



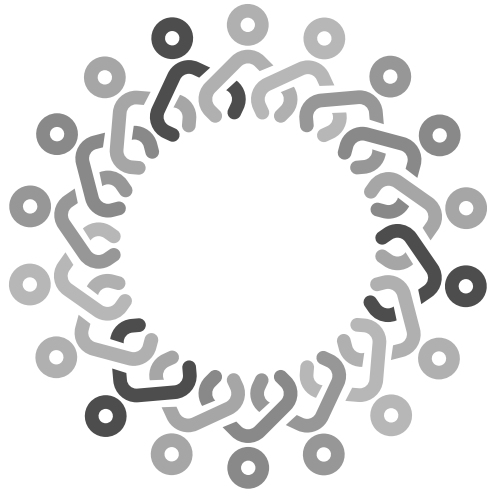
**U.S. Secret Service
Inclusion and Engagement
Council Charter (IEC)**

Changing the Game of Diversity and Inclusion



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Executive Summary

On August 18, 2011, the President issued Executive Order (E.O.) 13583 – Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. This E.O. directed executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. Since that time, the Office of Personnel Management (OPM), the Department of Homeland Security (DHS), and U.S. Secret Service (Secret Service/USSS) have all issued Inclusive Diversity Strategic Plans in support of E.O. 13583.

The Secret Service draws its strength from the unique diversities of the workforce and from its firm commitment to the principles of fairness and equality for everyone. To that end, we realize that we are better when we unite together -- garnering and utilizing the talents and abilities of our diverse workforce. Our aim is to create an inclusive culture where everyone feels valued and respected. Diversity encompasses more than the attributes of gender, race, age, education, disability, religion, sexual orientation, etc.; therefore, we are motivated to change the way we define, talk, and think about diversity and inclusion. If we are to be successful in this endeavor, our challenge will be to enhance our understanding of the competencies that govern how we care for a diverse workforce.

To further its goal of promoting a diverse and inclusive workplace, the Secret Service has implemented a number of equal opportunity and diversity initiatives as illustrated in its policy on Equal Employment Opportunity (EEO) and Prevention of Discrimination and Harassment; and its policy on Increasing Employment of Individuals with Disabilities and Targeted Disabilities; its Affirmative Employment/Management Directive 715 initiatives; and the realignment of the former Office of Equal Employment Opportunity and Diversity (EEOD). In 2016, the agency's leadership changed the trajectory of EEOD by broadening its scope and establishing the Office of Equity and Employee Support Service (EES) whose senior executive manages EES's Equity, Diversity and Inclusion Program (EDI).

The Secret Service's commitment to inclusive diversity is further captured in its Inclusive Diversity Strategic Plan for FY 2017 - 2021. The Plan established three broad strategic goals that directly align with the objectives of E.O. 13583, with the OPM's Government-Wide Inclusive Diversity Strategic Plan, and with the Department of Homeland Security's (DHS) Inclusive Diversity Strategic Plan.

Secret Service Inclusive Diversity Goals

GOAL 1: Diversify the USSS Workforce through Active Leadership

Engagement: The Secret Service will strive to foster a diverse, high-performing workforce drawn from all segments of the American Society.

GOAL 2: Include and Engage Everyone in the Workplace:

The Secret Service will strive to cultivate a culture that encourages employees to feel uniquely valued and experience a sense of belonging.

GOAL 3: Optimize Inclusive Diversity Efforts Using Data-Driven

Approaches: The Secret Service will continue to improve our inclusive diversity communication efforts and timely comply with Federal Equal Opportunity Recruitment Plan (FEORP) requirements.

GOAL 2 of the OPM's Government-Wide Inclusive Diversity Strategic Plan requires the Secret Service to intensify its efforts to foster a culture that encourages employees to feel valued for their unique qualities, experience a sense of belonging, engagement and connection to the mission. As a result, the Secret Service has hereby established the Inclusion and Engagement Council (IEC) – with representation of employees at all levels of the organization.

Inclusion and Engagement Council - (IEC)

The IEC will become the agency's "Game Changers" who will focus their efforts on creating and fostering a more "Inclusive and Engaged Workplace." The IEC's objective is to help create and sustain a culture that encourages collaboration, flexibility, and fairness to enable every individual to participate in creating an inclusive work environment that encourages engagement. The IEC also strives to create an environment where every person feels valued and believes that he or she has the freedom to reach their fullest potential.

The IEC will consist of a robust team of leaders and employees representative of special agents (SA), Uniformed Division (UD) officers, and administrative, professional and technical (APT) employees led by an SES level Executive Champion for Inclusion and Engagement (ECIE) who understands the value that every person brings to our workplace. The IEC's collective duty is to help the Secret Service build, foster, create, and inspire a workforce where diversity and inclusion is not just "talked about" -- but demonstrated by all employees through **"Every Action, Every Day."**

The IEC's efforts will not rely solely on the legal requirements underscoring the principles of EEO and the voluntary initiatives in Diversity programs; rather, the IEC will seek innovative solutions outside the agency's mandated requirements to create a culture where differences are valued and appreciated, and employee engagement is encouraged.

- The IEC will strive to help every individual understand and accept their responsibility to help foster a culture of inclusion.
- The IEC will seek to be inclusive of the unique diversities representative of the Secret Service and will rely on all employees to advocate for a culturally diverse and inclusive workplace.
- The IEC, especially those in leadership positions, must be representative of men and women of all races, ethnicities, and gender groups. This will allow the IEC to draw from the diverse experiences of the workforce.
- The IEC will seek energetic employees and leaders to serve as active role models and/or "Game Changers" who will lead the charge of "Inclusiveness and Engagement" throughout the workplace.

The IEC will include representation from the following Directorates and Offices:

- Office of the Director/Deputy Director/Chief Operating Officer
- Office of Protective Operations
- Office of Investigations
- Office of Intergovernmental and Legislative Affairs
- Office of Human Resources
- Office of Professional Responsibility
- Office of Strategic Intelligence and Information
- Office of Training
- Office of the Chief, Uniformed Division
- Office of the Chief Counsel

- Office of Technical Development and Mission Support
- Office of the Chief Financial Officer
- Office of Strategic Planning and Policy
- Office of the Chief Information Officer
- Office of Communication and Media Relations
- Office of Equity and Employee Support Services

Additional Representatives:

- Talent and Employee Acquisition Management Division (TAD)
- Workforce Planning Division (WPL)
- Management and Organization Division (MNO)

Mission Case for Inclusive Diversity

On a daily basis, the U.S. Secret Service engages with people of diverse backgrounds from across the nation and around the world. Our mission and responsibilities to the President of the United States, to the Department of Homeland Security, and to the public, demand that we anticipate emerging threats and develop and implement countermeasures to proactively address these threats. The mission case for inclusive diversity is founded on performance-based initiatives from Executive Order 13583 and the Department of Homeland Security's Inclusive Diversity Strategic Plan.

Inclusive Diversity Vision Statement

"To be the employer of choice and 'gold standard' for leveraging inclusive diversity by modeling the qualities of mutual respect, admiration, and appreciation for cultural differences and varying perspectives."

Inclusive Diversity Mission Statement

"To recruit, retain, and develop a high-performing workforce from all segments of society that embraces diversity, inclusion, and values a fair and equitable workplace."

Inclusion & Engagement Council Strategy

The Office of Equity and Employee Support Services (EES) – Equity, Diversity and Inclusion Program (EDI) will exercise oversight of the Secret Service’s IEC. The efforts of the IEC will support the specific goals, strategies, and action items outlined in the Secret Service’s Inclusive Diversity Strategic Plan with a particular emphasis on creating and fostering an inclusive workplace.

A. Purpose

The Office of EES/EDI Program will exercise oversight of the Secret Service’s IEC. The efforts of the IEC will support the specific goals, strategies, and action items outlined in the Secret Service’s Inclusive Diversity Strategic Plan with a particular emphasis on creating and fostering an inclusive workplace.

The IEC will work to instill these values throughout the Secret Service so that all employees—whether they are SA, UD, or APT—will purposefully strive to create the following experiences for their colleagues:

- Employees feel a genuine sense of belonging;
- Employees understand their connection and importance to the mission;
- Employees are valued, respected, and appreciated;
- Employees are actively engaged in the life of the Secret Service;
- Employees are encouraged to share their different perspectives; and
- Employees use their career experiences to mentor fellow employees

B. Membership

Membership in IEC is open to all Secret Service employees, supervisors, managers, and leaders with a desire to become an “advocate for inclusion and engagement” in the workplace.

C. Roles and Responsibilities

**Executive Champion for Inclusion and Engagement (ECIE):
A senior leader from the SES cadre appointed by the
Director/Deputy Director.**

Duties:

- Manages the organizational “think-tank” for inclusion and engagement initiatives;
- Links the IEC’s mission to organizational goals for diversity, inclusion, and engagement;

- Presents inclusion and engagement initiatives to the Executive Resources Board (ERB) and reports on the IEC's progress and accomplishments;
- Represents the agency at various law enforcement conferences to include Women in Federal Law Enforcement (WIFLE); Hispanic American Police Command Officers Association (HAPCOA); National Native American Law Enforcement Association (NNALEA); National Organization of Black Law Enforcement Executives (NOBLE); and the National Asian Peace Officers Association (NAPOA), communicating the agency's consistent and global message of inclusion and engagement; and
- Presides over IEC meetings.

Term of Service:

- 24-month term by fiscal year. The ECIE's term will expire on September 30th of the second year term of service.

Succession:

- A new ECIE will be appointed at the end of the 24-month term and start on October 1st -- the beginning of the fiscal year.

IEC Chairperson Status: A senior leader at the level of GS-15 through SES.

Duties:

- Chairs each meeting;
- Establishes subcommittees/working groups to implement proposed actions;
- Represents the Council in the absence of the ECIE.

Term of Service:

- 24-month term by fiscal year. The Chairperson's term will expire on September 30th of the second year term of service.

Succession:

- A new Chairperson will be elected at the end of the fiscal year by a simple majority vote of the IEC Council for a 24-month term. The new Chairperson will take office at the close of the 24-month term and start on October 1st -- the beginning of the fiscal year.

EES Executive/EEO Director

- IEC Principal Advisor/Coordinator
- Principal Advisor to the Executive Champion, IEC Chairperson, and IEC Council.

Duties:

- Schedules meetings and prepare the agenda for approval by the Chairperson;
- Maintains records of all meetings; and
- Ensures that IEC complies with OPM and DHS guidelines governing diversity and inclusion councils.

D. Managing the Committee

- The IEC will adhere to the charter's by-laws. (See Appendix A)
- The IEC—in collaboration with the Chairperson—will determine the time and place of all meetings.
- Meetings may also be conducted via conference call, webinar, or video-conference.

E. Meeting and Reporting Frequency

- Meetings will be held on a bi-monthly basis.
- Special meetings may be called at the discretion of the ECIE or the Chairperson.
- Meeting duration will be one hour.
- The IEC Coordinator will maintain all records of the IEC and issue a quarterly progress report.

F. Council Responsibilities

Goal: Create more opportunities for inclusion and engagement throughout the agency.

Scope: Generate and gather ideas and information from employees at headquarters, field offices, divisional offices, and from external stakeholders headquarters, field, and divisional offices regarding the subject matter of inclusion and engagement of the workforce.

Inclusion and Engagement Council Hierarchy



Conclusion

The Inclusion and Engagement Council (IEC) represents the entire population of Secret Service employees within the special agent, Uniformed Division, and administrative, professional and technical ranks. The IEC will remain engaged with our talented employee base in order to identify forward-thinking inclusion and engagement initiatives that impact our agency's mission through the:

- Successful integration of inclusion and engagement principles throughout the Secret Service's organizational culture;
- Successful implementation of policies and measures that leverage the full range of diversities currently present in the Secret Service's workforce; and the
- Successful identification of the positive organizational impact of inclusion and engagement-related strategies.

As we strive to become the gold standard for inclusion and engagement throughout the federal government, the Secret Service's Inclusive Diversity Strategic Plan will remain a living document designed to maximize internal solutions to the agency's mission-related goals and objectives.

Appendix A

Inclusion and Engagement Council By-Laws

PURPOSE:

The purpose of the Secret Service's Inclusion and Engagement Council (IEC) is to develop and implement strategies to create and sustain an inclusive and engaged workforce where individuals are empowered to reach their fullest potential.

FUNCTION:

The IEC will strive to ensure the principles of inclusion and engagement are integrated into day-to-day operations of the Secret Service. The IEC will provide a quarterly report of actions implemented.

OFFICERS:

The officers of the Council will consist of an Executive Champion for Inclusion and Engagement (ECIE), IEC Chairperson, Principal Advisor/Coordinator.

A. Executive Champion for Inclusion and Engagement - ECIE

A Senior Leadership official who is the leading advocate for transformational "inclusiveness and engagement-inspired" change. The ECIE has the authority to preside over meetings and may appoint subcommittees/working groups for specific tasks.

B. Chairperson

A management official will chair the IEC. The Chairperson (in the absence of the ECIE) will preside over meetings and may appoint subcommittees/working groups for specific tasks.

C. Principal Advisor and Coordinator

The EES Executive/EEO Director will serve as the principal advisor/coordinator to the ECIE, the Chairperson, and the IEC.

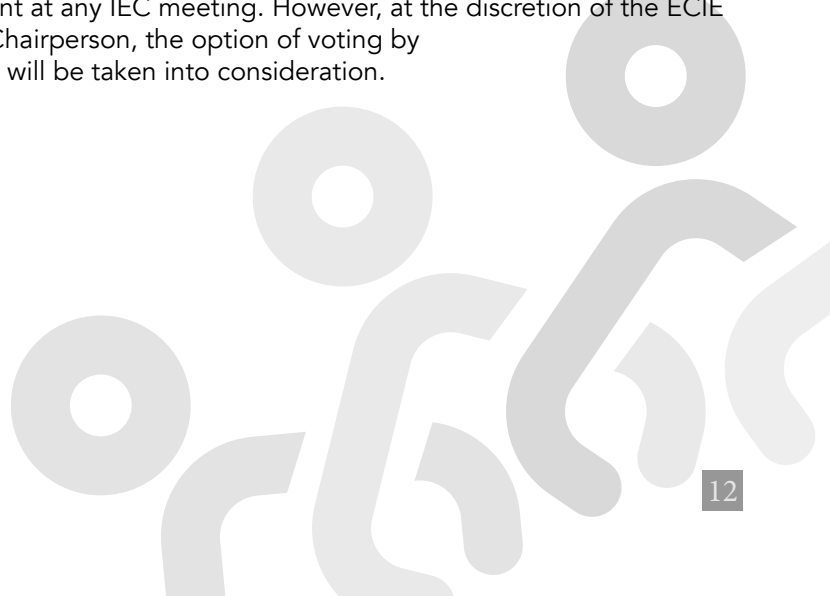
MEMBERSHIP:

Standing Members: The IEC is comprised of the following standing members:

1. Senior leaders;
2. Employee representatives from one or more of the major USSS offices and divisions (e.g., Office of Human Resources, Office of Training, Talent and Employee Acquisition Management Division, Workforce Planning Division, Management and Organization Division, Recruitment Division, and etc.);
3. EEO Director; Deputy EEO Director

VOTING:

- I. Each member shall have one vote.
- II. All members of the IEC have privileges of voice and vote and are expected to fully participate in the work of the IEC to advance the USSS's goals of inclusion and engagement.
- III. IEC resolutions or other matters requiring a vote will be made when a quorum of half of the membership is present at regular or special meetings. If the IEC vote splits evenly, the matter will be referred to the Executive Champion for a tiebreaker vote.
- IV. Resolutions are adopted through majority vote of the members present at any IEC meeting. However, at the discretion of the ECIE and Chairperson, the option of voting by proxy will be taken into consideration.



MEETINGS:

1. Frequency: The Council will meet at least quarterly, unless otherwise indicated.
2. Attendance: Council members or their designees are required to attend all meetings.

REPORTING:

The Council Chairperson will report quarterly, or as scheduled, at the meeting of the full Council.

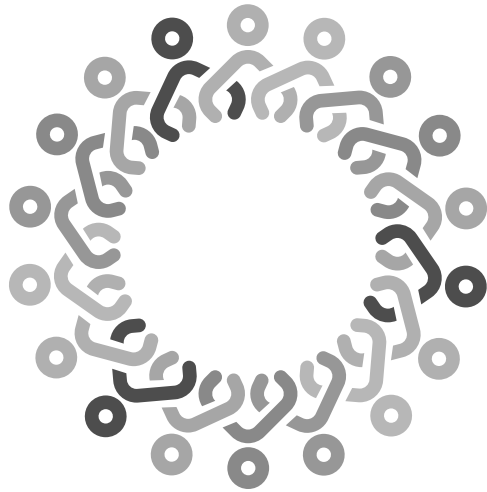
RECORD OF COUNCIL MEETING:

Minutes of each meeting will be recorded by designated member of the Office of Equity and Employee Support Services (EES) – Equity, Diversity and Inclusion Program (EDI).

EFFECTIVE DATE:

The effective date is December 2016. These by-laws may be altered or amended by the Council pursuant to the voting protocol outlined above and with the endorsement of the Chairperson.





“Build it *and*
They Will Come...
Sustain it *and*
They Will Stay.”