agency.

To remain on the cutting edge in communications, broadcasting and social media, USAGM’s leadership must be able to effectively engage, motivate and lead a diverse workforce, which in turn has to have the capability to interface with and gather/process information from international communities. Therefore, it is imperative that USAGM incorporate the principles of diversity and inclusion in its daily operations, policies and procedures to fully leverage the specialized knowledge, diverse perspectives, and varied backgrounds of its workforce and their skills and talents to successfully carry out the mission of the Agency.

USAGM DIVERSITY AND INCLUSION VISION

USAGM's Diversity and Inclusion efforts are guided by the following vision: An inclusive environment in which the Agency leverages diversity to achieve Mission goals and business objectives and maximizes the potential of individuals and the organization.

DEFINING DIVERSITY AND INCLUSION

Diversity refers to the similarities and differences in individuals and the collective characteristics that make up USAGM's workforce. Inclusion refers to the organization's work environment and culture. If employees feel that their work and opinions are valued by USAGM's leadership and management, they will tend to be better engaged. This sense of engagement and self-worth can either maximize or inhibit USAGM's ability to realize the full benefits of diversity – for example, whether or not diverse perspectives are welcomed and respected. Since diversity and inclusion are so

interconnected, strengthening both is critical to USAGM's ability to achieve our mission.

WHAT IS DIVERSITY?

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

WHAT IS INCLUSION?

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



USAGM DIVERSITY AND INCLUSION MISSION STATEMENT

Recruit, retain, and develop a diverse, high-performing Federal workforce that draws from all segments of society and values fairness, diversity and inclusion.

AGENCY COMMITMENT

USAGM is committed to achieving this diversity and inclusion vision: to build an inclusive environment

in which we leverage diversity to achieve our mission goals and business objectives, and maximize the potential of our employees and the organization as a whole. In making this commitment, USAGM recognizes that all employees, supervisors, and leaders at all levels play a critical role in realizing this vision. All employees support a diverse workforce and an inclusive environment by demonstrating respect and integrity with and for each other in every aspect of daily work.

GOALS AND OBJECTIVES

TABLE 1: SUMMARY OF DIVERSITY AND INCLUSION GOALS AND OBJECTIVES

1. Workforce Diversity: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

- 1.1: Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills that will advance the mission
- 1.2: Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates
- 1.3: Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities

2. Workplace Inclusion: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential further retention.

- 2.1: Strengthen employee engagement to cultivate an inclusive culture
- 2.2: Build a work environment that maximizes individual and collective potential and productivity
- 2.3: Ensure all employees have equal access to career development opportunities
- 2.4: Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top priority

3. Sustainability: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

- 3.1 Expand leadership and accountability for managing diversity and inclusion across USAGM
- 3.2 Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making
- 3.3 Implement succession planning and knowledge transfer/retention process to strengthen the workforce through increased retention of diverse employees

TABLE 2: USAGM FEVS INCLUSION INDEX RESULTS SUMMARY

HABIT OF INCLUSION	WHAT THIS MEASURES	FY 2018
Fair	Policies and programs promote diversity in the workplace	54.6%
Open	My supervisor is committed to a workforce representative of all segments of society	68%
Cooperative	Management support collaboration across units to accomplish work objectives	51%
Supportive	Supervisors in my work unit support employee development	61.6%
Empowering	I have sufficient resources to get my job done	42.9%

THE VALUE OF DIVERSITY AND INCLUSION FOR USAGM

USAGM is committed to providing equal opportunity for all employees. USAGM acknowledges that the wisdom of a workforce that reflects the population we serve, is better able to understand and meet the needs of our audience. That is why employees at every level of our organization represent the diversity of our society and each employee must share in creating and maintaining an environment of mutual respect. This requires a recognition that the unique expertise, skills, and talents of each employee contributes to the success of Executive Order 13583, initiative to promote diversity and inclusion in the federal workforce. In addition, every employee must be made to feel welcome and motivated to work their hardest and to have the opportunity to rise through the ranks, working together because of our differences, not despite them.

Agencies have measured and reported on key diversity factors for years. However, measuring and reporting on inclusion is a relatively new practice. It is important to understand the current state of inclusion within the

Agency because it is such a critical element in realizing the benefits of diversity.

USAGM uses OPM’s Inclusion Quotient Index (Inclusion Index) to measure the level of inclusiveness in the work environment. The Inclusion Index is based on employee responses to 20 Federal Employee Viewpoint Survey (FEVS) questions grouped into the five inclusive habits. Table 2 describes these five habits, and lists USAGM’s FY 2018 scores. The Inclusion Index enables USAGM to assess and pinpoint specific inclusion challenges, and design appropriate interventions to address areas that need improvement across the workforce.

According to the FY 2018 Federal employee viewpoint survey, participants/responded rated USAGM at 57.9 percent. A detailed assessment of the lowest scoring “habits” and individual FEVS questions within the Inclusion Index shed further light on strategies USAGM can employ to address key inclusion challenges. Survey suggest that USAGM biggest barriers to inclusion relate to perceived deficiencies in the sufficient resources to get my job done (“empowering”) and cross-Agency communication and collaboration (“Cooperative”).

GOAL 1: Workforce Diversity: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

- 1.1 Continue to perform barrier analysis to the extent necessary to determine triggers and potential barriers to equal opportunities (hiring, promotion, retention) and develop action plans to remove identified barriers.
- 1.2 Strengthen the process to support the employment and retention of individuals with disabilities.
- 1.3 Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skill will advance the mission.
- 1.4 Expand diversity outreach and partnership initiatives with community organizations, public and private agencies, professional association

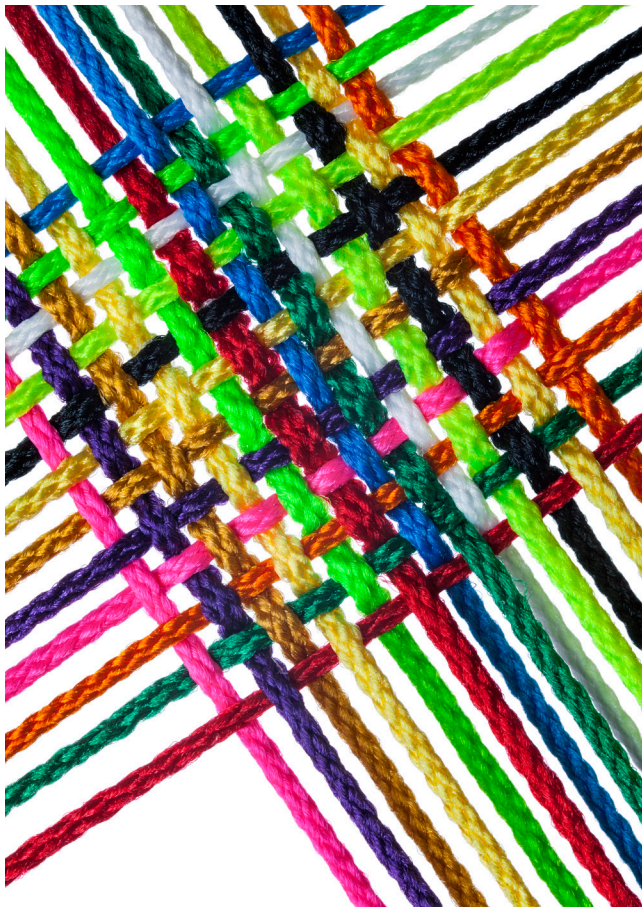
and educational institutions to include minority serving institutions, such as Hispanic Association of Colleges and Universities, Historically Black Colleges and Universities, the Washington Internships for Native American Students; and the Asian American and Native American Pacific Islander-Serving Institutions.

To recruit a diverse, highly capable workforce, USAGM must adjust our hiring and selection practices to break down barriers for underrepresented populations and employ targeted recruitment and outreach strategies to reach diverse candidates. It is equally important that USAGM provide an accessible and adaptable workplace to attract and retain employees with disabilities. USAGM's analysis of barriers in recruitment and selection practices will help determine the strategic priorities for recruitment. At the same time, USAGM will build on outreach networks to recruit high-quality, diverse candidates.



Goal 2: Workplace Inclusion: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential further retention.

- 2.1 Promote diversity and inclusion in leadership development programs.
- 2.2 Strengthen employees' engagement in Office of Civil Rights (OCR) events, to cultivate and inclusive culture.
- 2.3 Continue to implement workplace policies that maximize work life flexibilities such as telework program.



- 2.4 Promote the use of reasonable accommodation resources.
- 2.5 Review employee Federal Employee Viewpoint Survey and analyze results to assess:
 - a. Leadership and management practices that contribute to the agency's performance.
 - b. Employee satisfaction with workplace policies and practices, work environment, rewards and recognition, access to resources, and opportunity for professional development.

Workplace Inclusion is about building a work environment that embraces diversity of experience and empowers employees at all levels. Feeling included is directly related to employee engagement, which encompasses a wide range of organizational factors, from access to career development opportunities to the effectiveness and transparency of internal communications. The full benefits of a diverse workforce cannot be realized unless we all feel we are important to USAGM's mission and contributing to our goals. An environment that is perceived by employees as inclusive is critical to USAGM's ability to serve our customers.

To establish an inclusive work environment, USAGM must increase participation in programs that build cultural awareness and appreciation of diversity, strengthen communication across the Agency, and enhance opportunities for employee development from the first day on the job through top leadership. It is equally imperative that inclusion is driven from the top, by all USAGM's leaders. As such, our Sustainability goal is vital to achieving successful outcomes for Goal 2.

GOAL 3: Sustainability: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

- 3.1 Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.
- 3.2 USAGM will strengthen its Diversity & Inclusion Council that will include, but not be limited to, representatives from the Servicing HR Offices, Office of Civil Rights, Training Office, Disability Program, and the Special Emphasis Program Manager community.
- 3.3 USAGM will continue to provide mandatory biennial No Fear Act and Prevention of Sexual Harassment training to all employees and offer non-mandatory diversity and inclusion-related training to employees and supervisors on topics such as managing and leveraging diversity, disability cultural awareness, EEO awareness training.

Sustainability centers on building and maintaining the accountability structures and processes needed to strengthen diversity and institutionalize an inclusive work environment across USAGM. Effective leadership, measurement, evaluation, and education are equally important components of accountability.

To build on this success, USAGM needs to establish clear direction and lines of authority to connect with headquarter staff and regional offices with diversity and inclusion initiatives. This includes holding leaders accountable for making measurable progress toward diversity and inclusion goals. Regular monitoring, evaluation, and reporting of relevant data and progress will keep USAGM on track in prioritizing and accomplishing goals. Finally, tailored training will enable USAGM to build competencies in diversity and inclusion at all levels, especially in the senior ranks.



LEADERSHIP COMMITMENT

U.S. Agency for Global Media (USAGM) strives to provide all employees and job applicants with a full and fair opportunity for employment, career advancement and access to programs. We recognize that diversity is about more than race and gender. Understanding diversity means creating an inclusive environment and culture for everyone who values our unique differences and shared values. This is an agency priority that is critical to our success.

USAGM is committed to incorporating the principles of diversity as one of our core values. Empowering a workforce that includes diversity of thought, diversity in its people, and diversity in its business practices demonstrates that we are capable of understanding and responding effectively to the needs of our workforce and to our mission. We pledge to create and promote a workplace where the talents of all individuals are recognized and appreciated.

