



The DEIA Practitioner

**A Primer for the New and a Refresher
for the Seasoned**

Level-setting: Definitions

Diversity = Recognizing the individual differences within a person (*Having a seat at the table*)

Equity = Fairness and access to equal opportunities in policies and programs (*Having access to the table*)

Inclusion = Ensuring all people feel welcomed and appreciated for who they are (*Having a seat and a voice*)

Accessibility = Practice of making information and facilities usable by as many people as possible



All are equally important to have in an organization.

Diversity Iceberg Model



Diversity Is Not ...

- Compliance;
- Tolerance or sensitivity;
- Special treatment for certain groups;
- Charity;
- Solely about race, gender or ethnicity; or
- Ethnic/cultural celebrations.



Diversity Is ...

- **Discovering and appreciating where our differences and similarities exist** so we can tap into unique perspectives and gain greater access to a variety of solutions and ideas.
- **Fostering healthy, functional and effective relationships based on real information and experiences** shared by real people instead of relying on assumptions, labels, stereotypes, etc. to drive our thinking and interactions.
- **Making things better for *everyone*** by fully deploying tangible and intangible assets for better outcomes.
- **Taking personal responsibility for developing a culture** where everyone feels valued and included.

Incorporating DEIA into the Everyday

- 1. Educate, educate, educate—yourself and others.** Dispel stereotypes through informative dialogues. Allow respectful questioning and avid curiosity. Make the most of every opportunity. Take advantage of free DEIA-related training, in person and online.
- 2. Be resilient.** DEIA practitioners are disruptors—working tirelessly to change the way others think, what they believe and how they act. You will hear “no” more often than yes, but keep plugging away. Change takes time.



Incorporating DEIA into the Everyday (cont.)

3. *Intentionally* connect with others and create opportunities for others to do so.

- Invite coworkers for coffee or lunch
- Offer to listen, without judgment, to a problem, situation or story
- Encourage someone with a compliment or affirmation
- Send a thank you note
- Virtually check in on a sick coworker
- Leverage humor
- Create opportunities for brainstorming and creativity
- Take into account time zones when setting up meetings
- Send agendas and materials ahead of time
- Empower others to speak up

Incorporating DEIA into the Everyday (cont.)

- 4. Understand that if you have a brain, you have bias.** It's your brain's way of making sense of the world. Bias is not inherently "bad," but it can negatively impact decision-making by preventing you from being impartial. Learn and own your biases, then work daily to mitigate them. Moreover, work with your agency's Enterprise Training Division to provide DEIA-related training (e.g., Unconscious Bias) for employees.



Incorporating DEIA into the Everyday (cont.)

5. **Create a culture of belonging.** Work across invisible boundaries. Think of ways to collaborate, cross-train and encourage. Promote inclusion through the use of *microaffirmations*:
- Using others' proper pronouns and by introducing yourself with your pronouns and graphic description in meetings.
 - Add pronouns to your signature line
 - Ensure all publications and meetings are 508-compliant and accessible (captioning, sign language interpreting, etc.)
 - Take into account differing time zones; don't set meetings too early—remember your colleagues out West!
 - Keep your introverted co-workers in mind; they need time to process information, so send agendas and read-aheads well before meetings start times, and skip the well-meaning but anxiety-inducing icebreakers.

Incorporating DEIA into the Everyday (cont.)

- 6. Exemplify Cultural Fluency.** Learn about people, places, customs and cultures that differ from your own:
- Join/be active in an Employee Resource Group (ERG) or Affinity Group
 - *Celebrate, Educate and Advocate:* celebrate heritage month/cultural observances or other special holidays and events; educate others on the achievements and struggles of minority groups; and advocate on their behalf
 - Encourage thoughtful dialogue around intersectionalities—individuals identify as more than one thing
 - Watch foreign-language television shows or films, or listen to music from around the world
 - Study a new language (start with basic phrasing)

Incorporating DEIA into the Everyday (cont.)

6. Spend time learning the federal hiring and EEO processes.

Understanding the legal parameters of recruitment and hiring, as well as EEO protections, will enable you to provide sound advice and clear guidance to employees and leaders. The more knowledgeable you are in these areas, the more indispensable you become to your organization, and the stronger your DEIA program.



Building Your DEIA Program: The Basics

- DEIA terminology, including DEIA-related occupations
- DEIA-related Executive Orders
- EEO/civil rights laws
- Federal hiring flexibilities
- DEIA-related training opportunities
- Federal heritage month observances
- Data collection sites and required annual reporting requirements
- Minority-Serving Institutions (MSIs)
- Nationwide Minority-Serving organizations

DEIA Terminology

➤ Occupations

- **CDO = Chief Diversity Officer**
- **CHCO = Chief Human Capital Officer**
- **EEO Specialist = Equal Employment Opportunity (EEO) Specialist**
- **HEPM = Hispanic Employment Program Managers (HEPMs)**
- **HR Specialist = Office of Human Resources**
- **Schedule A Coordinator = Selective Placement Program Coordinator**
- **SEPM = Special Emphasis Program Managers (SEPMs)**
- **VEPM = Veterans Employment Program Managers (VEPMs)**

DEIA-related Organizations

➤ Federal Organizations

- **EEOC** = Equal Employment Opportunity Commission
- **OMB** = Office of Management and Budget
- **OPM** = Office of Personnel Management
 - Ask DEIA = OPM DEIA Office

DEIA-related Organizations (cont.)

- **External Organizations/Institutions of Higher Education (IHEs)***
 - **AANAPISIs** = Asian American Native American Pacific Islander-Serving Institutions
 - **HBCUs** = Historically Black Colleges and Universities
 - **HSIs** = Hispanic-Serving Institutions
 - **MSIs** = Minority-Serving Institutions
 - **TCUs** = Tribal Colleges and Universities

**NOTE: Don't forget women's colleges/universities and disability-friendly IHEs.*

DEIA Data Collection & Reporting

➤ *Required Annual Reports*

- Management Directive 715 (MD-715)
- Federal Equal Employment Opportunity Recruitment Program (FEORP)
- Disabled Veterans Affirmative Action Program (DVAAP)
- Equity Action Plan
- DEIA Agency Assessment
- DEIA Strategic Plan
- Historically Black Colleges and Universities (HBCU) Agency Plan
- No FEAR Act Report

DEIA Data Collection & Reporting (cont.)

➤ Additional data sources

- Applicant Flow Data (AFD)
- Exit surveys
- Outreach/travel databases
- OHR workforce databases (e.g., Data Insight, USA Staffing)
- Federal Employee Viewpoint Survey (FEVS)
- U.S. Census
- Federal Workforce Data: FedScope
- Additional agency-specific reports
- Additional agency-specific surveys (e.g., Gallup Survey)
- U.S. Bureau of Labor Statistics: Civilian Labor Force

Federal Heritage Month Observances

All Special Emphasis/Heritage Month observances also are governed by [Executive Order 11478](#).

February: National African American/Black History Month

Authority: [Executive Order 13256](#) and [Presidential Proclamations and Executive Orders](#)

March: National Women's History Month

Authority: [Presidential Proclamations and Executive Orders](#)

May: National Asian American, Native Hawaiian/Pacific Islander Heritage Month

Authority: [Executive Order 13339](#), [Executive Order 14031](#) and [Presidential Proclamations](#)

Federal Heritage Month Observances (cont.)

May: Jewish American Heritage Month

Authority: [Presidential Proclamations and Executive Orders](#)

June: National Caribbean American Heritage Month

Authority: [Presidential Proclamations](#)

Lesbian, Gay, Bisexual, Transgender, Queer and Intersex (LGBTQI+) Pride Month

Authority: [Presidential Proclamations](#) and [Executive Orders](#)

Juneteenth

Authority: [Juneteenth National Independence Day Act](#)

Federal Heritage Month Observances (cont.)

September: **National Hispanic Heritage Month, Sept. 15-Oct. 15**
Authority: [Executive Order 13230](#), [Executive Order 13555](#), [Executive Order 13171](#) and [Presidential Proclamations](#)

October: **National Disability Employment Awareness Month**
Authority: [Executive Order 13187](#), [Executive Order 13078](#) and Presidential Proclamations

November: **National Native American Heritage Month**
Authority: [Executive Order 13270](#) and [Presidential Proclamations](#)

Agencies may also wish to recognize various other communities, such as Muslims/Arab Americans during Ramadan and Eid; Diwali and Holi for Indian Americans; and veterans for Memorial Day and Veterans Day.

Minority-Serving Institutions: Lists

- Keep in mind that the MSI lists provided by the U.S. Department of Education **are lists of the colleges and universities to which the Department's Office of Postsecondary Education (OPE) has given grants** under Title III of the *Higher Education Act of 1965*, as amended (HEA).
- These lists **do not include colleges and universities that *did not* apply for, or that *did not* receive, competitive Department grants;** therefore, **the lists are not necessarily complete lists** of colleges and universities meeting the HEA's definition of MSI.

Minority-Serving Institutions: Lists (cont.)

- Institutions of Higher Education (IHEs) listed on the [Hispanic Association of Colleges and Universities \(HACU\)](#) website are self-nominated and may not meet the federal enrollment criteria for Hispanic Serving Institution as outlined in the *HEA*.
- [Excelencia in Education](#) provides, free of charge, comprehensive Hispanic-Serving Institution (HSI) and emerging HSI lists (undergraduate, graduate and STEM) based on the number and percentage of Hispanics enrolled.

Minority-Serving Institutions: Lists (cont.)

- [College Choice: 50 Best Disability-Friendly Colleges and Universities](#)
- [Hispanic-Serving Institutions Data: Excelencia in Education](#)
- [List of AANAPISIs - College Recruiter](#)
- [The Hundred-Seven: HBCU Listing](#)
- [Tribal Colleges and Universities List: American Indian Higher Education Consortium](#)
- [Womens College Coalition: Directory of Women's Colleges](#)

White House Initiatives

- Center for Faith-based and Community Initiatives
- [White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Black Americans](#)
- [White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity for Hispanics](#)
- [White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders](#)
- [White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities](#)
- [White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Native Americans and Strengthening Tribal Colleges and Universities](#)

DEIA-related Executive Orders & Legislation

- [E.O. 14049](#) “White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Native Americans and Strengthening Tribal Colleges and Universities”
- [E.O. 14050](#) “White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Black Americans”
- [E.O. 13171](#) “Hispanic Employment in the Federal Government”
- [E.O. 13562](#) “Recruiting and Hiring Students and Recent Graduates”
- [E.O. 13583](#) “Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce”

DEIA-related Executive Orders & Legislation (cont.)

- [E.O. 13473](#) "To Authorize Certain Noncompetitive Appointment in the Civil Service for Spouses of Certain Members of the Armed Forces"
- [E.O. 13518](#) "Employment of Veterans in the Federal Government"
- [E.O. 13548](#) "Increasing Federal Employment of Individuals With Disabilities"
- [Title VII of the Civil Rights Act of 1964](#)

DEIA-related Executive Orders & Legislation (cont.)

- [The Age Discrimination in Employment Act of 1967](#)
- [The Americans With Disabilities Act of 1990](#) and [Rehabilitation Act of 1973](#)
- [The Equal Pay Act of 1963](#)
- [The Immigration Reform and Control Act of 1986](#)
- [The Genetic Information Nondiscrimination Act of 2008](#)

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