



DHS Inclusive Diversity Strategic Plan

for Fiscal Years 2021 – 2024

Elevating the Human Experience



**Homeland
Security**

Message from the Chief Human Capital Officer

2020 has been an unprecedented, and life-altering, year which has forced us to reach beyond our highest limitations. It has been more important than ever to put our experience as humans first, and take responsibility to care for each other as we steady and reorient ourselves—while we perform the vital mission to safeguard the Nation.

This snapshot in time has us in the middle of a global pandemic to which hundreds of thousands have succumbed, and we are left deeply affected. We know people who have fallen ill to the virus, and still more who have mourned over loved ones lost. We also grieve our former ways of life and the freedoms that we enjoyed. As we are forced to be more accustomed to working virtually, our personal and professional boundaries have blurred. More so, we have taken on multiple jobs as professionals, educators, parents and caretakers, with an uncertain end in sight.

As a Nation, faced with social unrest, we perform our important mission without skipping a beat, while processing our own feelings, and seeking to understand other perspectives. How can we learn to care for ourselves and each other in a heartfelt way and move ourselves individually and collectively forward—while keeping the American public safe?

One of the best things we can commit ourselves to is to find purpose in what we do, have a meaningful life, and evolve our mind and our hearts—as humans, professionals, colleagues, friends, partners, parents, and so much more. We all share the duty to create the workplace we want; one where all of us belong and have a voice.

It is important that we all demonstrate our commitment to inclusive diversity as a top priority to ensure that we operate as one team, one DHS in taking care of each other during these difficult times. Within my office, I have charged our teams to have a synergized approach throughout to ensure that Inclusive Diversity, Engagement, Leadership Development, Workforce Health and Safety, and Employee and Family Readiness programs pull together to focus on the well-being of our talented employees and their families. Our Strategic Recruitment team is fully committed to attentively build a workforce of the highest quality that mirrors and represents the public that we serve. It is time we dually focus on caring for our employees and their families; recruiting a talented workforce means little without thoughtful and meaningful programs and an environment that enables our employees to fulfill their highest potential while they serve our Nation.

This mindfulness in programs, practices and the culture at large will become foundational in our business practices so that we show up as human-focused in our everyday interactions, and in how we accomplish our DHS mission. This document establishes our Department's strategic vision for inclusive diversity, and is the heartbeat that propels our programming and activities—those actions will follow in a subsequent implementation plan.

One thing we can be certain of is that our situation will continue to be dynamic. We are more than 250,000 strong and have a great opportunity to leverage the sum of our individual talents into our collective strength as we learn to adapt and pivot toward the future. Together, we will safeguard the homeland, our citizens, and our values, especially those of compassion and generosity while being able to speak up and champion those values, during these challenging times.

With respect and appreciation,



Roland Edwards

DHS Chief Human Capital Officer

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Executive Summary

It was important to us to thoughtfully and meaningfully create this framework with a fresh approach. Our work necessitates that we look out for people – our own people, who dedicate themselves to accomplishing the Department’s mission. *A sense of belonging* is at the core of our Department’s workforce priorities. We see this when we trace each line of human capital business function to its roots: providing resources offers stability and security; learning creates enrichment and growth; and relationships create connection.

We want to build a human experience that begins with a focus on the individual.

We are used to seeing organizations establish policy and then scale their capabilities in execution of those policies; individual experience is often lost or falls between the cracks with a systems-only approach—that *individual experience is often what matter most*. We are re-framing our approach to put the individual experience first, and to use that experience to inform and build system-wide measures, instead of making the individual fit the system. We believe this will enable us to more powerfully drive our work toward the outcomes we desire. The passion of caring for the individual person and their experience drives all that we do.

Inclusive Diversity Strategic Plan Goals



Unleashing the power of our shared human spirit

Priorities

- You believe you belong and matter
- We build the mind and heart – we grow together
- Words matter – we speak our truth kindly

Activities

- Thoughtful and ongoing development of ID content and micro-learning opportunities
- Embedding ID principles in DHS workstreams and business operations (IDDP + alumni, proliferation of training content)
- Connections between and among employees through Employee Associations, mentoring programs

Outcomes

- Employee **alignment** between self and DHS mission
- **Connectedness** and cohesiveness
- **Empowerment** at the individual level



Expanding opportunities to grow and serve the nation together

Priorities

- Everyone deserves a chance – DHS welcomes you
- Pursue your passion

Activities

- Ensuring a diverse applicant pool through outreach and strategic planning
- Priority on retention through advocacy of career development and other programs
- Mobilizing DHS Exit Survey results toward retention
- Industry practices for hiring and selection

Outcomes

- **Recruitment, engagement and retention**—using individual experiences to inform the system
- **Telling the story**—clearly illustrating investment in employees



Leading with intention to make a difference

Priorities

- Be part of something special – help make us better
- Our decisions are guided by you – you are more than a number

Activities

- Strengthen definition and application of ID
- Establish and institute a measure for Inclusion
- Build, deploy, leverage infrastructure and resources (SRDI Council, e-Library)
- Expand and deepen partnerships through consultation and cross-disciplinary projects

Outcomes

- **Ownership and accountability** at all levels
- **Data-informed focus** toward growth and improvement



Photo by Tim Mossholder
Unsplash

Do not get lost in a sea of despair. Be hopeful, be optimistic. Our struggle is not the struggle of a day, a week, a month, or a year, it is the struggle of a lifetime. Never, ever be afraid to make some noise and get in good trouble, necessary trouble.

- The late Honorable Representative John Lewis

Our Charge

Using the past, present and future to create our destiny.

We are more than the sum of our experiences; while they have shaped who we are and how we think, we have the power to learn, grow, and do better. Our work aims to create opportunities to think beyond what we view our limitations to be – so that we can stretch our willingness to reach for resources, and the chance to build our skills and knowledge.

Our Core Values

What we value is who we are.

We are mission-centric, and heart-led; we hold ourselves to be people who are aligned in who we are, and in what we do. Our values are the center core from which we speak and act, and they show up in all we do. The work we articulate in this plan is steeped in the DHS values of Vigilance, Integrity, and Respect – they are tightly woven into what we do and who we are, daily.

Our Pledge

Our commitment to the individual is clear and unwavering.

When we take care of the individual, we take care of our collective. We take seriously our responsibility to care for our people by closely examining their personal experience and shifting behavior to learn from other perspectives. We are dedicated to using this approach to create a culture where all individual experiences and behaviors comprise a clearer picture that more truthfully represents us. Refreshing the picture of our collective allows us to uplift the individual and create a human experience that translates into an unparalleled mission accomplishment.

Inclusive Diversity emphasizes the importance of building inclusive workplaces and is comprised of a set of behaviors that promote collaboration, creativity and innovation, high performance, fairness and respect, and an environment where employees believe they belong.



Female Squad, Unsplash
Photo by: Joel Muniz

We are proud of how far we've come.

DHS is diverse.

Our Department is more diverse¹ than others in the Federal Government, and we have done well to maintain this. Our leaders in senior executive service positions² are representative of, and increasingly demonstrate this.

Our Inclusion Index is improving.

Our employees are observing and providing feedback that our Department is making positive change in its culture.³ We are getting better at modeling behaviors of fairness, openness, cooperation, support, and empowerment.

Our Engagement Index is improving.

Our employees are engaged and have demonstrated an upward trend in engagement over the past five years.⁴

Retention is steady.

DHS employees demonstrate a higher tendency to stay when compared with employees from the average government agency.⁵

Learning and development is foundational.

Our work has shown that we need to embed mindfulness and collaboration to foster creativity and innovation. We recognize the importance of navigating difficult conversations to develop trust in the workplace.

Our people are cared for when their families are cared for.

Caring for individuals means caring about what means most to them. We provide resources to support stress management, financial literacy, mindfulness and resilience, child/elder care and mental health because we know that is what matters.

We share accountability for making DHS where we want to work.

We know our leaders most visibly demonstrate the Department's commitment to inclusion. We also know that our leaders need our help to understand what is important to us. Our leaders are committed to stand for our causes just as we are committed to being vocal about our needs. Everyone benefits from understanding and being responsible for intentional acts of inclusion – regardless of what their position title is and where they sit.⁶

Originals are nonconformists, people who not only have new ideas but take action to champion them. They are people who stand out and speak up. Originals drive creativity and change in the world. They're the people you want to bet on.

- Adam Grant

¹ DHS workforce diversity has averaged 45% in the past three years, almost double the federal workforce benchmarks.

² DHS had 22% SES who identified as ethnic or racially diverse (on par with the Federal Government), an increase of 2% in the past three years and women have hovered between 28% and 29%.

³ DHS's Inclusion Index scores in the annual OPM Federal Employee Viewpoint Survey (FEVS) increased 6% over the last three years.

⁴ DHS's Engagement Index scores in the annual OPM Federal Employee Viewpoint Survey (FEVS) increased 6% over the last five years.

⁵ DHS attrition is around 9%, below the government-wide average of 11%.

⁶ Strengthened Inclusive Diversity language for SES performance plans; in FY19, trained nearly 50% of the total cadre through inclusion seminars.

We continue to learn and grow.

Fight for the things that you care about but do it in a way that will lead others to join you.

- The late Justice Ruth Bader Ginsberg

We are committed to being better and doing better.

We know we need to meaningfully review opportunities for growth, and we are holding ourselves to learning, living, and teaching these three tenets:

1. Seeing our circumstances as they are;
2. Seeing where our circumstances can be made better; and
3. Seeing our individual responsibility in making our circumstances better.

We want all our “North Stars” to align – regardless of where we sit.

Whether in a field office in Albuquerque, or whether at the central Headquarters level, our compasses should all point in the same direction. What looks “right” will be unique to the context and circumstances of each of our local areas of work, but we should all be aligned to the bigger picture of building a place of work where we all belong, anchored by our core values.

We want to define what our work is so that it is better understood.

Inclusive Diversity feels shapeless and conceptual for many. We are working to create terminology to help define, shape, and describe our work, and to educate ourselves and each other on the best skills and words to use to meet meaningful conversations with authenticity and honesty. Part of this work involves helping individuals see how they can (and likely already do) participate by applying inclusive thinking and behaviors in real-life scenarios.

We want to better measure our growth and success.

We will be focused on shaping this view of success with a measured approach that speaks better to the actual culture and needs of our Department. We know that shaping our future means being ambitious beyond settling for a generic government standard, and we will be establishing performance indicators that illustrate our efforts and our progress, based on our priorities.

We want to pull together in areas where we desire change.

We share a common interest in embedding inclusive practices throughout our talent management cycle and in strengthening interactions between supervisors and their teams. This is done by identifying areas for improvement and convening professionals across disciplines to develop solutions presents exciting opportunities for real change.

We need to get specific in order to achieve outcomes.

Static mindsets and inert habits that no longer serve us persist when they hide behind generalized goals and solutions that are not mapped to root issues. We want to peel back the layers to look acutely at opportunities where our Department can improve, and carve specific and meaningful outcomes that can be achieved through tangible actions, based on real feedback and actual scenarios. Drilling down to specifics will allow us to see the relevance of our work, and shine light on areas where we can take ownership and action.

INCLUSIVE DIVERSITY GOALS, PRIORITIES AND OUTCOMES

Goal 1: Unleashing the Power of Our Shared Human Spirit

Our goal is to spark powerful connection between each other and our mission so that we are bonded by a shared experience of being purpose-driven, heart-led, and relationship-oriented.



Unsplash, Photo by Jens Peter

Priority 1.1: You Believe You Belong and You Believe You Matter

Our priority is to be a heart-led and human-centric workplace in how we perform our mission. This means reinforcing that we belong, and that we matter. We will do this by teaching and making recommendations so that our Department is a collective workplace valuing each individual's unique combination of skill and experience.

We will know we have grown into a more inclusive and collective workplace when we begin to see these outcomes:

Outcome 1.1.1:
You feel the connection—
You are a part of your DHS
Family



- **We connect to each other** through the belief we belong and are valued for our uniqueness, while connecting with others around us, to create a shared, broader collective experience, made richer with diverse perspectives.
- **We seek mentorship to develop ourselves**, empowered by learn-and-grow exchanges that spark inspiration and shape a growth mindset.
- **We are creative across disciplines** and feel supported to explore and widen our aperture beyond our nuclear teams to crowdsource information, solutions, and resources.
- **We increase impact by finding common ground**, engaging with Employee Associations to support and participate in advancing causes that are aligned with our beliefs.
- **We make access to all a priority**, and learn how to make this possible through technology, to make best use of our widest pool of talent.

Outcome 1.1.2:
You believe you matter
– Your talents are used
to uplift yourself and
others.



- **We showcase successes and accomplishments** so that recognition is equitable, while considering individual needs and motivating factors.
- **We hold in high regard those who model inclusion**, highlighting and incentivizing inclusive behavior through the power of affirmation and the practice of gratitude.

The Platinum Rule:

Treat People as They Want to Be Treated

Then we learn our journey in life is not about ourselves as individuals, but it's more about our connections with others.



Visit the [DHS Employee Association](#) page for more information, to register for an EA, or to start your own.

Inclusive teams make better business decisions up to 87% of the time.

(Larson, 2017).

WE ARE BETTER TOGETHER.

DHS offers several ways for you to engage with your peers to share common interests and differing viewpoints, sparking meaningful dialogue and creativity. Employee Associations (EA) are voluntary, employee-led groups convening over collective interests, backgrounds or demographic factors, and provide the opportunity to be heard, valued, and engaged, and to build a community. EAs serve as agency strategic partners in promoting a culture of inclusive diversity across the Department through engagement in a forum that sheds lights on employment matters affecting the EA constituency, sharing in the exchange of ideas, and providing recommendations to effect overall change and improvement. DHS has several EAs already established such as *DHS Adelante Association, DHS Asian American Pacific Islanders Network, and DHS Blacks in Government.*

Priority 1.2: We build the mind and the heart – We grow together

We keep people at the core of our work, and we do this by prioritizing their empowerment through knowledge. Expanding knowledge of typically unexamined behavior plays a key role in creating a culture that is inclusive. Infusing mindfulness practices into our everyday interactions sets the stage for meaningful interactions and healthy relationships, creating the DHS community that we deserve.

We will know we are prioritizing the empowerment of our employees when we begin to see these outcomes:



Four Harmonious Friends, Unsplash

Change your thoughts and you can change your world.

- Norman Vincent Peale

Outcome 1.2.1:
You feel empowered to create your future.



- **We create a foundation from which to embed an inclusive mindset** across the Department by creating an *Inclusive Diversity* Education Curriculum.
- **We look to make the largest possible impact by tailoring learning through specific lenses.** Our curriculum reaches all, and teaches inclusive skills and behavior to many audiences, whether you are a senior executive, a supervisor, a change-maker, or a team member.



Priority 1.3: Words Matter – We speak our truth kindly

The DHS IDDP is opening doors for people to engage in meaningful conversations they ordinarily would not have in the workplace. The IDDP allows people to share their stories, experiences, and perspectives. Through this program, participants are exposed to new thoughts, perspectives, and cultures that they previously would not been exposed to.

- Participant Testimonial

The DHS Inclusive Diversity Dialogues Program (IDDP) is a unique and powerful experience to build an inclusive lens. The IDDP is a cohort-based program that encourages the sharing of different perspectives to help participants confront assumptions, perceptions, and stereotypes that prevent us from understanding each other.

Making inclusion real means coming to a place of mutual understanding. We use language to spark a foundation of teamwork and trust through the creation of our own common language. By doing so, we increase transparency, cut down on miscommunication, and hold each other accountable for the language and behavior that leads to success. Our Inclusive Diversity mantra, “Caring, Connecting, and Collaborating” is our first step on this path.

We will know we are successfully shaping and evolving our world when we see these outcomes:

Outcome 1.3.1:
We Walk the Walk –
We show our commitment to Inclusive Diversity



Outcome 1.3.2:
We Tell Our Story –
You see yourself as part of the picture.



- **Our culture of respect and inclusion starts at the top;** our leaders embrace diverse perspectives by leading difficult and meaningful conversations.
- **Our leaders show that they value you** through recognition and response—words and actions—to demonstrate that they care and that you matter.

- **Our pledge is loud and clear;** there is no question of our commitment to Inclusive Diversity and its meaning to all of us.
- **We talk about our shared responsibility widely,** making sure that it is part of all aspects in the work of our Department, and breathe life into the importance of inclusion by calling out and labeling these positive, uplifting words and actions for all to see.



Nourishing and Flourishing with Delight, Murals DC Project
Artist: Eric Ricks

Life begins at the end of your comfort zone.

- Neale Donald Walsch

Goal 2: Expanding Opportunities to Grow and Serve the Nation Together

Our Department is made strong by the collective intelligence of our diverse teams. We aim to leave no stone unturned in our work to find the brightest talent and skills to join us in accomplishing our mission.



Catching Art, Unsplash
Photo by: Domenico Loi

Priority 2.1: Everyone deserves a chance – DHS welcomes you

We want to learn and draw from your unique experience and perspective to strengthen our collective ability to be curiosity-led, ignite innovation, solve problems, and collaborate meaningfully. We are passionate about building a strong and complex team to serve our Nation.

We will know we are successful in creating a collectively strong team when we reach the following outcomes:

Outcome 2.1.1:
**We are Smart in how we
Build our Family – We use
all tools available to us**



- **Our north star leads the way for recruitment.** We hold ourselves to the highest standard to create equitable opportunities for all, and we collaborate broadly to make the most of our collective resources and hiring authorities to find and bring in unique talent for our wide and varying work opportunities. This helps us to ensure we are reaching a diverse applicant pool as we build a 21st century workforce of the best and brightest talent.
- **We use advanced tools and technology to perform our work** -- such as the Strategic Marketing, Outreach, and Recruitment Engagement (SMORE) system, which helps us make efficient, data-driven decisions on investment in recruitment.

Outcome 2.1.2:
**We Have Strong Bonds – You
bring a unique perspective
to your team, and feel
bonded to your teammates**



- **We hold each other up** and give each other strength and perseverance to take on our enormous mission of safeguarding our homeland, by having honest and constructive interactions.
- **We draw knowledge and inspiration from all corners of the globe** to bring in unique ideas, skills and abilities. We are attentive to designing careful and inclusive ways to find and hire talent so that our team mirrors the diversity and richness of the communities we serve.



Photo by: Matthew T. Rader
Unsplash

The person born with a talent they are meant to use will find their greatest happiness in using it.

- Johann Wolfgang von Goethe

Priority 2.2: Pursue Your Passion

We want to disrupt the perception of complacency and lack of inspiration in public service and encourage a growth mindset that shows up in how we lean into new challenges and experiences—which can mean stepping outside of our comfort zone.

We will know we are growing and challenging ourselves when we reach the following outcomes:

Outcome 2.2.1:
We are Enriched by Opportunity – You find joy and purpose in what you do



Outcome 2.2.2
We Help Build Your Future –You are the architect; you design your own path



- **We offer new experiences and exposure** to different people, cultures, and norms within the DHS experience: detail opportunities; rotational assignments; and the Joint Duty Program (or more informal opportunities such as job shadowing) create a network of cross-trained and motivated professionals who are well-versed in DHS programs and initiatives.
- **You feel empowered by these opportunities;** they are only within reach because you are encouraged to immerse yourself in them, you are made stronger and more fulfilled as a result of experiencing them.
- **We provide stepping-stones to take your careers to new heights:** find development in the DHS Supervisory Leadership Bridges Program, DHS Leader Development Programs, and the DHS Senior Executive Service (SES) Candidate Development Program (CDP).



Photo by: Estela Shaddix
Unsplash

Employees with inclusive managers are 1.3 times more likely to feel that their innovative potential is unlocked

(Sherbin, 2017)

Goal 3: Leading with Intention to Make a Difference

We are here to make positive change—and to make it stick. We can create impact when we resource our aspirations with new approaches, organized partnerships, and infrastructure and systems to help carry our actions forward. Our duty pairs action with ambition; we find our north star and use our compass to skillfully reach our destination.



Photo by: Keith Thomas - Unsplash

Priority 3.1: Be Part of Something Special – Help Make Us Better

Our voices are louder, and our abilities are stronger when we pull together. While we know things are not perfect, we choose to be part of the solution and work together to embed in DHS the values and culture of the workplace we want.

We will know we are contributing to a special cause when we reach the following outcomes:

Outcome 3.1.1:
Making Our House a Home –
Spread Your Wings



- **We build an engine to run our programs to translate concepts into action;** through an offering of centralized and shared resources for growth and learning, best practices, and recommendations to improve business processes, we make available the infrastructure needed to help us accomplish our goals.

Outcome 3.1.2:
One Team, Many Voices –
We are Stronger Together



- **We are partners in accountability and hold each other to the responsibility of making change.** Building an inclusive workforce requires that we grow and lean on our partnerships and raise each other up to meet the high standards of the work experience that we all deserve and expect.
- **Employee Associations** give employees an opportunity to connect and mobilize thinking and work around causes they find personally meaningful, creating enhanced alignment between self and mission.



Photo by: Ricardo Gomez Angel
Unsplash

The future depends on what we do in the present.

– Mahatma Gandhi

Priority 3.2: Our Decisions are Guided by You – You are More Than a Number

Your individual experience lays the ground to understanding a greater collective experience that we are looking to mold and shape – based on your needs and desires, and those of your team members.

We will know we are successful in creating a meaningful environment when we reach the following outcomes:

**Outcome 3.2.1:
We Commit to More Than Words – We Follow Up with Action**



**Outcome 3.2.2
Lighting Our Way – We Shape a Future with Endless Opportunity**



- **We have no shortage of information and data from which to draw themes and insights that will help us chart our path.** These insights become the heart and soul of determining the best actions we should take, and how we take them. Pulling together as an organization means that we take your individual story and make it part of a collective to demonstrate the critical need for inclusion, and to make our case compelling.
- **We are ambitious in driving and reaching high standards because of our shared knowledge and successes.** We harness our collective insights, practices, and mistakes, to pioneer new ideas and actions for inclusion. Learning from each other allows us to envision our possibilities through a broader lens.



Photo by: Sina Eggulf
Unsplash

Some people want it to happen. Some wish it would happen. Others make it happen.

– Michael Jordan

Next-Level Storytelling, through Visual Data

We have transformed our ability to create and share dynamic, visual stories to show a DHS-wide view of our collective progress in accomplishing our goals and priorities. This effort is essential to our work, because it centers on analyzing and integrating multiple data sets of great volume to create digestible information on how our Department is performing in activities across the talent management cycle (tracking application, recruitment, and engagement of employees). Our evolved management, who places an emphasis on the sharing of information, allows everyone to be involved in seeing the broader picture, and hone in on individual Component-level activities and progress to better identify trends and understand relational patterns in activity.

Message from the Executive Director of SRDI

The nature of our work in Inclusive Diversity means that we are ardently in pursuit of putting ourselves out of business. The existence of our profession inherently means there is *still work to be done*. The words we use to label this work singularly demonstrates how our line of thinking and our focus continue to evolve; from “affirmation” and “equity” to “inclusion,” and now, we find ourselves ushering into an era focused on instilling a feeling of **belonging**.

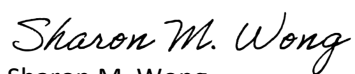
The changing words that we use to direct our work is parallel to how we have viewed the work itself. In our last iterations of the Department’s Diversity and Inclusion strategy, our focus was centered on strategic recruitment – cultivating a workforce to be diverse in the ways we know are important, concepts which many of us are now familiar with. While continuing to mature the Department’s recruitment efforts, we have also set our gaze on the emergent priority of **retention**. We can fill a leaking canteen with water all we want, but if we fail to seal its cracks, it will not fulfill its intended function to adequately hold the water necessary for a journey. In our talent management cycle, if we do not properly identify and address root issues at critical moments when employees decide to stay or leave the Department, the effectiveness of recruiting a diverse workforce is diminished.

In 2020, we find ourselves at the brink of change that is not only expected, **but required**—of the times we are in, and by the future that we are beholden to. As we prepare to welcome Generation Z into the workforce, we must begin to think of harnessing our mission and values to create a workforce for whom belonging is our priority; so that we may benefit from their talent and tenacity, and be elevated by their high expectations of the American government, and uncompromising standards that will stretch us to the fullest expression of public service. Diversity, inclusion, and belonging are intertwined concepts that are critical to any organization that wishes to keep pace with our dynamic society and global economy.

Our vision for being forward leaning is to enact change so that it is felt on the ground at the individual level, where actions and behaviors may be smallest in scale, but are felt most powerfully. Much like an organization that might approach creating policy or developing capabilities with the thought to scale them across the enterprise, we look to perform this important task in *with the mindset* of keeping our intentions rooted in individually-felt work experiences. When we set our outcome to be the best possible individual employee experience, we can be better informed on how to create and adjust our systems to allow for and facilitate this outcome.

I very much view it as my team’s responsibility to create a framework and develop resources that will allow us to instill our Department with a mindset that values—and *requires*—belonging; and, I rely on the 250,000-some people that make up this Department to help carry the water of making change. Big waves of change come from persistence in small actions and habits: change does not have to wait, and neither do we.

Yours in Service,



Sharon M. Wong

Executive Director, Strategic Recruitment, Diversity & Inclusion