



# FDA DIVERSITY AND INCLUSION **STRATEGIC PLAN**

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2018 – 2021

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# MESSAGE FROM the Commissioner

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The Food and Drug Administration's (FDA or the Agency) critical work is made possible in part by our ability to attract and retain a talented and dedicated workforce that reflects the diverse backgrounds of those we serve. As this Agency's responsibilities grow in the face of expanding mandates to protect public health, it is imperative that we leverage the talent, skills, and diversity within the FDA community while we also strengthen our programs to identify and attract the best and the brightest workforce.

The *FDA Diversity and Inclusion Strategic Plan* for Fiscal Years (FYs) 2018–2021 outlines our priorities and goals as we continue to cultivate and promote a diverse, inclusive culture that champions dignity and respect, and where employees feel welcomed and motivated to do their best. These priorities reflect our promise to support FDA diversity programs; promote continuous learning and discussion of diversity and inclusion topics; recruit qualified candidates of different backgrounds, experiences, and talents; provide internal developmental opportunities; and assess what more we can do to nurture a supportive and fair work environment.

As a community, we are dedicated to leveraging every individual's perspectives, passions, and background not only to enhance the work experience of each employee, but also to have a positive impact on innovation. We want everyone to bring their authentic selves to work every day and feel empowered to share their ideas. It is through each person's commitment to fostering an open and inclusive environment that we fortify the ability of FDA and our workforce community to serve the American people and advance public health.

This Strategic Plan is the result of input from staff across the Agency including those who comprise FDA's Diversity and Inclusion Steering Council and Diversity and Inclusion Advisory Committee. I am grateful for their partnership in defining this direction as we move forward together to deliver on FDA's mission.

Sincerely,

A handwritten signature in black ink that reads "Scott Gottlieb, M.D.". The signature is written in a cursive, flowing style.

**Scott Gottlieb, M.D.**

*Commissioner of Food and Drugs*



# Introduction

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The Food and Drug Administration (FDA or the Agency) is pleased to share the *FDA Diversity and Inclusion Strategic Plan* for Fiscal Years (FYs) 2018–2021. This Plan outlines our approach to establish diversity and inclusion goals, strategies, and outcomes. It allows for periodic review of FDA’s accomplishments to guide and focus future diversity and inclusion efforts. It provides the Agency with a roadmap to foster a workforce that engages all of FDA’s employees, allowing the Agency to draw on our diverse talents to make a positive difference. In creating this plan, we have made the effort to align FDA’s diversity and inclusion goals with the Office of Personnel Management’s (OPM) diversity and inclusion goals (Appendix Table 1 shows FDA-to-OPM goal alignment). In addition, this Plan incorporates employee feedback obtained from the 2017 FDA diversity and inclusion survey.

Our goal is to build a high-performing, diverse, and inclusive workforce based on mutual acceptance and trust. FDA’s diversity management is based on a commitment from individuals at all organizational levels to increase awareness and foster a workplace where employee contributions are continuously recognized and valued. To enhance our ability to carry out the Agency’s scientific and programmatic mission, diversity and inclusion are a priority for all leaders, managers, and employees.

Commitment to equal opportunity, diversity, and inclusion adds value to the Agency’s mission by creating a culture where the workforce can bring together creative ideas. An inclusive workplace with engaged employees, who come from all corners of the world, can spur innovation to better meet our mission.

# DIVERSITY AND INCLUSION — *defined* —

FDA has adopted the OPM definition of “diversity” and “inclusion.”

**Diversity** is defined as  
“a collection of individual attributes  
that together help agencies pursue  
organizational objectives efficiently  
and effectively.”

**Inclusion** is defined as  
“a set of behaviors (culture) that  
encourages employees to feel valued  
for their unique qualities and  
experience a sense of belonging.”



# SAMPLE OF PREVIOUS Years' Accomplishments

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FDA continues to make great strides in support of diversity and inclusion efforts. In previous years, each Center and the Office of the Commissioner (OC) has carried out numerous diversity and inclusion activities contributing to a robust FDA diversity and inclusion program. The following list provides a sample of the Agency's accomplishments.

- Implemented strategies for increasing inclusiveness through employee participation.
- Ensured that employees, especially new managers and supervisors, completed diversity management training through Centers and FDA University.
- Focused on underrepresented populations in the workforce and shared recruitment materials with underrepresented populations to help ensure our workforce represents those we serve.
- Sponsored diversity events and commemorative programs at the Centers to raise diversity awareness.
- Continued to build on partnerships with FDA's Employee Resource Groups (ERGs) and affinity groups through employee gatherings and job fairs.

The Diversity and Inclusion Steering Council (DISC), represented by executive leaders from each of the Centers and OC established the diversity and inclusion goals for the Agency in March 2017 (Appendix Table 2 lists the DISC members). The Council reviewed the diversity and inclusion goals of OPM, other federal agencies, the Centers, and FDA's previous diversity and inclusion goals in order to establish the new goals for FYs 2018–2021.

The Diversity and Inclusion Advisory Committee (DIAC), also comprised of representatives from each Center's Employee Resource Groups (ERG) and FDA staff, led the effort to establish the priorities, implementation strategies, and actions to accomplish the goals (Appendix Table 3 lists the DIAC members and Table 4 lists FDA ERG members). To build this Plan, DIAC used focus group data, staff meetings, Employee Viewpoint Survey (EVS) results, and other diversity information collected from employees. This Plan incorporates the comprehensive work and review from the DISC, DIAC, and ERG members.

# Goals

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The next section outlines the priorities, strategies, and actions that accompany FDA's three diversity and inclusion goals.



## Goal 1: Ensure Leadership Commitment

Ensure leadership demonstrates its commitment and accountability for modeling behavior that advances diversity and inclusion.

Priority	Implementation Strategies	Actions
<p><b>1.1</b> Demonstrate accountability, commitment, and involvement with regard to diversity and inclusion in the workplace.</p>	<p>1. FDA senior leadership conveys the critical importance of diversity and inclusion in messaging and behaviors reflective of diversity and inclusion.</p>	<ul style="list-style-type: none"> <li>Centers develop diversity and inclusion action plans aligned with FDA activities.</li> <li>Develop an action plan and track and monitor results and progress.</li> <li>Senior leadership models diversity and inclusion behaviors by disseminating diversity and inclusion messages in internal and external venues, as appropriate, and by recognizing diversity and inclusion excellence.</li> </ul>
	<p>2. Supervisors continuously collect input from employees on diversity and inclusion.</p>	<ul style="list-style-type: none"> <li>Identify employee perceptions of diversity and inclusion, and develop recommendations for future diversity and inclusion actions, which management can use to engage employees to expand diversity and inclusion efforts.</li> </ul>
<p><b>1.2</b> Increase supervisory accountability for promoting and supporting FDA diversity programs and objectives.</p>	<p>1. Include commitments to FDA's diversity and inclusion goals and objectives in FDA's performance plans.</p>	<ul style="list-style-type: none"> <li>Cascade the Commissioner's diversity goals to all Executive plans and if possible, to employee plans.</li> <li>Ensure all supervisor performance plans include a diversity and inclusion element.</li> </ul>
	<p>2. Ensure new supervisors have timely access to diversity and inclusion learning material.</p>	<ul style="list-style-type: none"> <li>Incorporate diversity and inclusion awareness into recurring New Supervisors' Orientation sessions.</li> </ul>

## Goal 2: Cultivate and Support an Inclusive Culture

Cultivate and promote an inclusive culture that maximizes the talent, skills, and diversity within the FDA community.

Priority	Implementation Strategies	Actions
<p><b>2.1</b> Cultivate a supportive, welcoming, inclusive and fair work environment that maximizes the talent, skills, and diversity within the FDA community.</p>	<p>1. Support participation in employee affinity and resource groups.</p>	<ul style="list-style-type: none"> <li>• Expand marketing of affinity and employee resource groups (ERG) in communications and newsletters.</li> <li>• Work with ERGs to analyze and benchmark best practices to find gaps in ERG representation.</li> <li>• Determine what functions ERGs best serve; then devise and execute an action plan to help define and enrich strategic relationships both internally and externally to enhance inclusion and recruitment of under-represented populations.</li> </ul>
	<p>2. Add a diversity and inclusion component to onboarding and integration materials.</p>	<ul style="list-style-type: none"> <li>• Establish and/or enhance onboarding programs to incorporate diversity and inclusion.</li> <li>• Incorporate Agency and Center diversity and inclusion messages into materials for new employees as part of the onboarding process.</li> </ul>
	<p>3. Utilize employee feedback, such as EVS data, to continuously improve FDA culture.</p>	<ul style="list-style-type: none"> <li>• Utilize FDA diversity and inclusion and EVS results to establish a baseline to identify and target program initiatives, available resources, and to support FDA-wide initiatives and activities.</li> <li>• Conduct interviews and focus groups with employees and managers to identify the strengths and opportunities for improvement.</li> <li>• Hold workgroups that meet regularly to develop and monitor progress on action plans for diversity and inclusion initiatives.</li> </ul>

Priority	Implementation Strategies	Actions
<p><b>2.2</b> Increase the awareness and understanding of diversity and inclusion within the workplace.</p>	<p>1. Provide training opportunities on various aspects of diversity and inclusion for supervisors and staff.</p>	<ul style="list-style-type: none"> <li>• Provide training sessions, seminars, and other events for managers and staff on various topics of diversity and inclusion.</li> <li>• Encourage staff to take diversity and inclusion training by advertising courses and showing leadership commitment to diversity and inclusion training.</li> <li>• Educate senior leaders on unconscious biases in the workplace.</li> </ul>
	<p>2. Promote continuous learning and discussion on diversity and inclusion.</p>	<ul style="list-style-type: none"> <li>• Hold an FDA-wide Diversity and Inclusion Day geared toward diversity awareness, workforce education, and workplace inclusion.</li> <li>• Utilize Center staff meetings to facilitate discussions by focusing on issues that impact today's workplace (e.g., generational issues, unconscious bias, and myths about working with individuals with disabilities).</li> <li>• Share best and unsuccessful practices to help cross-Agency organizations evolve and enhance diversity and inclusion activities.</li> </ul>
	<p>3. Institutionalize diversity and inclusion training at the Centers.</p>	<ul style="list-style-type: none"> <li>• Hold activities that encourage open dialogue regarding diversity and inclusion.</li> <li>• Provide leadership with tools to effectively manage a diverse workforce.</li> <li>• Use clear and consistent communication materials to market diversity and inclusion training.</li> </ul>
<p><b>2.3</b> Ensure that all qualified internal candidates have an opportunity to compete for open positions and apply for developmental and mentoring opportunities.</p>	<p>1. Support participation in developmental and mentoring opportunities.</p>	<ul style="list-style-type: none"> <li>• Gather feedback on developmental opportunities from courses and overall program evaluations to determine effectiveness and identify future training needs.</li> <li>• Utilize FDA-wide messages and internal Center announcements to share mentoring and developmental opportunities.</li> <li>• Utilize ERGs to share mentoring and developmental opportunities.</li> <li>• Enhance mentoring programs and encourage employee and leadership participation.</li> </ul>
	<p>2. Ensure diversity and inclusion is addressed during the hiring process.</p>	<ul style="list-style-type: none"> <li>• Encourage hiring managers to assemble a diverse selection panel during the hiring process.</li> <li>• Ensure selecting officials are present during mandatory pre-consult meetings with Human Resources staff.</li> </ul>

## Goal 3: Build and Maintain a Diverse Workforce

Identify, attract, and retain a pipeline of diverse and qualified candidates with a wealth of experience and talent through targeted outreach, recruitment, and selection.

Priority	Implementation Strategies	Actions
<p><b>3.1</b> Define outreach and recruitment goals and objectives with an increased focus on diversity and inclusion.</p>	<p>1. Coordinate Agency-wide outreach and recruitment strategies to maximize the ability to recruit for a diverse, broad spectrum of potential applicants including from a variety of geographic regions, academic sources, and professional disciplines.</p>	<ul style="list-style-type: none"> <li>• Implement an internal job announcement notification process to inform special interest, affinity, and employee resource groups about job opportunities at the Centers.</li> <li>• Attend various career fairs, networking and recruitment events at colleges and universities, including Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), Tribal Colleges and Universities (TCU), American Indian Alaska Native Serving Institutions (AIANSI), and Asian American and Native American Pacific Islanders Serving Institutions (AANAPISI) to attract under-represented groups.</li> <li>• Involve hiring managers and supervisors in decisions regarding outreach and recruitment approaches to target a diverse candidate pool.</li> </ul>
	<p>2. Continue to establish relationships and partner with appropriate institutions, scientific groups, and professional organizations in an effort to target diverse populations.</p>	<ul style="list-style-type: none"> <li>• Establish a corporate recruitment strategy to attract and build a candidate pool of diverse talent by partnering with colleges/universities; minority-focused professional organizations; veteran organizations; science, technology, engineering, math and medicine (STEMM) groups; and other organizations.</li> <li>• Host presentations within and outside FDA to share opportunities for under-represented groups.</li> <li>• Establish and deliver leadership and new supervisor training to raise awareness about various programs and tools to hire under-represented groups such as the Disabled Veterans Affirmative Action Program, Schedule A appointing authority, OPM's Shared List of People with Disabilities, and the Workforce Recruitment Program, among others.</li> </ul>
	<p>3. Effectively utilize social media to promote internship and employment opportunities among diverse populations.</p>	<ul style="list-style-type: none"> <li>• Educate Centers' human capital staff on the use of social media (i.e., Twitter, LinkedIn) for recruitment/ outreach with qualified applicants.</li> <li>• Capture data for candidate sourcing through Twitter, LinkedIn, and Centers' Jobs-page visits.</li> <li>• Update FDA and Centers' websites and recruitment materials to more effectively communicate the respective inclusive work environment to attract diverse talent.</li> </ul>

Priority	Implementation Strategies	Actions
<p><b>3.2</b> Evaluate diversity and inclusion data to ascertain where there may be gaps in representation and create new strategies to increase representation from those groups.</p>	<p>1. Utilize the FDA and Center Strategic Workforce Planning Profiles to increase management awareness of the current workforce.</p>	<ul style="list-style-type: none"> <li>• Evaluate diversity and inclusion data to ascertain where there may be gaps in representation and create new strategies to increase representation.</li> <li>• Facilitate dialogue with senior leadership to include a review and analysis of current workforce demographics, including race, ethnicity, gender, disability status, and veteran status.</li> <li>• Identify and implement strategies to reduce the diversity gap areas.</li> </ul>
	<p>2. Identify through data analysis sources to grow applicant pools of under-represented populations.</p>	<ul style="list-style-type: none"> <li>• Create diversity reports on new hires and provide quarterly reports to hiring managers and supervisors to inform recruitment strategies.</li> <li>• Work with Centers to utilize programs to hire candidates eligible for non-competitive appointments, including Peace Corps volunteers, veterans, and people with disabilities, among others.</li> </ul>



# Conclusion

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FDA leadership is committed to successfully carrying out our mission to promote and protect public health and safety of the products FDA regulates, by ensuring that our workforce reflects the diverse backgrounds of those we serve. We support our workforce by fostering an inclusive work environment where employees can use their knowledge and expertise to generate innovative ideas that advance public health.

Retaining both excellent talent and experienced scientific staff is critical to sustaining a strong workforce. We continue to invest in developing diverse and talented professionals to promote a dynamically diverse and inclusive work environment.

The goals and priorities outlined in this plan will serve as a roadmap as the Agency continues to foster a diverse and high-performing workforce—representative of the community served by FDA—in which employees feel valued and have a sense of belonging. As next steps, we plan to monitor progress and address gaps through active employee engagement to make a meaningful difference in FDA’s diversity and inclusion efforts.



# Appendices

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## Diversity and Inclusion Steering Council (DISC) Members

Center/Directorate	Role	Name
CTP	Member	Janelle Barth
OGROP/OIP	Member	Randi Bretous
OO/OEEO	Member	Bishop Buckley
OO/OHR	Member	LaJuana Caldwell
NCTR	Member	Winona Cason
ORA	Member	L'Tonya Davis
OC/OPPLA	Member	Linda Fobbs
CDER	Member	Melanie Keller
CDRH	Member	Shelly Lanier
OO/IO	Chair	Kristine Leiphart
OGROP/OIP	Member	Tanya Lockett
OFVM & CVM	Member	Erik Mettler
OO/OEEO	Member	Carol Moulton
OO/OHR	Member	Tania Tse
CBER	Member	Dawn White

## Diversity and Inclusion Advisory Council (DIAC) Members

Center/ Directorate	Role	Name	Alternate Representative
OO	Representative	Corwyn P. Alvarez	
OO	Member	Ahmed Askar	
OO	Member	Bishop Buckley	
CDER	Member	Erin Caines	
OO	Member	LaJuana Caldwell	
NCTR	Member	Jeanette Coleman	
CTP	Member	Elizabeth Cusumano	Denise Peterson
CDRH	Member	Danyiel D'Antonio	Shelley Lanier
CFSAN	Member	Leonora Darlington	
CDER	Member	Karen Donnelly	
ORA	Representative	Danita Dyer	
OO	Member	Rita L. Harrison	
OCC	Representative	Yen Hoang	
CDER	Member	John Huang	
CTP	Member	Anthony Lee	
OO	Chair	Kristine Leiphart	
CFSAN	Member	Demetria Lisenby	Elisha Jordan
CBER	Member	Brian Mahone	Amber Petronio
CDER	Member	Thomas Murphy	
CDER	Member	Laine (Peyton) Myers	
OO	Member	Oluwayemisi Oyemade	
CFSAN	Representative	Deborah Price	
OO	Support	Tobi Pulley	
OO	Representative	Lennell Quarles	
OC	Member	Gloria Sanchez-Contreras	
CVM	Member	Roxanne Schweitzer	Nicole Benn

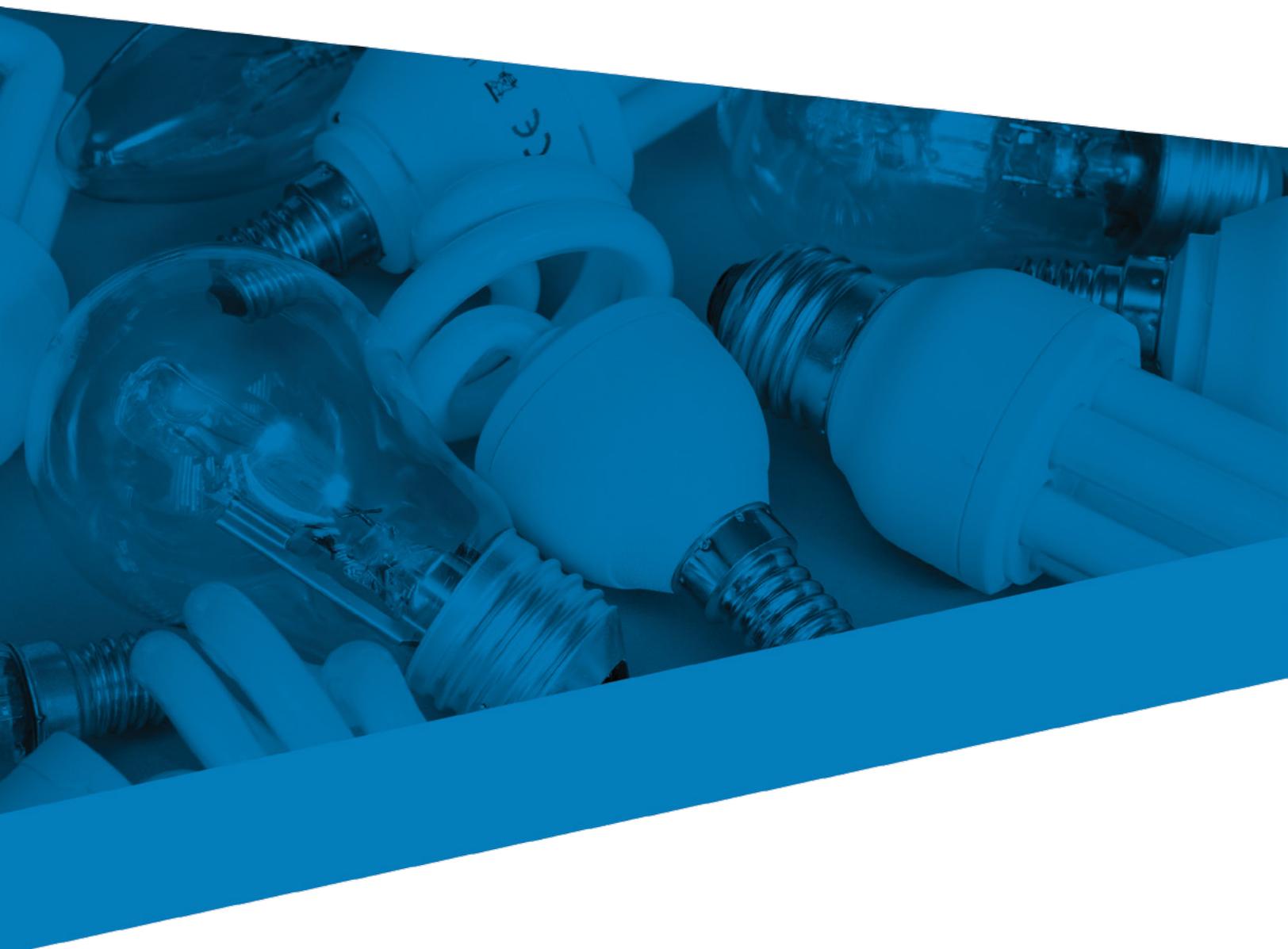
Center/ Directorate	Role	Name	Alternate Representative
CDRH	Member	Matthew Schwerin	
CDER	Member	Samir Shaikh	
CFSAN	Representative	Michael Tolbert	
OO	Member	Tarsha White	
ORA	Member	Norman Williams	
OO	Representative	Avery Wilson	

## Listing of Employee Resource Groups (ERG) and Chairs

Group	Chair	Co Chair
Federal Employed Women (FEW-Parklawn)	Erin Caines	
Society of Hispanic Professionals (SHIP-CFSAN)	Leonara Darlington	
Advisory Committee for Employees with Disabilities (ACED)	Rita Harrison	Matthew Schwerin
Asian and Pacific Islanders Network (ApaNet)	John Huang	Yen Hoang
FDA Military Veterans Advisory Group (MVAG)	Thomas Murphy	
Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex and Asexual Employees (FDA Globe)	L. Peyton Myers	Kisha Hopwood
Federal Employed Women (FEW-CFSAN)	Deborah Price	
HACE—Hispanic/Latino Alliance for CDER Enhancement	Carmelo Rosa	
Hispanic Employee Resource Group (HOLA)	Gloria Sanchez-Contreras	
FDA Interfaith Insight Group (FIIG)	Samir Shaikh	Askar Ahmed
Blacks in Government (BIG-CFSAN)	Michael Tolbert	
Black Women in Science and Engineering (BWISE)	Angela Whatley	
Blacks in Government (BIG-Parklawn)	Avery Wilson	Danita Dyer

# Alignment Chart for FDA's Diversity and Inclusion Goals

OPM Goals	FDA Goals
<p><b>1. Diversify the federal workforce through active engagement of leadership.</b></p>	<p><b>1. Ensure leadership commitment.</b></p>
<p>1.1 Emphasize the importance of their inclusive diversity efforts by utilizing a wide range of communication strategies and tools that demonstrate their support for these initiatives.</p> <p>1.2 Review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved.</p> <p>1.3 Develop and implement broad outreach strategies to attract leaders from diverse sources to the organization, consistent with merit system principles, through strategic partnerships with affinity organizations, diverse postsecondary educational institutions, professional associations, and public, private, and non-profit sectors.</p>	<p>1.1 Demonstrate accountability, commitment, and involvement with regard to diversity and inclusion in the workplace.</p> <p>1.2 Increase supervisory accountability for promoting and supporting FDA diversity programs and objectives.</p>
<p><b>2. Include and engage everyone in the workplace.</b></p>	<p><b>2. Cultivate and support an inclusive culture.</b></p>
<p>2.1 Foster a culture of inclusion and engagement by employing culture change strategies such as the New Inclusion Quotient (New IQ) Initiative and Diversity and Inclusion Dialogues.</p> <p>2.2 Assess, redesign, and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency.</p>	<p>2.1 Cultivate a supportive, welcoming, inclusive and fair work environment that maximizes the talent, skills, and diversity within the FDA community.</p> <p>2.2 Increase the awareness and understanding of diversity and inclusion within the workplace.</p> <p>2.3 Ensure that all qualified internal candidates have an opportunity to compete for open positions and apply for developmental and mentoring opportunities.</p>
<p><b>3. Optimize inclusive diversity efforts using data-driven approaches.</b></p>	<p><b>3. Build and maintain a diverse workforce.</b></p>
<p>3.1 Create a diverse, high-performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data.</p> <p>3.2 Foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion opportunities and career development.</p> <p>3.3 Collect relevant performance data to establish a business case for diversity and inclusion for the Agency.</p>	<p>3.1 Define outreach and recruitment goals and objectives with an increased focus on diversity and inclusion.</p> <p>3.2 Evaluate diversity and inclusion data to ascertain where there may be gaps in representation and create new strategies to increase representation from those groups.</p>



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