



Diversity and Inclusion Committee Handbook



**U.S. Customs and
Border Protection**

CBP Mission Statement

- We are the guardians of our Nation's borders.
- We are America's frontline.
- We safeguard the American homeland at and beyond our borders.
- We protect the American public against terrorists and the instruments of terror.
- We steadfastly enforce the laws of the United States while fostering our Nation's economic security through lawful international trade and travel.
- We serve the American public with vigilance, integrity, and professionalism.

CBP Core Values

Vigilance is how we ensure the safety of all Americans. We are continuously watchful and alert to deter, detect and prevent threats to our Nation. We demonstrate courage and valor in the protection of our Nation.

Service to Country is embodied in the work we do. We are dedicated to defending and upholding the Constitution of the United States. The American people have entrusted us to protect the homeland and defend liberty.

Integrity is our cornerstone. We are guided by the highest ethical and moral principles. Our actions bring honor to ourselves and our agency.

CBP Vision

Over the next 5 years, we will fundamentally transform our approach to border security and enforcement, operating as a fully integrated, intelligence-driven agency, working seamlessly with our partners. Our officers and agents will be able to increase their focus on ensuring the security and economic vitality of our country by using advance information, intelligence-driven planning, strategically placed tactical infrastructure, and technology to secure our airspace, maritime, and physical borders as the Nation's last line of defense against terrorism and other threats, not the first. Our employees will carry out their duties with excellence, using risk-based approaches and performance management techniques that maximize their strengths to realize CBP's full potential. Most important, CBP will represent the highest standards of integrity in law enforcement, and our entire workforce will be flexible, diverse, fully staffed, and world-class to meet the myriad challenges we will face over the next 5 years and beyond.

Office of Diversity and Civil Rights

The following statements are the mission, vision, and values that DCR has established:

Mission – Promote and ensure compliance with Federal civil rights and civil liberties laws, regulations, and Executive Orders by providing a policy framework for diversity, inclusion, and employee engagement initiatives, civil liberties compliance and complaints management for U.S. Customs and Border Protection.

Vision – Foster and maintain a diverse, inclusive, and engaged workforce where the Agency treats all employees equitably and empowers them to achieve their full potential in support of U.S. Customs and Border Protection’s mission.

Values – (1) Diversity, Inclusion, and Engagement, (2) High Performance, and (3) Forward Thinking.

In striving to achieve its vision and to execute its mission, DCR’s strategic plan focuses on the following major goals and objectives for the organization:

Goals	Objectives
1. Cultivate and nurture a DCR workforce that exhibits the full spectrum of civil rights and civil liberties knowledge, skills, and abilities	<ul style="list-style-type: none"> ▪ Optimize the size, structure, and competencies of DCR to maximize the overall performance of the Office ▪ Develop and implement the necessary tools and procedures to facilitate a workforce focused on continuous improvement
2. Facilitate efforts to create a more diverse, inclusive, and engaged CBP workforce through increased employment and advancement opportunities	<ul style="list-style-type: none"> ▪ Develop and implement a plan that strives to meet departmental goals for a diverse, inclusive, and engaged CBP workforce ▪ Develop and implement an agency-wide outreach program to educate the CBP workforce on EEO issues ▪ Coordinate with Human Resources Management and other relevant offices to ensure that policies and procedures meet departmental goals for a diverse, inclusive, and engaged CBP workforce ▪ Develop and implement strategies to ensure CBP’s compliance with all Federal civil liberties laws and DHS policies
3. Maintain an efficient and effective civil rights and civil liberties complaint processing program focused on resolution at the lowest possible level	<ul style="list-style-type: none"> ▪ Coordinate with key stakeholders and offices to strive for excellence in the area of complaint processing ▪ Publish and communicate standardized procedures for complaint processing Agency wide ▪ Conduct tracking and reporting complaint activities as efficiently and effectively as possible ▪ Implement procedures to ensure that remedial actions are implemented in a timely manner

Goals	Objectives
<p>4. Expand CBP's diversity management and accountability to ensure compliance with all civil rights and civil liberties requirements</p>	<ul style="list-style-type: none"> ▪ Facilitate the development and implementation of a diversity and inclusion plan ▪ Examine hiring results for inclusiveness and, if necessary, assist HRM in the development and implementation of initiatives to broaden the applicant pool throughout the year ▪ Conduct workforce data analysis to identify trends, issues, and challenges associated with diversity and inclusion for each of CBP's offices ▪ Educate CBP workforce and stakeholders on diversity management trends, issues, and challenges
<p>5. Create and foster a CBP environment wherein persons with disabilities can thrive</p>	<ul style="list-style-type: none"> ▪ In concert with HRM, develop and implement an effective affirmative employment plan to recruit, hire, promote, and retain persons with targeted disabilities and veterans with a 30% or more disability rating ▪ Enhance awareness and appreciation of the capabilities and contributions of persons with disabilities to the CBP mission. ▪ Maintain a work environment that provides reasonable accommodations to individuals with disabilities.

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MESSAGE FROM THE EXECUTIVE DIRECTOR

The Office of Diversity and Civil Rights (DCR)¹ is committed to establishing and implementing the policies, programs, and activities necessary to ensure that U.S. Customs and Border Protection (CBP) is in full compliance with the Federal civil rights and civil liberties laws, regulations and policies and striving to establish and maintain a diverse, inclusive, and highly engaged workforce.

CBP employees have the dual mission of safeguarding our nation from terrorism and facilitating lawful international trade and travel. We cannot allow perceived or actual discrimination or unfairness in the employment practices, or the performance of our law enforcement responsibilities, to compromise our ability to meet this essential mission.

CBP is a global law enforcement organization, and based on the scope of our responsibilities and the size of our workforce, we must rely on the collateral duty² staff members, local supervisors, managers and employees to provide leadership, coordination, and direction as members of Diversity and Inclusion Committees (DIC) to establish and maintain a diverse, inclusive and highly engaged workforce throughout CBP.

DICs help CBP to achieve the highest level of individual performance and engagement in our homeland security mission. They propel and sustain our efforts to continue to build an organizational culture of integrity, in which all individuals are valued and treated with dignity and respect. Through the DICs, we will work to ensure that all individuals are afforded the opportunity to participate in CBP programs and activities without consideration of unlawful factors, and that all personnel practices and employment-related decisions are based solely on individual merit.

It is my goal to create an outstanding diversity and inclusion program within CBP and establish CBP as a leader in the public service sector. Given this goal, as DIC members, you are an integral part of our plan to provide support to CBP in the areas of diversity and inclusion through cultural awareness education/appreciation and outreach. Therefore, the work of the DICs must be customer focused and exhibit excellence in planning, precision, execution and communication. Our hope is that this handbook will provide you some guidance as we move toward our goals. I would like to take this opportunity to thank you in advance for your participation, and I look forward to working with you in the future. Please remember that without your assistance and support, it would be impossible for us to make CBP a model employer. Ultimately, our efforts will allow all employees to enhance and sustain their commitment to serving our country at the highest possible individual performance level.

Franklin C. Jones
Executive Director

¹ All DCR programs are designed to provide leadership, resources, and personnel to accomplish targeted organizational objectives.

² Collateral duties are those outside the scope of the position of record. These duties are assigned to achieve a wide variety of goals benefiting U.S. Customs and Border Protection as a whole, but do not necessarily directly support a singular organizational component's primary mission. Yet every collateral duty, no matter how seemingly insignificant, benefits something, somewhere, or someone...they are that important!

U.S. Customs and Border Protection

DIVERSITY AND INCLUSION PROGRAM GOALS

Goals:

CBP is a complex federal law enforcement organization and the scope of our responsibilities presents major challenges to the Office of Diversity and Civil Rights (DCR), staff members who facilitate diversity and inclusion programs, and Diversity and Inclusion Committees at all duty locations. DCR has developed a Strategic Plan and Diversity and Inclusion Management Plan, which utilizes local Diversity and Inclusion Committees³ (DIC) to achieve CBP's organizational goal to improve diversity awareness and inclusion within our workforce. The goals of the DIC are as follows:

- Facilitate CBP's efforts to create a more diverse, inclusive, and engaged workforce where diversity is fostered and valued
 - Help build diversity through increased cultural awareness, education and appreciation of differences
 - Conduct community outreach activities to educate communities regarding career opportunities at CBP
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ROLES AND RESPONSIBILITIES

Diversity and Inclusion Committee (DIC): DICs help CBP to achieve the highest level of individual performance and engagement in our homeland security mission. They propel and sustain our efforts to continue to build an organizational culture of integrity and high performance, in which all individuals are valued and treated with dignity and respect. DICs ensure that all individuals are afforded the opportunity to participate in CBP programs and activities without consideration of unlawful factors, and that all personnel practices and employment-related decisions are based solely on individual merit. A full appreciation of diversity and inclusion principles will allow CBP to provide better service within CBP and to all of our customers.

³ The Diversity and Inclusion Program's primary objective is to devise actions and solutions to advance diversity and inclusion initiatives on behalf of CBP.

DCR Staff Members

The role of the DCR staff is to provide local management and DICs in their area of responsibility with leadership, support, and direction in the execution of CBP's Diversity and Inclusion Management Plan and affirmative employment obligations. (i.e., diversity and inclusion activities, national observances, and outreach to local minority organizations and communities).

DCR staff members will facilitate the development of local DICs and serve as the liaison between the DIC and local management. Specifically, DCR staff members shall ensure DICs have access to their senior management to fully implement CBP's diversity and inclusion goals and objectives.

ESTABLISHING DIVERSITY AND INCLUSION COMMITTEES

Selection of DIC Members

The local senior management officials from the CBP offices in the management area will appoint a selection committee to appoint DIC committee members. The selection committee shall consist of at-least one local manager from each of the CBP Offices in the geographic area and the DCR staff member assigned to support the management area. The selection committee will solicit applications from the local workforce, review each candidate's application and make recommendations for selection to the local senior manager responsible for the candidate. Upon concurrence from the management official responsible for the candidate, the local senior management official responsible for the CBP office to which the individual is assigned will notify the selectee of her or his appointment in writing. **Reference Appendix A-DIP application procedures**

Requirements:

- Candidates must be CBP employees who have received a fully successful or pass rating on their most recent performance appraisal with no significant performance or disciplinary actions during the past three (3) years prior to the beginning of the application process.
- Candidates can be supervisory, non-supervisory, non-bargaining and/or bargaining unit employees.
- Interested candidates should complete and submit the Application for Diversity and Inclusion Committee Membership (Collateral Duty Assignment) as shown under **Reference Appendix A-2** along with their responses to the supplemental questionnaire.
- Candidates should possess experience in some of the following: organizing community outreach activities, conference or event planning, workshop planning and presentation, and/or sponsoring lunch.

- Candidates must be able to communicate both orally and in writing; and be able to fulfill the duties of the collateral-duty assignment for up to 20 percent of a full time equivalent position.
- The length of the term for the collateral duty assignment will be for two (2) years with the option to renew for an additional year with the approval of the Selection Committee and local senior management.

DIC By-Laws

This Committee shall be known as the CBP Diversity and Inclusion Committee (DIC).

- **Committee Voting.** Each Committee member, including the Chairperson, will be a voting member and entitled to one vote. If it is determined, by either the Committee or the voting members, that a conflict of interest exists with regard to a particular matter, the member will abstain from voting. Votes will be taken by roll call. Proxy or absentee voting is not permitted. The majority will carry the vote. In the event of a tie vote, the Chairperson may vote to break the tie. If the chairperson abstains, the motion is lost.
- **Removal.** The removal of a Committee member for cause is at the discretion of the Selection Committee.

Officers, Elections, Term of Appointment, and Voting

- **Composition.** The DIC Officers shall be as follows: Chairperson, Vice-Chairperson, and Recorder. Officers shall be elected based on majority vote by the members. No member may hold more than one office at a time.
- **Terms of Office.** The officers shall be elected every two years at the first regular meeting of the Committee after the beginning of the Fiscal year by a simple majority vote, for a term of two (2) years.
- **Voting** will be by secret ballot for each vacant office.
- **New officers** will take office immediately after election.
- **Vacated officer positions** shall be filled at the next regular meeting of the Committee. If the Office of the Chair is vacated, the Vice-Chair shall assume the office. If the office of the Vice-Chair or Secretary is vacated, it shall be filled by election with a simple majority vote.

Duties of the DIC Officers and Members:

- **Chairperson.** The Chairperson shall call and preside over all DIC meetings; shall initiate implementation of all proposed actions of the Committee; shall be responsible for the administrative functions of the Committee; shall rule on points of order, appoint and

remove members of all sub-committees; shall represent the Committee at meetings with management officials and shall call all regular meetings. The Chairperson has the authority to establish sub-committees as she or he deems necessary to develop and implement action on behalf of the Committee. The Chairperson must meet with local Diversity and Civil Rights Officer or Specialist assigned to support the Committee on a monthly basis to develop work plans aligned with national and local program goals and objectives. **Reference Appendix B-12 Flowchart for Submission of CBPnet News Articles and Photo Submission Protocol**

- **Vice-Chairperson.** The Vice-Chairperson shall chair meetings for the Chairperson in the temporary absence of the Chairperson; shall assist with administrative functions of the Committee along with the Chairperson; and shall have oversight for all sub-committees assigned by the Committee along with the Chairperson.
- **Recorder.** The Recorder shall be responsible for recording all proceedings, issuing notices and meeting agendas of all meetings of the Committee. The Recorder will prepare and distribute minutes of the meeting within two (2) weeks following the meeting. The Recorder shall perform other duties relevant to the office of the Recorder or as requested and/or designated by the Chairperson. The Recorder shall also prepare a yearly summary of all committee accomplishments and recommendations for the end of the year meeting and maintain all permanent records.

DIC Members Responsibilities

- DIC members must conduct themselves in a professional manner and project a positive image at all times.
- DIC members must ensure that the Committee actions are aligned with the national DCR goals and objectives.
- DIC members are required to keep the Chairperson apprised of their activities on behalf of the Committee and no actions taken on behalf of the Committee shall be taken without prior knowledge of the Chairperson.
- DIC members may not sign contracts to obligate CBP in any way without proper approval and may not solicit donations on behalf of the Agency.

Duties and Responsibilities of Sub-Committees

The Chairperson may elect to form sub-committees in order to assign responsibilities. Here are some sub-committees that may be established by the chairperson:

- **Planning Subcommittee:**
 - a) Review the results of the full committee's brainstorming efforts.

- b) Plan and develop specific events and activities; including estimated costs.
- c) Identify potential guest speaker(s) and determine costs: honorarium, lodging, and transportation, as appropriate.
- d) Prepare after-action report, outlining results, problems encountered, and lessons learned.
- e) Identify subject(s) to be presented and develop lesson plans or identify guest speaker(s) to present the desired subject.
- f) Locate and reserve a suitable location for presentation(s).
- g) Verify adequacy of seating at location selected for presentation(s).
- h) Develop news releases in coordination with the publicity committee that generate interest in the presentation(s) and the speaker(s).
- i) Coordinate estimated costs with the finance committee.
- j) Request preparation of necessary forms for the finance committee, as required. Coordinate travel, lodging, and per diem requirements for guest speaker(s), if required.
- k) Coordinate activities/speaker requirements with the protocol committee.
- l) Monitor educational programs to identify potential problems early and resolve as quickly as possible.

• **Finance Subcommittee Duties:**

- a) Review plans or schedule of events to determine cost and funding options.
- b) Prepare financial forms as required by Mission Support or Procurement.
- c) Implement measures to monitor and control expenses for all approved activities.
- d) Ensure that all contracts are reviewed and approved by the responsible local contracting officer, prior to any service being rendered by a vendor.
- e) Maintain a ledger of expenses and keep the Chairperson informed of cost and expenses.
- f) Prepare an after-action report for the Chairperson, itemizing all expenses, payments, problems encountered, and lessons learned.

- **Publicity Subcommittee Duties:**

- a) In concert with the Office of Public Affairs designated point-of-contact, plan, develop, coordinate, and implement publicity programs to increase the awareness of the accomplishments and achievements of group to be recognized during observance. Additionally, plan, develop, and coordinate advertisement of planned activities.
- b) Prepare articles for publication.
- c) Conduct interviews.
- d) Determine photography requirements and schedule photographic support.
- e) Review article and digital photos before publication.
- f) Develop and implement measures and action to inform local employees of planned events and activities.
- g) Prepare after-action report for Chairperson, outlining the publicity program, problems encountered, and lessons learned.

- **Education Subcommittee Duties:**

- a) Plan, develop, coordinate, and implement educational programs to eradicate every form of prejudice or discrimination from the agency's personnel policies, practices and working conditions.
 - b) Plan, develop, coordinate, and implement educational programs to increase awareness of the historical and cultural accomplishments and achievements of the group being recognized.
- c) Plan, develop, coordinate, and implement educational programs to communicate CBP's equal employment opportunity policy and program and its employment needs to all sources of job candidates without regard to race, color, religion, sex, national origin, age or handicap, and solicit their recruitment assistance on a continuing basis.
- d) Prepare an after-action report for the DCR Officer, outlining the education programs, problems encountered, and lesson learned.

- **Luncheon/Banquet Subcommittee Duties:**

- a) Coordinate dates and obtain reservations for luncheon/banquet.
- b) Coordinate with finance committee to determine availability of funds.

- c) Select menu, basing cost on food only. (Include special dietary requirements/requests of attendees.)
- d) Review seating arrangements for practicality and protocol.
- e) Arrange entertainment for luncheon/banquet; cost to be paid by budgeted monies.
- f) Design and prepare centerpieces and place cards, if required.
- g) Schedule public address system for date and time; pretest before activity.
- h) Coordinate publicity efforts with publicity committee to ensure extensive publicity early.
- i) Schedule photographic support.
- j) Monitor activity for potential problems and resolve as rapidly as possible.
- k) Prepare an after-action report for the DCR Officer, outlining the programs presented, problems encountered, and lessons learned.

- **Protocol Subcommittee Duties:**

- a) Support official requests of guest speaker(s).
- b) Make lodging reservations for guest speaker(s).
- c) Arrange travel requirements, as needed.
- d) Coordinate and confirm travel dates and times with speaker(s).
- e) Acquire a biography of the speaker(s) for review by management, use in publicizing the observance and inclusion in event program.
- f) Meet the speaker(s) at arrival point and escort to program or other location, as appropriate.
- g) Escort speaker(s) to and introduce to senior management, as appropriate.
- h) Present a tour of operations or agency facilities to the speaker(s), if desired.
- i) Escort speaker(s) to the event.
- j) Introduce speaker(s) to dignitaries and others present at the event.
- k) Escort speaker(s) to departure point.

- l) Prepare a letter of appreciation to the speaker(s) for local senior management's signature or the Executive Director, Office of Diversity and Civil Rights, and ensure timely forwarding of the letter.
- m) Prepare an after-action report for the DCR Officer, outlining the costs incurred/paid, problems encountered, and lessons learned.

PROCEDURES FOR MANAGING THE COMMITTEE

DIC Meetings

- To schedule a meeting, the Chairperson shall notify all committee members at least 7 days prior to the meeting date. Agenda items shall be submitted at least 3 days prior to the meeting date.
- At a minimum, **Regular meetings** shall be held monthly with one meeting that is held in June designated as an annual planning meeting to plan the next fiscal year events and activities and one meeting designated as a yearly summary and close-out of the Committee's activities.
- The Chairperson shall determine the time and **place of meetings**.
- The Chairperson may vote to **break a tie** vote.
- Special or additional meetings may be called at the discretion of the Chairperson.

Meetings will adhere to the following format:

- Meeting called to Order by the Chairperson
- Opening Remarks by the Chairperson
- Submit, review and approve minutes of previous meeting with corrections and additions as necessary.
- Review and discussion of old business.
- Finalize old business.
- Introduction of new agenda items.
- Review and discuss new agenda items. Submit presentations or call on subject matter experts to provide information to Committee.
- Chairperson will call for an end of discussion after pre-determined time and call for a vote.

- Review items approved for implementation or further research and set time limits on completion of review period.
- Call for end of session and clarification of items discussed.
- Set new meeting schedule, time and place.

Matters Included for Consideration by Committee

Matters, which may be, but are not limited to, consideration for discussion which relate to Committee agenda include:

- Developing and implementing diversity and inclusion initiatives and actions.
- Community outreach initiatives
- Workplace diversity and education initiatives
- Diversity and Inclusion Program Observance planning
- Mentorship Program
- Developing and implementing initiatives and projects that advance the recruitment, retention and upward mobility of minorities, women and people with disabilities.

Matters Excluded for Consideration

- Matters, which may not be included for discussion during Committee meetings, are those topics, which deal with general implementation of the Complaints Processing System and, information and dissemination of Complaints Processing information to employees.
- Committee members will not discuss matters involving individual employee complaints of discrimination. These matters are protected for reasons of confidentiality and by regulation 29 CFR 1614.
- Committee members shall not advocate for individuals in matters involving promotions, selection, considerations for training, details or any other matters, which involve an employment benefit that is competitive or governed by personnel regulations.
- Committee members shall not discuss matters involving individual adverse discipline actions or religious or disability accommodation requests.

Funding

- The local management offices responsible for the Committee will fund expenses incurred in travel related to the Committee meetings and in conducting activities on behalf of the Committee.
- The Committee and/or Committee members will not conduct fund raising activities nor solicit money from fellow employees in a fund raising capacity to support Committee activities. In cases where there is a luncheon and employees are required to pay for the cost of their individual lunch, it is permissible to collect the cost from the employee, ensuring there are no excess funds remaining. Any excess funds must be refunded to participating employees.
- The Committee and/or Committee members shall not solicit any donations from organizations outside of CBP to support Committee events/activities.
- In some instances, appropriated funds may be used in support of activities that further the EEO objectives of the cultural awareness program. When using appropriated funds, you must be mindful of the purpose that you are attempting to accomplish, that is, attempting to educate our workforce on the history and contributions of a particular culture. Specifically, the following items are currently authorized when determined necessary.
- **Food:** Small samples of ethnic foods may be provided.
- **Speaker Fees:** Speaker fees or honorarium may be authorized.
- **Entertainment:** Use great caution when considering this. Consistent with Comptroller General Decisions, you must ensure the planned performance advances EEO Objectives. Ensure that projected events amplify the contributions made to the CBP and to society by the featured ethnic or racial group.

CBP OUTREACH AND RECRUITMENT

Outreach is an important first step in CBP's overall recruitment strategy to meet its commitment to achieve a culture of diversity and inclusion in the workplace. We are well aware that CBP is competing for the best and brightest with national law enforcement organizations throughout the country. The time has come when we simply cannot sit and wait for applicants to respond to USAJOBS. We can no longer afford a "hit or miss" strategy to reach potential candidates for employment; instead, we must implement strategic plans to reach these potential candidates before other organizations are ready to discuss career opportunities in their respective agencies. We must reach these future candidates through front-end research and identify community institutions who can serve as CBP advocates for our outreach mission. We want to achieve a "force multiplier" effect to reach the greatest possible audience.

Goals

- Engage in activities to support underrepresented minority communities; and
- Implement creative ways to educate and attract minorities, women and persons with disabilities to apply for positions with CBP

Outreach to Support White House Initiatives

DICs must engage in activities to support underrepresented minority communities by creating a network of resources to educate the public about CBP's mission and career opportunities with CBP (i.e., high schools, colleges, churches, community organizations, etc). Our strategies must include creative ways to educate and attract minorities, women and persons with disabilities to apply for positions with CBP. Minority Serving Institutions are the primary outreach venue to attract underrepresented groups to CBP's workforce. MSIs provide a nurturing environment to develop students to assume leadership roles in their future careers of choice. CBP must find ways to penetrate these institutions and educate the student bodies of CBP's mission.

Outreach Checklist

Outreach is the first phase of a successful recruitment process. The following is a checklist for recruiters to begin outreach into targeted underrepresented communities. We must first do our homework before entering communities. We must establish transparent systems to determine if our efforts are successful. Periodic monitoring and assessment must be conducted to determine if any changes need to be made in the field.

- Conduct a preliminary survey to gather information on a target community
- Secure research Census Data on Race, National Origin, Gender and Targeted Disabilities from local DCR Officer.

- Identify the major players in departmental offices of Colleges and Universities , community organizations leaders, religious leaders, local elected officials (city councils, State Rep.)
- Contact the college placement offices and place CBP on their mailing lists for future career fairs.
- Schedule speaking engagements at targeted community events i.e. lectures at MSIs in Criminal Justice, Science classes.
- All efforts must be coordinated through the local DCR Officer for tracking and reporting purposes in advance of any confirmation of activities.

List of White House Initiatives

Historically Black Colleges and Universities (HBCUs)

Section 6 of Executive Order 12876, as amended, states that each executive department and agency identified by the Secretary shall develop an annual plan for, and shall document the agency's effort in, increasing the capacity of historically black colleges and universities to participate in Federal programs. Each department's and agency's plan shall describe new or existing department and agency programs and measurable objectives for proposed department and agency actions, in connection with those programs, to achieve the purposes of this order. These plans shall be submitted at such time and in such form as the Secretary shall require. In consultation with the participating departments and agencies, the Secretary shall review the plans and develop, with the advice of the Board, an integrated Annual Federal Plan for Assistance to Historically Black Colleges and Universities for submission to the President. The Secretary shall provide the president of each historically black college and university with a copy of, and an opportunity to comment on, the proposed Annual Federal Plan prior to its submission to the President. Each participating department and agency shall submit to the Secretary an Annual Performance Report that shall measure each department's and agency's performance against the objectives set forth in the department's or agencies annual plan. The Secretary shall be responsible for monitoring compliance with the Annual Federal Plan after it is approved by the President.

The goals of CBP's HBCU initiatives are as follows:

- Through partnerships with HBCUs, educate the community regarding CBP's mission and vision.
- To assist HBCUs in the instruction of criminal justice, chemistry, and aviation programs.
- To provide HBCU students with employment opportunities with CBP through internships across organizational levels and recruitment activities.
- To continue exploring opportunities to increase the participation of CBP in HBCU programs and activities.

- The DICs must take steps to increase HBCU student participation in CBP's Student Career Experience Program (SCEP). This program will allow students enrolled in HBCUs, to gain work experience and introduce new potential workforce members to the Agency.

Most HBCUs are located in the Southern and Southwestern part of the United States. There are over 100 HBCUs, whose mission is to prepare African American students for career opportunities in a variety of occupational areas. More than 25% of these schools have criminal justice programs and many others have been centers of agricultural and technological research since the beginning of the 20th century. As such, these schools produce graduates with majors in concentrations directly related to the work of CBP. Many CBP Ports of Entry and Sectors are located near HBCUs with very limited working relationships between the two except in the area of recruitment.

Tribal Colleges and Universities (TCUs)

Section 6 of **Executive Order 13021**, states that, **(a)** "Each agency identified by the Secretary shall develop and implement a Three-Year Plan of the agency's efforts to fulfill the purposes of this order. These Three-Year Plans shall include annual performance indicators and appropriate measurable objectives for the agency. Among other relevant issues, the plans shall address how the agency intends to increase the capacity of tribal colleges to compete effectively for any available grants, contracts, cooperative agreements, and any other Federal resources and to encourage tribal colleges to participate in Federal programs.

The plans also may emphasize access to high-quality educational opportunities for economically disadvantaged Indian students, consistent with requirements of the No Child Left Behind Act of 2001; the preservation and revitalization of tribal languages and cultural traditions; and innovative approaches to better link tribal colleges with early childhood, elementary and secondary education programs. The agency's performance indicators and objectives should be clearly reflected in the agency's annual budget submission to the Office of Management and Budget.

To facilitate the attainment of these performance indicators and objectives, the head of each agency identified by the Secretary, shall provide, as appropriate, technical assistance and information to tribal colleges regarding the program activities of the agency and the preparation of applications or proposals for grants, contracts, or cooperative agreements.

(b)Submission.

Each agency shall submit its Three-Year Plan to the White House Initiative on Tribal Colleges and Universities (WHITCU). In consultation with the Board, the WHITCU shall then review these Three-Year Plans and develop an integrated Three-Year Plan for Assistance to Tribal Colleges, which the Secretary shall review and submit to the President. Agencies may revise their Three-Year Plans within the three-year period. **(c) Annual Performance Reports.** Each agency shall submit to the WHITCU an Annual Performance Report that measures the agency's performance against the objectives set forth in its Three-Year Plan. In consultation with the Board, the WHITCU shall review and combine Annual Performance Reports into one

annual report, which shall be submitted to the Secretary for review, in consultation with the Office of Management and Budget.

Location of Tribal Colleges and Universities

Tribal Colleges and Universities (TCU) are located in the western region of the United States in areas stretching from the Canadian to the Mexican borders. There are 36 federally recognized Tribal Colleges and Universities in the United States. Located mainly in the Midwest and Southwest, Tribal Colleges and Universities provide service to approximately 30,000 full- and part-time students. They offer two-year associate degrees in more than 200 disciplines with some providing a bachelor's and master's degree. They also offer 200 vocational certificate programs.

CBP's Actions to Support TCUs

- DICs must establish partnerships with TCUs located in their geographic areas. The goal of the partnership is to forge an ongoing relationship with TCUs. Through these partnerships, CBP will enhance TCU's criminal justice, chemistry and aviation curricula. CBP will sponsor keynote speakers from within these career fields to speak to students at the 25 TCUs.
- The DICs must take steps to increase TCU student participation in CBP's Student Career Experience Program (SCEP). This program will allow students enrolled in TCUs, to gain work experience and introduce new potential workforce members to the Agency.
- In concert with CBP's Office of Human Resource Management (HRM), the DICs must conduct outreach to the TCUs to brand the agency's name on the campuses. Recruiters will attend events on a recurring basis so that CBP is synonymous with available career opportunities. This will increase the interaction between CBP and TCUs.
- Identify CBP managers, supervisors, and subject matter experts to participate in TCU Speaker Series.

Women's Colleges and Programs

Section 1-101 of Executive Order 12138, requires that each department and agency of the Executive Branch will take appropriate action to facilitate, preserve and strengthen women's business enterprise and ensure full participation by women in the free enterprise system. Each department and agency shall take affirmative action in support of women's business enterprise in appropriate programs and activities including but not limited to: (1) management, technical, financial, and procurement assistance; (2) business-related education, training, counseling and information dissemination; and (3) procurement.

Traditional women's colleges are accessible through the Internet and are located in many states throughout the country. Most institutions of higher learning have women's sports because of Title IX. Therefore, it would be an excellent recruitment source to attract athletic

women who can successfully pass the law enforcement-training academy. Additionally, many colleges sponsor Reserve Officer Training Corps (ROTC) programs, which have also proven to be good recruitment sources for CBP's frontline positions.

CBP's Actions to Support Women's Colleges and Programs

- DICs must establish partnerships with Women Colleges and Programs located in their geographic areas. The goal of the partnership is to forge an ongoing relationship.
- Identify CBP managers, supervisors, and subject matter experts to participate in Women Serving Institutions (WSI) Speaker Series.
- The DICs must take steps to increase Women Colleges and Programs student participation in CBP's Student Career Experience Program (SCEP). This program will allow students enrolled in Women Colleges and Programs to gain work experience and introduce new potential workforce members to the Agency.
- In concert with CBP's Office of Human Resource Management (HRM), the DICs must conduct outreach to Women Colleges and Programs to brand the agency's name on the campuses. Recruiters will attend events on a recurring basis so that CBP is synonymous with available career opportunities. This will increase the interaction between CBP and Women Colleges and Programs.

COMMUNITY AND ADVOCACY GROUP OUTREACH RESOURCES

- **Community Organizations** (Urban League, FEW, IMAGE, etc.) Contact information is readily available on the Headquarters spreadsheets published on SharePoint. Some FEW and Image chapters work closely with agency DIC to set up training sessions and Diversity and Inclusion activities.
- **Federally Oriented Special Interest Groups:** There are three special interest groups, which were originally organized by Federal employees with goals in support of the Diversity and Inclusion programs. All three groups have goals of ending sex and/or race discrimination in the Federal sector: Federally Employed Women (FEW), Image and Blacks in Government (BIG). These groups provide networking activities, lobbying support in Congress for issues affecting government workers, and training programs, among other things. Some local chapters offer special programs such as assistance in job referrals. You may contact these organizations to see if there is a local chapter with which you could affiliate. Attend local meetings to make contacts with employees of other Federal agencies. If there is no local chapter, join as a member-at-large to receive national newsletters and information on national training programs.
- **Federally Employed Women (FEW).** FEW was founded in 1968 by a group of dedicated women in the Washington, D.C. area. Issues important to women employed by the Federal government had been addressed by Executive Order, but it was evident that a group outside federal employment was necessary to lobby for legislation that would seek to end sex discrimination in the Federal sector. FEW employs a lobbyist, has special funds available for legal issues, publishes a national newsletter and sponsors an annual national training program. FEW works very closely with agencies to promote the goals of the Federal Women's Program.

Federally Employed Women (FEW)
1400 Eye Street NW, Suite 425
Washington, D.C. 20005
(202) 898-0994

- **Image.** Image, a national Hispanic organization, was founded in 1972 with a goal to bring together individuals concerned with Hispanic Americans and their employment with the Federal government. The organization has expanded to include other public sector employers. Image publishes a newsletter and sponsors an annual national training program.

National Image
930 West 7th Avenue, Suite 139
Denver, Colorado 80204
(303) 534-6534

- **Blacks in Government (BIG).** BIG was founded in 1976 as a nonpartisan, nonprofit organization committed to the promotion of equal opportunity for government employees at the Federal, State and local levels. It is a professional development organization, an

employee support group and an advocacy organization. BIG publishes a newsletter and sponsors an annual national training program.

Blacks in Government (BIG)
1424 K Street, NW., Suite 604
Washington, D.C. 20005
(202) 638-7767

- **Religious Institutions:** Can be a valuable asset to advance CBP's diversity and inclusion activities. Reference your local yellow pages to establish a contact list of religious institutions in your geographic area.
- **Community Boards:** As time permits, DIC members should participate on Federal Executive Boards, which usually have sub-committees on EEO and/or diversity to assist in their outreach efforts and to assist agencies by providing valuable training workshops and seminars for free or at a nominal cost.
- **Organizations Serving Individuals with Disabilities**

The following is a partial list of organizations that provide services to Individuals with Disabilities. The accompanying websites provide contact information, services offered by the organization, and other community resources that may be available.

State Vocational Rehabilitative Services
Council of State Administrators of Vocational Rehabilitation www.rehabnetwork.org
Disabled American Veterans www.dav.org
Paralyzed American Veterans www.pva.org/site/PageServer
Deaf and Hard of Hearing in Government www.dhhig.org
School for the Deaf
American Council of the Blind www.acb.org
School for the Blind
CAP www.tricare.mil/cap
American Association of People with Disabilities www.aapd-dc.org
National Council on Independent Living www.ncil.org
Employer Assistance & Recruiting Network (EARN) www.earnworks.com
Department of Labor's DisabilityInfo.Gov www.disabilityinfo.gov
Department of Labor's (DOL) Veterans Employment and Training Service
www.dol.gov/vets/welcocme.html
Hire Heroes www.hireheroesusa.org
Wounded Warrior Project
www.woundedwarriorproject.org
Federal Disability Workforce Consortium (FDWC) www.fdwc.info
Job Accommodation Network (JAN) www.jan.wvu.edu
Workforce Recruitment Program (WRP) www.wrp.gov
America's Heroes at Work www.AmericasHeroesAtWork.gov

SUPPORTING WORKPLACE DIVERSITY AND INCLUSION OBSERVANCES

Purpose: Diversity and Inclusion observances are conducted to recognize the continuous achievements of all Americans to American culture and to increase awareness, mutual respect, and understanding. Observances are designed to further CBP's goal of leveraging employee diversity to create and maintain an inclusive, engaged and high performing workforce to achieve our homeland security mission. Special observances are designed to enhance cross-cultural and cross-gender awareness and to promote equal opportunity for all CBP employees. These activities are extensions of CBP's diversity/inclusion and civil rights/civil liberties education and training objectives. They are set aside annually to recognize the achievements and contributions made by members of all groups in our society. The focus of the observance should be directed toward encouraging interaction and not just recognition. Success can best be measured by the degree of cross-cultural and cross-gender participation.

Authority: 29 CFR part 1614 Section 102 in part requires (a) ...agency shall maintain a continuing affirmative program to promote EEO and to identify and eliminate discriminatory practices and policies, (a)(4) ...communicate the agency's EEO... employment needs to all sources of job candidates, (a)(12) ...provide maximum feasible opportunity to employees to enhance their skills ... so that they may perform at their highest potential and advance in accordance with their abilities, (a)(14) ...participate at the community level with other employers, with schools and universities, and with other public and private groups ... to improve employment opportunities.

Background: Diversity and Inclusion observances are held annually in support of Joint Congressional Resolution, Presidential Proclamation, and achievements of all groups that comprise the society of the United States. Since 2003, CBP has proudly supported observances through the development of local programs of recognition and many diverse activities. We are committed to recognizing the contribution, heritage and culture of all Americans.

The following major elements play an essential role in sponsoring a special observance:

- a) Strong Senior Leadership Support.** The leadership provided by the Commissioner, Assistant Commissioner, Office Directors and local senior management is the primary key to the success of the program.
- b) DCR Staff Support.** The DCR staff support is also a critical component of program success. The support provided should be enthusiastic, assertive, and aligned with CBP diversity and inclusion objectives.
- c) Planning.** The size and type of the observance depends on the interest, desire, and involvement of the local employee community. A total community approach in the planning and participation of the events (getting everyone involved) cannot be overstated. For each management area, Diversity and Inclusion committees (DIC) shall be appointed with various subcommittees tasked with specific duties. Planning must be thorough and accomplished well in advance of the event.

d) Additional CBP Resources. DICs should establish liaisons with the following:

1. Office of Public Affairs
2. Office of Training and Development
3. Office of Human Resources Management
4. All CBP operational offices

e) Non-CBP Resources. Personnel should establish liaisons with national and local community and advocacy groups as appropriate:

1. NAACP (National Association for the Advancement of Colored People)
2. LULAC (League of United Latin American Citizens)
3. WIFLE (Women in Federal Law Enforcement)
4. FEW (Federal Employed Women)
5. BIG (Blacks in Government)
6. NOW (National Organization for Women)
7. FAPAC (Federal Asian Pacific American Council)
8. NAAAP (National Association for Asian American Professionals)
9. JAN (Job Accommodation Network)
10. CAP (Computer/Electronic Accommodations Program)
11. NAADHS (National Association of African Americans in the Department of Homeland Security)

In addition to the aforementioned groups, we may establish liaisons with museums, community libraries, radio and television networks, schools/universities, civic groups, state/local government, and ethnic/cultural groups.

NATIONAL OBSERVANCES TRADITIONALLY RECOGNIZED BY CBP

a. January - Martin Luther King, Jr. Birthday - 3rd Monday of January

U.S. Code Selection 169j: Martin Luther King, Jr., Federal legal holiday

The Congress finds that: January 20, 1986, marks the first observance of the Federal legal holiday, established by Public Law 98-144, honoring the birthday of Martin Luther King, Jr.; such holidays should serve as a time for Americans to reflect on the principles of racial equality and nonviolent social change espoused by Martin Luther King, Jr.; and it is appropriate for the Federal Government to coordinate efforts with Americans of diverse backgrounds and with private organizations in the observance of the Federal legal holiday honoring Martin Luther King, Jr.

b. February - National Black History Month

Authority: First Presidential Proclamation, February 1976

The first ethnic observance was the brainchild of Carter G. Woodson, a noted African-American author and scholar. He established Negro History Week in 1926. The week evolved into a month-long celebration in 1976 and is observed every February.

c. March - National Women's History Month

Authority: Public Law 100-9, March 1987

In 1981, Congress passed a joint resolution proclaiming March as National Women's History Month based on a 1978 model of Women's History Week established by California's Sonoma County Commission on the Status of Women.

d. April – Bring Your Child to Work (Fourth Thursday in April)

Bring Your Child to Work Day began in 1993 as Take Your Daughter to Work Day, it was established to offer teenage girls exposure to careers options and to help build their self confidence. The Ms. Foundation, a non-profit organization working to promote women's issues, sponsored the first event. It is estimated over 25 million children have participated in the event since its inception. Now it is has been expanded to include all children to benefit from the activities organized by employers throughout the country.

e. April/May - "Days of Remembrance" of Victims of the Holocaust

Authority: Public Law 96-388, October 1988

The United States Holocaust Memorial Council (USHMC) was established in 1980 by Public Law 96-388. The council coordinates an annual, national civic commemoration of the Days of Remembrance of the Victims of the Holocaust, held in the Nation's capital. Ceremonies are conducted throughout the U.S. during the annual Days of Remembrance,

proclaimed by the USHMC for a designated one-week period (Sunday to Sunday) each spring between mid-April and mid-May.

f. May - National Asian Pacific-American Heritage Month

U.S. Code Section 169k: National Asian/Pacific American Heritage Month

May is designated as "National Asian/Pacific American Heritage Month".

Federal proclamation

The President is authorized and requested to issue annually a proclamation calling on the people of the United States to observe the month designated in subsection (a) of this section with appropriate programs, ceremonies and activities.

State proclamation:

The chief executive officer of each State is requested to issue annually a proclamation calling on the people of the State to observe the month designated in subsection (a) of this section with appropriate programs, ceremonies and activities.

"State" defined: For purposes of subsection (c) of this section, the term "State" means any of the several States, the District of Columbia, the Virgin Islands of the United States, the Commonwealth of Puerto Rico, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, and Palau.

g. June - Lesbian, Gay, Bisexual, and Transgender Pride Month

On June 1, 2009, By Executive Proclamation: “. . . NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby proclaim June 2009 as Lesbian, Gay, Bisexual, and Transgender Pride Month. I call upon the people of the United States to turn back discrimination and prejudice everywhere it exists.

IN WITNESS WHEREOF, I have hereunto set my hand this first day of June, in the year of our Lord two thousand nine, and of the Independence of the United States of America the two hundred and thirty-third.”

h. August - Women’s Equality Day

On August 26, 1920, the 19th Amendment granting women the right to vote was certified as part of the U.S. Constitution. Referred to as the Susan B. Anthony Amendment, it states, "The right of citizens of the United States to vote shall not be denied or abridged by the United States or by any State on account of sex."

The U.S. Congress designated August 26 as "Women's Equality Day" in 1971 to honor women's continuing efforts toward equality.

i. September/October - National Hispanic Heritage Month

U.S. Code Section 169f: National Hispanic Heritage Month

The President is hereby authorized and requested to issue annually a proclamation designating the 31-day period beginning September 15 and ending on October 15 as "National Hispanic Heritage Month" and calling upon the people of the United States, especially the educational community, to observe such month with appropriate ceremonies and activities.

j. October - National Disability Employment Awareness Month

U.S. Code Section 155: National Disability Employment Awareness Month

Hereafter the month of October in each year shall be designated as National Disability Employment Awareness Month. During such month, appropriate ceremonies shall be held throughout the Nation, the purposes of which will be to enlist public support for and interest in the employment of otherwise qualified but workers with disabilities. The President is hereby requested to issue a suitable proclamation each year, and the Governors of States, mayors of cities, and heads of other instrumentalities of government, as well as leaders of industry, educational and religious groups, labor, veterans, women, farm, scientific and professional, and all other organizations and individuals at interest are invited to participate.

k. October - Disability Mentoring Day

Disability Mentoring Day began in 1999 with fewer than three-dozen student participants as part of a White House effort to increase the profile of National Disability Employment Awareness Month (NDEAM), celebrated every October. In 2005, 9,000 youth with disabilities participated nationally and in 20 international locations. They were mentored by more than 2,000 private, non-profit, governmental, and educational organizations.

Disability Mentoring Day is a nationwide effort to promote career development for students with disabilities through hands-on career exploration. Students with disabilities (mentees) are matched with workplace mentors according to expressed career interests. Mentees experience a typical day on the job and learn how to prepare to enter the world of work. Employers gain an increased awareness that people with disabilities represent an overlooked talent pool. Disability Mentoring Day is a program of the American Association of People with Disabilities (AAPD)

The goals of Disability Mentoring Day are:

- To enhance internship and employment opportunities for people with disabilities.
- To promote disability as a central component of diversity recruitment for a more inclusive workforce.
- To dispel employers' fears about hiring people with disabilities.
- To increase confidence among students and job seekers with disabilities.
- To launch a year-round effort to foster mentoring opportunities.

I. November - National Native-American Heritage Month

Authority/comment: Public Law 102-188, March 1992

It took more than 80 years for the nation to establish a National American Indian Heritage Month. The Boy Scouts set aside a day for the "First Americans" in the early 1900s. On September 28, 1915, the Congress of the American Indian Association declared the second Saturday of each May as an American Indian Day.

Since then, several states declared American Indian days until 1976, when Congress passed a joint resolution authorizing the President to proclaim the week of October 10-16 as "Native-American Awareness Week." Days and weeks of different months were set aside to honor the first Americans until they were given a month in 1990. President Bush proclaimed 1992 as the "Year of the American Indian," based on legislation by Congress.

m. November - Veteran's Day

U.S. Code Section 87a: Veteran's Day

Formerly Armistice Day, Veteran's Day is a holiday observed annually in the United States in honor of all those, living and dead, who served with the U.S. Armed Forces in wartime. U.S. President Woodrow Wilson first proclaimed an Armistice Day for November 12, 1919. The United States Congress passed a concurrent resolution seven years later on June 4, 1926, requesting the President issue another proclamation to observe November 11 with appropriate ceremonies. An Act (52 Stat. 351; 5 U.S. Code, Section 87a) approved May 13, 1938, made the 11th of November in each year a legal holiday; "a day to be dedicated to the cause of world peace and to be thereafter celebrated and known as 'Armistice Day'."

The Perpetual Observance Planning Calendar shown under Appendix B-11 serves as a handy tool to assist you with event planning and time management of DIP activities.

NOTE: There are several additional Presidential Proclamations issued under the current Administration that may be grouped as/or considered a part of the Diversity and Inclusion Program observances. With this in mind, and based on agency budgetary constraints

associated with Diversity and Inclusion Programs, this list is not all-inclusive. To review an all-inclusive list of current Presidential Proclamations, please visit www.whitehouse.gov.

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PRESENTING A SPECIAL EVENT

The two most important elements to ensure a successful program or ceremony are planning and coordinating. Planning in detail and coordinating with the responsible management official and support offices are critical from the very first discussion of a program through the closing of the historical files. This guide includes a great deal of material to assist in the planning and conducting of observances. The tools in this section are provided as examples, which should prove useful to the Diversity and Inclusion Committee. It is suggested that DICs make use of locally available resources in planning an observance. Members of the staff, library personnel, and people in the local community may be anxious to assist in the planning and/or conduct an observance.

Observances are program functions that support equal opportunity goals and ethics/values training. Maximum participation should be one objective. As with all programs of a professional nature conducted on or with the assistance of an agency/office, the planning process must be conducted in a meticulous manner, and preferably with the use of milestones and detailed checklists.

The Planning Process for DIC Chairperson

At the beginning of the program year, identify the special events recommended for the ensuing year. If several events are recommended, plan around the national theme or a sub-theme or topics that will provide continuity. Be consistent in your approach to presenting the events and you will develop a good track record for encouraging attendance, providing reliability, enhancing credibility, etc. Maintain a record of the amount of time you spend on each event.

In deciding what type of event to recommend, consider the following: The purpose of the event, the planning process, getting approval, using a program committee, obtaining the observance theme, selecting a date, choosing and securing speakers, selecting a location and facility, publicity and miscellaneous.

The following checklists are designed to assist you in planning and presenting small and large events—lunch and learn sessions, where workshops typically are for small groups and about an hour in length, as well as longer events where you might have several speakers presenting workshops to large groups over several days. This checklist is of necessity, though general in nature. Nevertheless, it is based on extensive experience in the planning and conducting of a variety of commemorative observances. It is expected that each committee will need to tailor this checklist to meet local requirements, to conform to agency/office guidance, and to be consistent with agency/office standing operating procedures. Items in the following checklist are *not* necessarily accomplished sequentially.

Checklist Items

1. Contact appropriate local organizations and key leaders (e.g., DFO/Sector Chief Calendar; Public Affairs; Morale, Welfare and Recreation or similar organization; etc.) to compare calendar of events for agency/office activities during the timeframe being considered for this observance. Inform staff members of your preliminary plans and look for interface with other local activities planned for the observance (either within the agency/office or in the local civilian community).
2. Determine availability of facilities to accommodate the program. Reserve facilities on a tentative basis. Consider back-up facilities.
3. Verbally apprise your local DCR Officer of your general plan. Obtain essential planning guidance from this discussion.
4. Compose a rough draft of each of the following documents:
 - a) Observance Proposal outline
 - b) Publicity releases announcing event
 - c) Lists of possible guest speakers, including name, title, address, and background information.
 - d) Brief description of desired and/or planned events (e.g., auditorium ceremony, exhibits, luncheon with speaker, panel, audio-visual presentation, etc.).
 - e) Estimated funds required for program.
 - f) Introductory message (i.e., first draft of welcoming remarks).
 - g) Draft letter to proposed keynote speaker.
 - h) Memo or letter to the senior management, summarizing what you are planning.
5. Present the proposal to your local DCR Officer. Obtain additional guidance. **Reference Appendix C-2, Authorization Request for Diversity and Inclusion Observances.**
6. Secure the approval by the senior management/responsible official.
7. Proceed with the program by scheduling a planning committee meeting. This meeting should result in the assignment of tasks to committee members. Keep minutes of these meetings and send copies promptly to committee members. **Reference Appendix B-4 DIC Meeting Agenda/Minutes**

8. Ensure planning committee members cover all aspects of the observance. It is recommended that *detailed* checklists be developed. Many of the following categories may be applicable:
- a) Funding requirements established and/or approved.
 - b) Desired advertising of the program including any special invitations to be sent.
 - c) Facility acquisition/confirmation; verify in detail what is needed (e.g., flags in stands, chairs for stage, lectern, restrooms, etc.).
 - d) Arrangements for Color/Honor Guard.
 - e) Initial contact with keynote speaker.
 - f) Written invitation to speaker.
 - g) Musical support (including coordination with the Color Guard).
 - h) Audio-visual materials for program.
 - i) Audio-visual support.
 - j) Photographic support.
 - k) Signing (i.e., interpreter) support for hearing impaired guests.
 - l) Special support for physically disabled guests.
 - m) Exhibit materials.
 - n) Reception arrangements (including refreshments, if required).
 - o) Luncheon/panel arrangements.
 - p) Program design and printing arrangements (including time constraints).
 - q) Biography and photograph of speaker(s) and other special guests.
 - r) Transportation requirements (to include meeting of speakers and/or special guests).
 - s) Support for conduct of program (e.g., use of a Command Post with telephone, distribution of programs, greeting and accommodation of stage party; escorts for special guests, seating of special guests, etc.)
 - t) Decide on and arrange to obtain appropriate presentation items (e.g., plaque, certificate, souvenir items, etc.) for speaker(s) and other special participants.

u) Sign-In Sheet

9. Secure advance copy of speaker's presentation, if applicable.
10. When complete package is formulated, send copies to your DCR Officer (and other individuals, as required).
11. When the observance is over, obtain copies of publicity coverage of the program(s), to include articles with pictures of the event.
12. Compile comprehensive after-action report (electronic format recommended). Report should include at least the following:
 - a) Narrative summary of planning and implementation of the observance.
 - b) Include lessons learned, pitfalls, success stories, and recommendations for future observances.
 - c) List of all committees and their respective members, organizations, telephone numbers, and tasks each member performed.
 - d) Minutes of all committee meetings.
 - e) Copies of any printed materials used (e.g., programs, invitations, tickets, press releases, parking permits, etc.).
 - f) Invitation list used.
 - g) Copy of all correspondence (sent or received) related to the observance.
 - h) Miscellaneous materials of potential value to planners of similar future events.

Getting Approval

When you present a work plan with the recommended special events to local management officials, those individuals should have some opportunity for input to add to or modify the work plan recommendations. It may require some negotiating to come up with a work plan for the special events that will be presented during the year. It's generally a good idea to get signatory approval from the responsible management officials before you start setting up any event. Later on, when you start making commitments for facilities, speakers, etc., you won't have an unexpected surprise if your top manager doesn't approve an activity and the work you have done is wasted.

You may be working concurrently with an events committee to develop this information to present to your management official. If so, you could have the annual theme and some suggested sub-themes or topics and speakers in mind for specific programs. **Reference Appendix D-1, the Responsible Management Official (RMO) Approval Checklist.**

Event Planning

Depending on the size of the event, you may need to delegate some of the tasks to sub-committee members. If the event is a big one, don't try to do everything yourself. If you are organizing a large program, consider working with other DICs in the local Federal community. You can combine funds, facilities, and resources to provide one program as compared to each agency trying to fund and/or sponsor several small programs. You may already have some sort of action committee in place and these committee members would be the appropriate individuals to whom you would delegate work. If you don't have one in place, prepare a memo for the agency head's signature to supervisors authorizing you to contact and recommend employees to serve on the committee. The final appointment of committee members should be made by the agency head.

Meet with the Events Committee and present the various tasks that need to be done and solicit input on your outline. Ask which people would prefer working on which kinds of tasks. You may have selected a person to be on the events committee because they had a particular skill you knew would be helpful to the project.

Once the various tasks have been delegated, work individually with each member to set up individual work plans with action items and time frames. Each person will then know exactly what is expected of them and you can then check with them from time to time on their progress while you are doing your own assignment. Maintain records of your follow-up and exchange notes as you coordinate tasks with team members to keep all time frames on target. **Reference Appendix D-2- The Event Planning Checklist**

Choosing a Topic

The main objective is cultural enrichment, employment and career advancement for all CBP employees. To accomplish this we focus on two areas: (1) events to celebrate and educate and (2) activities to help employees develop skills to perform at a higher level.

Because the focus of the DIC activities is work-related, be careful to select sub-themes for topics in that area. If your DIC activities are to be seen as a substantive, integral part of the organization's operations, everything associated with DIC activities must convey that personnel-management orientation.

It is not appropriate for the DIC to sponsor programs on such subjects as cancer detection, rape prevention, or fashion. This is not to say that these topics are not important or that they should not be addressed at work. The key point is they do not contribute to the employment or advancement of CBP workforce.

If you are having an activity in conjunction with a special event—Martin Luther King's birthday, Hispanic Heritage Month, Women's Equality Day, etc. you might want a topic directly related to the event. If you are developing some ongoing training workshops or an in-depth program, you may be looking at a variety of topics tied into an overall objective. The DIC could meet to evaluate options and decide what topics to present.

Maybe you or a committee member were in a conference and attended a workshop with a relevant topic, heard a speaker who was very good, etc. and you have something particular in mind. You might be starting from scratch and need to have a brainstorming session to toss around some ideas for potential topics and speakers. Consider the following questions:

- Are there times of the year, month or week when the workload is heavy—budget times, end of fiscal year, reporting periods, payroll, etc.? If so, avoid them.
- Are Mondays and Fridays not the best days of the week to have programs? People forget over the weekend that they are to be at a program Monday morning, or get behind by the end of the week can't break away on a Friday.
- Are employees on flexi-time, flexi-tour, or alternate work schedules? Schedule the presentation times to accommodate these needs. (People on night shift work probably will have to arrange with their supervisors to attend the program as appropriate.)
- How much time will be needed to coordinate the event? Usually the larger the event, the more lead time needed. Be sure to allow sufficient time to accomplish all preparations—reserving facility and audio visual equipment, securing speakers, etc.

In addition, **Reference Appendix D-3 Topic Checklist Reference Appendix D-4 -Date Checklist**

Choosing a Geographic Location

If your work group is spread out over a large geographic area (county, state, region) you will need to decide which location would be best to host the event. You may recommend presenting the event several times in various locations to provide maximum opportunity for attendance. The recommendation might be to present the event in a centrally located site and arrange for employees from outlying points to travel to the site. **Reference Appendix D-5 - Location Checklist**

Choosing a Facility

If the event will take place onsite, contact the individual responsible for the space you want to use—the cafeteria, theatre, conference room, etc. If your agency doesn't have appropriate space, perhaps another Federal agency nearby has facilities they will allow you to use.

If you will be renting a conference room at a hotel or conference center, you will need to contact the appropriate individual at that facility. Those contact people are usually located in the sales and catering office. They provide diagrams of the facility with room sizes, set-up options, prices, and so forth.

It's always a good idea to physically visit the space, even if you have been there before, for aesthetic reasons as well as practical ones. The condition of the facility could have deteriorated, the size might not be as you remembered it, etc. The Facility Checklist will help you make sure the facility meets the needs of the event. **Reference Appendix D-6**

Choosing a Speaker

If the budget is tight, you may have to rely on speakers who do not charge for their services. Depending on the topic you wish to present there are probably a number of people in your organization who could present on a variety of subjects. The best people to contact would be the Training Officer and Personnel Officer. If you are focusing on a particular subject, contact a supervisor in charge of that area in your organization to see if an employee in that office might be a good trainer or presenter.

The local DCR staff member can be contacted to identify staff members from Headquarters or other CBP locations you could invite to come to your location as keynote speakers and trainers at your location. Bringing Headquarters people to the field can be a positive program move. Check with other locales where these individuals have made presentations to make sure their presentation skills are acceptable.

Other Federal agencies may have individuals who do presentations. EEOC has employees who will present information on EEO laws, regulations, etc. OPM rarely offers free trainers since part of their mission is to provide training for which they usually charge a fee. Your contacts with other DICs may provide some names of free speakers. Your State Commission on Civil Rights may provide free speakers.

When possible, consider inviting guest lecturers from Minority Serving Institutes (MSI) in your local area which incorporates Outreach with your commemorative program. Refer to the section on Outreach and consult with your local DCR Officer to determine which MSI's are in your area. Some community colleges/universities provide speakers at no charge. Some special interest groups may have a speaker's bureau with free speakers.

Public speaking and training require specialized skills. People who are subject matter experts may not be good presenters. A poorly presented topic can ring a death knell for future activities. It is best to preview presentations of people you are considering using for a program if you or one of your program committee members have not seen them in action. Ask for references and call the references to ask specific questions about the speaker's background, knowledge, presentation skills and style.

When hiring a professional speaker you should consider the person's background, experience in working with Federal audiences, and fee. Check with your budget or contracting people to see if there are special procedures you must follow to commit agency funds for a speaker. Again, check with your budget or contracting people FIRST before you contact any outside speaker who charges a fee.

If the speaker is a nationally elected official or appointed to position for which an election is usually held to fill the position, approval must be obtained through the Office of Congressional Affairs in Headquarters. The DIC Chairperson must coordinate with the assigned DCR staff member regarding contacts with elected officials who have national exposure (i.e., Congressional and Senatorial state representatives within the states) and must be routed through the Office of Diversity and Civil Rights no less than four months in advance of your schedule event to permit time for vetting through the Office of Congressional Affairs. The DIC Chairperson must coordinate with the assigned DCR staff member regarding contacts locally elected officials (e.g. city council members, state representatives and school board members) should be screened by the DCR Field Directors and CBP Senior Officials at Headquarters.

Speakers should not be selected who engage in promoting racist, sexist, anti-immigrant or xenophobic ideologies or who advocate the perpetuation of illegal immigration. Speakers who engage in criticizing U.S. policy in any subject matter should be screened very carefully due to potential political backlash

The more lead-time you have in contacting speakers—either internal or external—the more likely it is that they will have the dates available that you have selected for the special event. If there is a particular speaker that you REALLY want, you may have to consider changing your dates. Paperwork can take a long time processing so do not cut yourself short on this time factor. You may also need to present several names to your responsible management official for review and approval, which will require extra time in the process. **Reference Appendix D-7 - Speaker Checklist**

Publicity

Public relations is more than writing a press release, it is communicating, upward, downward and laterally in your agency. Also, it is a key to increasing organizational understanding of and support for the Diversity and Inclusion Program. The DIC Chairperson must coordinate with the assigned DCR staff member regarding all contacts from national newspapers or broadcast media.

Although there are a number of messages or events that will be proper for you to publicize, remember the bottom line—the DICs exists to enhance employment and advancement of CBP employees. No matter what your primary message may be, your underlying message should reflect this personnel-management orientation. Your primary messages may include the following:

- The statistical profile of the agency
- DIC initiatives, such as planned programs or exhibits
- DIC activities and accomplishments
- Role models, such as Diversity and Inclusion group or men/women in nontraditional occupations or Diversity and Inclusion group in managerial positions
- Firsts, such as the first woman in your organization to be selected for a certain job
- Training or career development opportunities in your community

For most events, participation will be voluntary. If you have identified an activity whose purpose is to fulfill a CBP requirement, attendance could be mandatory. In the latter case, a memorandum from the senior management official advising attendees when they will attend would be in order. For voluntary programs, your publicity must provide information in such a way to arouse interest and encourage attendance. Be sure that your communication includes the basic facts, sometimes called the five W's: *Who, what, when, where, why* and sometimes *how*.

Lead-time for publicity will depend on the size of the event and the numbers of people you can accommodate. Sufficient notice should be given to the employees affected for them to make appropriate travel arrangements, reschedule other work, etc. For large programs, publicity should begin at least three months prior to the event. For smaller programs, three weeks might be sufficient. The type of publicity you plan to use may also dictate lead time to accommodate printing, distribution, etc. Use your judgment and the Publicity Checklist to get the word out. **Reference Appendix D-8.**

Follow-Up After the Event

The week following the function involves tying up loose ends and handling any last minute problems. Schedule your well-deserved vacation to begin at least a week after the event, not

the next day! Some of the items listed below can be prepared in advance to send out immediately after the function. Timeliness is important for actions such as thank you notes and payment for services. The committee person responsible for the action item could also be the one to perform the follow up.

In sending thank you letters, it may be appropriate to have the agency head sign the letter. The acknowledgment for participation of employees in your agency could be made through their supervisor from the agency head.

To ensure the timely submission of your CBP Today news article, it is recommended that the article be drafted before the program takes place. It can always be finalized with the highlights of the event afterwards. **Reference Appendix B-12, Flowchart for CBPnet Article and Photo Submission.**

The After the Event Checklist shown in Appendix D-9 will aid in keeping you on target to closeout the event and provide a detailed record of lessons learned, success stories, problems encountered, and recommendations for future events. **Reference Appendix D-9, After the Event Checklist**

Report of the Event

It's always a good idea to document the action items and provide a summary of participant evaluations of the event. You can indicate which approaches worked the best, what problems were encountered, how they were resolved, what you would do differently next time, etc. The report should include the number of attendees, total cost, approximate hours used by all DIC members.

Maintain a file which shows, step by step, how you organized, planned and directed the event. Retain sample copies of the proposal, approval letters, requests for services, printed brochures, letters to speakers, contracts, checklists, thank you letters, etc. These can be collected as the event progresses.

After spending a lot of time and energy planning and presenting a major function, it's very tempting to breathe a sigh of relief and say, "Thank heaven, THAT's over with!" Don't give in to that urge. Your legacy is not merely the success of the event - it's also important that you leave some footprints for those who follow you. Make sure you leave your replacement with more to build on than was left for you.

In conclusion

As you review each checklist, modify them and add other action items as necessary. Add columns for time frames, dates and the persons responsible so you can be sure that all items are taken care of with plenty of lead time in case there are any problems. Don't rely on memory-yours or anyone else's-when planning the event. Write it down!

**CBP DIVERSITY AND INCLUSION
COMMITTEE HANDBOOK
APPENDICES**

Frequently Asked Questions

Is everyone on the Committee expected to participate?

A DIC should be a working committee. This will allow the DIC to benefit from the diversity of talent and ability that committee members may contribute.

Who will get credit?

When a committee-approved proposal is made to top management, it is not one person, but many, who stand behind it. This provides support for your position and actions and assures that DIC actions are public knowledge, not something that happens behind closed doors.

Does membership in DIC provides career enhancement?

Membership in the DIC is not grade controlling and offers no entitlement toward promotions; however, DIC membership can benefit those who serve on them. The skill sets that can be developed through your membership on the DIC can be a valuable developmental experience for employees whose jobs do not normally require interaction with management or require program planning, data analysis, leadership, or training skills. Many DIC members find that participation brings out talents and abilities that were unrecognized or undeveloped.

What happens if my observance program has to be canceled?

In the event your planned event has to be canceled or postponed, due to unforeseen and for reasons beyond your control, you should, as soon as possible reschedule the event, even if it is a different month. Ensure that you notify all of the affected parties and attendees of the program.

Appendix A

A-1

DIC Application Procedures

DIC APPLICATION PROCEDURES

Employees interested in becoming a Diversity and Inclusion Committee member are required to complete and submit the Application for Diversity and Inclusion Committee Membership shown under Appendix A-2. When applying, applicants must consider whether their normal duties will allow them to participate in this collateral duty assignment. They must also discuss their interest in applying for this position with their immediate supervisor. Employees should be committed to CBP diversity and inclusion goals and be capable of working in a team environment. Supervisory, non-supervisory bargaining unit and non-bargaining unit employees are encouraged to apply.

Employees interested in becoming a DIC member should submit an application through their respective first line supervisors to their Senior Local Management Official or his designee. The first line supervisor and senior local management official must sign the application before forwarding it to the local DCR staff member. The management official or designee should review the application with the local DCR staff member.

The Senior Management Official can assign non-bargaining unit employees to the DIC, preferably senior graded employees. The final approval for DIC membership must be retained by the local senior manager. DIC members shall agree to serve in this collateral duty role for a term of two years with the option to renew with the approval of the local senior manager.

A-2

**Application for DIP Committee Members
(Collateral Duty Assignment)**

**APPLICATION FOR DIVERSITY AND INCLUSION COMMITTEE MEMBERSHIP
(COLLATERAL DUTY ASSIGNMENT)**

Name: _____ Position Title: _____

Work telephone number: _____ Work Fax Number: _____

Work email address: _____

Check all that apply:

HQ Employee	<input type="checkbox"/>	OFO Employee	<input type="checkbox"/>	Bargaining Unit	<input type="checkbox"/>
Port Employee	<input type="checkbox"/>	Regulatory Audit	<input type="checkbox"/>	Non-Bargaining Unit	<input type="checkbox"/>
Border Patrol	<input type="checkbox"/>	AMO Employee	<input type="checkbox"/>	Supervisory/Managerial	<input type="checkbox"/>

I am interested in serving a collateral duty assignment on the Diversity and Inclusion Committee for the term of :
One Year Two Years

Please provide responses to the following questions on supplemental sheets.

1. Describe any training or experience you have received in DCR, civil rights, and/or workforce diversity programs.
2. Describe your experience in establishing a trusting and working relationship with managers, supervisors and employees at all levels.
3. Describe your ability to organize activities to increase awareness of cultural diversity activities within the CBP workforce.
4. Describe your ability to coordinate events with organizations that serve minorities, women, and individuals with disabilities.
5. Do you currently hold any other collateral duty assignment(s)? Yes No If yes, briefly describe the assignment(s) and the time devoted to those assignment(s).
6. Have you previously been a Diversity and Inclusion Program Manager or Committee member before?
Yes No If yes, please provide date(s) _____

This application must be submitted to local DCR staff member. The applicant must also provide on plain bond paper responses to the above supplemental questionnaire a summary of work and other relevant experience

Employee's Signature: _____

Supervisor's name & position title: _____

Supervisor's work telephone: _____

Supervisor's Signature: _____

Responsible Management Official: _____

Appendix B

DIVERSITY AND INCLUSION TOOLKIT

B-1

Diversity and Inclusion Observance Overview

OBSERVANCE OVERVIEW

OBSERVANCE: _____

DATE: _____ TIME: _____

LOCATION: _____

BRIEF DESCRIPTION OF HOW YOU PLAN FOR THE EVENT TO BE OBSERVED:

DO YOU PLAN TO HAVE A SPEAKER? YES NO

IF SO, SPEAKER'S NAME: _____

SPEAKER'S BIOGRAPHY ATTACHED: YES NO

VIDEO PRESENTATION TO BE SHOWN TITLED: _____

BY: _____ LENGTH OF VIDEO: _____

LIGHT REFRESHMENTS TO BE SERVED: YES NO

APPROXIMATE COST ASSOCIATED WITH THIS OBSERVANCE: \$ _____

ANTICIPATED NUMBER OF ATTENDEES: _____

B-2

Activity Sign-in Sheet

SIGN-IN SHEET

EVENT: _____

DATE: _____

ATTENDEES	COMMENTS

B-3

Program Evaluation Form

PROGRAM EVALUATION FORM

The Office of Diversity and Civil Rights is very interested in hearing from you on how we can enhance the quality and effectiveness of our Diversity and Inclusion programs. Please take a few minutes to respond to the following questions about today's program and drop it in the box before you leave. Your comments and suggestions are very important to us as we plan for future Diversity and Inclusion program events and observances. Thank you.

The Speaker: Excellent Very Good Average Not applicable

The Panelist: Excellent Very Good Average Not applicable

The Moderator: Excellent Very Good Average Not applicable

Overall, I found the program: Excellent Very Good Average Expectation not met

Will you participate in future programs? Yes No (if no, please add comment)

There was adequate accommodation for my special needs (i.e., sign language interpreter, wheel chair space, etc.) Yes No Not applicable

If no, please explain _____

For future observances, what program formats or activities would you recommend?

- | | |
|---|--|
| <input type="checkbox"/> Panel discussions | <input type="checkbox"/> Theatrical performance |
| <input type="checkbox"/> Musical performance | <input type="checkbox"/> Video/Movie |
| <input type="checkbox"/> Educational Displays/Handouts | <input type="checkbox"/> PowerPoint Presentation |
| <input type="checkbox"/> More audience participation | <input type="checkbox"/> Less audience participation |
| <input type="checkbox"/> Select speakers from the New Orleans Metro area | |
| <input type="checkbox"/> Select renowned speakers (nationally and locally recognized) | |
| <input type="checkbox"/> Continue the current format for the programs | |
| <input type="checkbox"/> More cultural/entertainment less speakers | |

Other (please identify) _____

Comments/Suggestions: _____

B-4

Blank DIC Meeting Agenda/Minutes Form

DIC Meeting Agenda/Minutes Form

LOCATION		DATE/TIME	
<u>ATTENDEES</u>		<u>ABSENT</u>	
AGENDA ITEMS			
DESIGNEE	TASK	STATUS	DUE DATE
OPEN FORUM/DISCUSSION			
EVENT CLOSE-OUT/FOLLOW-UP			
Number of attendees _____ Total cost associated \$ _____ Event Flyer/Program attached _____ Do you plan to submit an article to CBP Today for this activity? _____ # of photos attached _____ Thank you note sent to the speaker _____ Borrowed/rented items returned _____ I.D. any barriers in organizing this activity: _____ _____ _____			
NEXT MEETING LOCATION/DATE		ADJOURNMENT TIME	

B-5

Blank Annual Plan for Special Observances

ANNUAL PLAN FOR SPECIAL OBSERVANCES FISCAL YEAR _____

DCR Assistant Field Director: DCR Managers:	OFFICE LOCATION: (i.e. Sector, Field Office, Port)
OBSERVANCE: HISPANIC HERITAGE MONTH (September 15-October 15)	
PROGRAM OBJECTIVE:	
PROGRAM DESCRIPTION:	
PROPOSED BUDGET:	
TOTAL:	
OBSERVANCE: NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH (October)	
PROGRAM OBJECTIVE:	
PROGRAM DESCRIPTION:	
PROPOSED BUDGET:	
TOTAL:	
OBSERVANCE: NATIONAL AMERICAN INDIAN HERITAGE MONTH (November)	
PROGRAM OBJECTIVE:	
PROGRAM DESCRIPTION:	
PROPOSED BUDGET:	
TOTAL:	
OBSERVANCE: VETERANS DAY (November 11)	
PROGRAM OBJECTIVE:	
PROPOSED BUDGET:	
TOTAL:	

OBSERVANCE: MARTIN LUTHER KING, JR. BIRTHDAY (Third Monday of January)

PROGRAM OBJECTIVE:

PROGRAM DESCRIPTION:

PROPOSED BUDGET:

TOTAL:

OBSERVANCE: AFRICAN AMERICAN HISTORY MONTH (February)

PROGRAM OBJECTIVE:

PROGRAM DESCRIPTION:

PROPOSED BUDGET -

TOTAL:

OBSERVANCE: WOMEN'S HISTORY MONTH (March)

PROGRAM OBJECTIVE:

PROGRAM DESCRIPTION:

PROPOSED BUDGET:

TOTAL:

OBSERVANCE: ASIAN/PACIFIC AMERICAN HERITAGE MONTH (May)

PROGRAM OBJECTIVE:

PROGRAM OBJECTIVE:

PROPOSED BUDGET:

TOTAL:

OBSERVANCE: WOMEN'S EQUALITY DAY (August 26th)

PROGRAM OBJECTIVE:

PROGRAM DESCRIPTION:

PROPOSED BUDGET:

TOTAL:

DCR Manager Signature:

Date:

Local Management Official Signature

(DFO/ Sector Chief/Port Director/Station Chief):

Date:

Director of Policy Analysis and Special Programs (DCR):

Date:

B-6

Sample – Annual Plan for Special Observances

SAMPLE ANNUAL PLAN FOR SPECIAL OBSERVANCES FISCAL YEAR 2008

Field Director: Darlene Sedwick Local DCR Staff: Augustine Bill & Alicia Davila	OFFICE LOCATION: (i.e. Sector, Field Office, Port) 1) Laredo Field Office, Laredo Sector; 2) Del Rio Sector/Del Rio Port of Entry; 3) Eagle Pass Port of Entry; 4) Brownsville Port of Entry; 5) Rio Grande City Port of Entry; 6) Roma, Texas Port of Entry
OBSERVANCE: HISPANIC HERITAGE MONTH (September 15-October 15)	
PROGRAM OBJECTIVE: The 2008 Hispanic Heritage Month Theme is Hispanic American: Making a positive impact on American society. We will celebrate the contributions and achievements of Hispanic Americans that continue to shape our Nation and enrich society.	
PROGRAM DESCRIPTION: <u>Laredo Field Office and Laredo Sector:</u> The Laredo Field Office and Laredo Sector, Diversity and Inclusion Committee will host a Hispanic Heritage luncheon and observance program during September 2008 from 11:30 a.m. through 1:00 p.m. The Vidal Trevino School of Fine Arts will provide the cultural entertainment. <u>Del Rio Sector and Del Rio Port of Entry:</u> The Del Rio Texas Port of Entry and Del Rio Sector, Diversity and Inclusion Committee will host a Hispanic Heritage luncheon and observance program during September 2008 from 11:30 a.m. through 1:00 p.m. The Del Rio High School Mariachi Band will provide the cultural entertainment. <u>Eagle Pass Port of Entry:</u> The Port of Eagle Pass Texas will host a luncheon and observance program on an unknown date from September 15, 2008- October 15, 2008, at the Port of Eagle Pass Texas Bridge #1 from 11:30 a.m.- 1:00 p.m. The program will include a motivational speaker, catered food, and music. <u>Brownsville Port Of Entry:</u> During the month of September 2008, in celebration of National Hispanic Heritage Month, the Brownsville Port of Entry will host a luncheon and observance program at the Veteran's International Bridge, Brownsville, Texas, on September 12, 2008, from 11:30 a.m.-1:00 p.m. <u>Rio Grande City Port of Entry:</u> The Rio Grande City Port of Entry, Diversity and Inclusion Committee will host a Hispanic Heritage luncheon and observance program in September/October 2008 from 11:30 a.m. through 1:00 p.m. <u>Roma, Texas Port of Entry</u> The Roma Texas Port of Entry, Diversity and Inclusion Committee will host a Hispanic Heritage luncheon and observance program in September/October 2008 from 11:30 a.m. through 1:00 p.m.	

PROPOSED BUDGET:

Laredo Field Office and Laredo Sector:

\$2000.00 (Costs for food samplings to include beverages and serving supplies)

Del Rio Sector and Del Rio Port of Entry:

\$300.00 (Costs associated with the program will be shared by the Del Rio Sector and Del Rio POE)

Eagle Pass Port of Entry:

\$250.00 for cost of ethnic food samplings.

Brownsville Port Of Entry:

\$150.00 for food, beverages and serving supplies. \$100.00 speaker fee. Total cost \$250.00

Rio Grande City Port of Entry:

\$150.00 for cost of ethnic food samplings.

Roma, Texas Port of Entry

No submission

TOTAL:

OBSERVANCE: NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH (October)

PROGRAM OBJECTIVE:

To help CBP employees in the Laredo area communicate more effectively with people with disabilities, overcome any challenges of interacting with individuals with disabilities, and sensitize them to the unique concerns of individuals with disabilities.

PROGRAM DESCRIPTION:

Laredo Field Office and Laredo Sector:

The Laredo Port of Entry and Laredo Sector Diversity and Inclusion Committee will host a National Disability Employment Awareness Month observance program during November 2007. The date of the event is pending, but will be held at the Laredo Port of Entry or Laredo Sector between the hours of 11:30 a.m. and 1:00 p.m. during November 2007. If available, a guest speaker along with an observance program will be presented on the day of the event at the Laredo Port of Entry or Laredo Sector.

Del Rio Sector and Del Rio Port of Entry:

The Del Port of Entry and Del Rio Sector Diversity and Inclusion Committee will host a National Disability Employment Awareness Month observance program during November 2007. The date of the event is pending, but will be held at the Del Rio Port of Entry or Del Rio Sector between the hours of 11:30 a.m. and 1:00 p.m. during November 2007. Posters, programs email and Power Point presentations will be disseminated to all CBP personnel.

If available, a guest speaker along with an observance program will be presented on the day of the event at the Laredo Port of Entry or Laredo Sector.

Eagle Pass Port of Entry:

The Port of Eagle Pass Texas will make a PowerPoint Presentation and mount a wall display at a designated location at the Port of Eagle Pass at both Bridge #1 and Bridge #2.

Brownsville Port of Entry:

The Diversity and Inclusion Committee members assigned to the Brownsville Port of Entry plan to prominently display throughout the Port facilities a poster collage to recognize the contributions that workers with disabilities have made. The collage will be researched and fashioned by DIC volunteers. The collage will be located at each Port location for two or three days during the month of October, 2007 to commemorate the 2008 National Disability Employment Program.

Rio Grande City Port of Entry: No plans submitted for this event.

Roma, Texas Port of Entry No plans submitted for this event

PROPOSED BUDGET:

Laredo Field Office and Laredo Sector:

\$500.00 for light refreshments (Costs to be shared by Laredo OFO and Sector)

Del Rio Sector and Del Rio Port of Entry:

\$300.00 for light refreshments (Costs to be shared by Del Rio Sector and POE)

Eagle Pass Port of Entry:

None

Brownsville Port of Entry:

\$150.00 for food, beverages and serving supplies. \$100.00 speaker fee. Total cost \$250.00

Rio Grande City Port of Entry: No submission

Roma, Texas Port of Entry: No submission

TOTAL:

OBSERVANCE: NATIONAL AMERICAN INDIAN HERITAGE MONTH (November)

PROGRAM OBJECTIVE:

To educate employees and illustrate the culture, proud ancestry, and contributions that Native American Indians have made to strengthen our society and nation.

PROGRAM DESCRIPTION:

Laredo Field Office and Laredo Sector:

During the Month of November 2008, in celebration of National American Indian Heritage Month, the Laredo Port of Entry and the Laredo Sector, Diversity and Inclusion Committee will host an observance program and food sampling at the Laredo Port of Entry and/or DRT Sector in Laredo from 11:30 a.m. to 1:00 p.m..

Del Rio Sector and Del Rio Port of Entry:

During the month of November 2008, in celebration of Native American Heritage Month, Del Rio Texas Port of

Entry and the Del Rio Sector, Diversity and Inclusion Committee will host an observance program and food sampling at the Port of Entry or DRT Sector in Del Rio from 11:30 a.m. to 1:00 p.m.

Eagle Pass Port of Entry:

The Port of Eagle Pass Texas will host an observance program and food sampling at a designated location during November 2008, at the Port of Eagle Pass Texas Bridge #1 from 11:30 a.m. - 1:00 p.m. The program will include a speaker, food sampling and music.

Brownsville Port of Entry:

The Diversity and Inclusion Committee members assigned to the Brownsville Port of Entry plan to prominently display throughout the Port facilities a poster collage to recognize the contributions that American Indians have made. The collage will be researched and fashioned by DIC volunteers. The collage will be located at each Port location for two or three days during the month of October 2007 to commemorate the 2008 National Disability Employment Program

Rio Grande City Port of Entry: No plan submitted.

Roma, Texas Port of Entry No plan submitted

PROPOSED BUDGET:

Laredo Field Office and Laredo Sector:

\$800.00, Laredo OFO and Laredo OBP will share costs associated with the event, including food samplings and cultural entertainment.

Del Rio Sector and Del Rio Port of Entry:

\$300.00 for cost of food samplings to be shared by Del Rio Sector and POE

Eagle Pass Port of Entry:

\$250.00 for cost of ethnic food samplings.

Brownsville Port of Entry:

\$400.00 South Texas Indian Dancers. \$100.00 for light refreshment and serving supplies. \$20.00 for collage supplies. Total cost \$520.00.

Rio Grande City Port of Entry: No submission

Roma, Texas Port of Entry : No submission

Total:

OBSERVANCE: VETERANS DAY (November 11)

PROGRAM OBJECTIVE: To honor and recognize those CBP military veterans who've served in the country's wars

PROGRAM DESCRIPTION: N/A

PROPOSED BUDGET:

OBSERVANCE: MARTIN LUTHER KING JR. BIRTHDAY (Third Monday of January)

PROGRAM OBJECTIVE: To commemorate the life of Dr. Martin Luther King Jr., the acknowledged national leader of the civil rights movement in the 1960s.

PROGRAM DESCRIPTION: N/A

PROPOSED BUDGET:

OBSERVANCE: AFRICAN AMERICAN HISTORY MONTH (February)

PROGRAM OBJECTIVE:

To honor the heritage and accomplishments of Black Americans and recognize their extraordinary contributions to the United States.

PROGRAM DESCRIPTION:

Laredo Field Office and Laredo Sector:

The Laredo Port of Entry and Laredo Sector Diversity and Inclusion Committee will host an African American History Heritage luncheon and observance program during February 2008. The event will be held at the Laredo Port of Entry or Laredo Sector between the hours of 10:30 a.m. -12:00 p.m. If available, a guest speaker along with an observance program, food sampling, and cultural entertainment will be presented on the day of the event at the Port of Entry or Laredo Sector.

Del Rio Sector and Del Rio Port of Entry:

During the month of February 2008, in celebration of African American Heritage Month, Del Rio Texas Port of Entry and the Del Rio Sector, the Diversity and Inclusion Committee will host a luncheon and observance program at the Port of Entry or DRT Sector in Del Rio from 11:30 a.m. to 1:00 p.m.

Eagle Pass Port of Entry:

The Port of Eagle Pass Texas will host a luncheon and observance program in February 2008, at the Port of Eagle Pass Texas Bridge #1 from 11:30 a.m. -1:00 p.m. The program will include a motivational speaker, food samplings, and music.

Brownsville Port Of Entry:

The Diversity and Inclusion Committee members assigned to the Brownsville Port of Entry plan to prominently display throughout the Port facilities a poster collage to recognize contributions of black employment. The collage will be researched and fashioned by DIC volunteers. The collage will be located at each Port location for two or three days during the month of February 2008 to commemorate the 2008 Black Employment Program.

Rio Grande City Port of Entry:

The Rio Grande City Port of Entry, Diversity and Inclusion Committee will host an African American Heritage luncheon and observance program in February 2008 from 11:30 a.m. through 1:00 p.m.

Roma, Texas Port of Entry ___ No plans submitted.

PROPOSED BUDGET -

Laredo Field Office and Laredo Sector:

\$2200.00, Laredo OFO and OBP will share costs associated with the event, including food samplings and cultural entertainment.

Del Rio Sector and Del Rio Port of Entry:

\$300.00 for cost of ethnic food samplings to be shared by Del Rio Sector and Del Rio POE.

Eagle Pass Port of Entry:

\$250.00 for cost of ethnic food samplings.

Brownsville Port of Entry:

\$400.00 for Speaker and Presentation. \$100.00 for light refreshment and serving supplies. \$20.00 for collage supplies. Total cost \$520.00.

Rio Grande City Port of Entry:

\$150.00 for cost of ethnic food samplings.

Roma, Texas Port of Entry

No cost submitted.

TOTAL:

OBSERVANCE: WOMEN'S HISTORY MONTH (March)

PROGRAM OBJECTIVE: To bring recognition to the many contributions and accomplishments of Women in CBP and to inspire and empower CBP employees by celebrating the past accomplishments of women within the agency.

PROGRAM DESCRIPTION:

Laredo Field Office and Laredo Sector:

The Laredo Port of Entry and Laredo Sector Diversity and Inclusion Committee will host a Women's History Month observance program during March 2008. The date of the event is pending, but will be held at the Laredo Port of Entry or Laredo Sector between the hours of 11:30 a.m. and 1:00 p.m. If available, a guest speaker along with an observance program will be presented on the day of the event at the Laredo Port of Entry or Laredo Sector. Light refreshments will be served.

Del Rio Sector and Del Rio Port of Entry:

During the month of March 2008, in celebration of Women's History Month, Del Rio Texas Port of Entry and the Del Rio Sector, the Diversity and Inclusion Committee will host a luncheon and observance program at the Port of Entry or DRT Sector in Del Rio from 11:30 a.m. to 1:00 p.m. If available a guest speaker along with an observance program will be presented on the day of the event at the Del Rio Port of Entry or Del Rio Sector. Light refreshments will be served.

Eagle Pass Port of Entry:

During March 2008, the Port of Eagle Pass Texas will make a Power Point presentation depicting the achievements of women available to all its port personnel. A wall display will be mounted at unknown locations at both Bridge #1 and Bridge #2.

Brownsville Port of Entry:

The Diversity and Inclusion Committee members assigned to the Brownsville Port of Entry plan to prominently display throughout the Port facilities a poster collage to recognize contributions of women. The collage will be researched and fashioned by DIC volunteers. The collage will be located at each Port location for two or three days during the month of March 2008 to commemorate the 2008 Women's History Month.

Rio Grande City Port of Entry:

The Rio Grande City Port of Entry, Diversity and Inclusion Committee will host a Women's History Month luncheon and observance program in March 2008 from 11:30 a.m. through 1:00 p.m. Light refreshments will be served.

Roma, Texas Port of Entry

No submission

PROPOSED BUDGET:

Laredo Field Office and Laredo Sector:

\$1500.00 Laredo OFO and Laredo OBP will share costs associated with the event, including speaker, light refreshments and a musical educational program by a female or female group.

Del Rio Sector and Del Rio Port of Entry:

\$300.00 for light refreshments to be shared by Del Rio Sector and POE.

Eagle Pass Port of Entry:

\$50.00 for materials utilized for wall displays

Brownsville Port of Entry:

\$400.00 for Speaker and Presentation. \$100.00 for light refreshments and serving supplies. \$20.00 for collage supplies. Total cost \$520.00.

Rio Grande City Port of Entry:

\$150.00 for light refreshments

Roma, Texas Port of Entry

No cost submitted

Total:

OBSERVANCE: ASIAN/PACIFIC AMERICAN HERITAGE MONTH (MAY)

PROGRAM OBJECTIVE:

To celebrate the contributions of Asian/Pacific Americans and recognize their rich legacy of ingenuity, perseverance, and achievement.

PROGRAM OBJECTIVE:

Laredo Field Office and Laredo Sector:

The Laredo Port of Entry and Laredo Sector Diversity and Inclusion Committee will host an Asian Pacific American Heritage luncheon and observance program during the observance month of May. The date of the event is pending, but will be held at the Laredo Port of Entry or Laredo Sector between the hours of 10:30 a.m. - 12:00 p.m. If available a guest speaker along with an ethnic food sampling and cultural entertainment will be presented on the day of the event at the Port of Entry or Laredo Sector.

Del Rio Sector and Del Rio Port of Entry:

During the month of May 2008, in celebration of Asian American Heritage Month, Del Rio Texas Port of Entry and the Del Rio Sector, Diversity and Inclusion Committee will host a luncheon and observance program at the Port of Entry or DRT Sector in Del Rio from 11:30 a.m. to 1:00 p.m.

Eagle Pass Port of Entry:

The Port of Eagle Pass Texas will host a luncheon and observance program at a designated location during May 2008, at the Port of Eagle Pass Texas Bridge #1 from 11:30 a.m. - 1:00 p.m. The program will include a motivational speaker, catered food, and music.

Brownsville Port of Entry:

The Diversity and Inclusion Committee members assigned to the Brownsville Port of Entry plan to prominently display throughout the Port facilities a poster collage to recognize contributions of Asian/Pacific Islander American employment. The collage will be researched and fashioned by DIC volunteers. The collage will be located at each Port location for two or three days during the month of May 2008 to commemorate the 2008 Asian/Pacific American Heritage Month.

Rio Grande City Port of Entry:

The Rio Grande City Port of Entry, Diversity and Inclusion Committee will host an Asian American Heritage Month luncheon and observance program in May 2008 from 11:30 a.m. through 1:00 p.m.

Roma, Texas Port of Entry

No submission

PROPOSED BUDEGET:

Laredo Field Office and Laredo Sector:

\$2000.00, Laredo OFO and OBP will share costs associated with the event, including speaker, food samplings, and cultural entertainment.

Del Rio Sector and Del Rio Port of Entry:

\$300.00 for cost of ethnic food samplings to be shared by Del Rio Sector and Del Rio POE.

Eagle Pass Port of Entry:

\$250.00 for cost of ethnic food samplings

Brownsville Port Of Entry:

\$400.00 for Speaker and Presentation. \$100.00 for light refreshment and serving supplies. \$20.00 for collage supplies. Total cost \$520.00.

Rio Grande City Port of Entry:

\$150.00 for cost of ethnic food sampling

Roma, Texas Port of Entry

No submission

Total:

OBSERVANCE: WOMEN'S EQUALITY DAY (August 26th)

PROGRAM OBJECTIVE: To commemorate the passage of the 19th Amendment to the Constitution granting women the right to vote nationwide and call attention to women's continuing efforts toward full equality.

PROGRAM DESCRIPTION:

PROPOSED BUDGET:

DCR Manager Signature:

Date:

Local Management Official Signature
(DFO/ Sector Chief/Port Director/Station Chief):

Date:

DCR Assistant Field Director:

Date:

B-7

Sample – DIP Observance Budget

DIVERSITY AND INCLUSION OBSERVANCE BUDGET FOR FY07

DIPM OBSERVANCE	ITEMS PURCHASED	COST	REMARKS
National Hispanic Heritage	Posters	\$ 33.93	Diversity Store.com
Potluck Luncheon	Plotter paper	66.86	Print cert. of appreciation
Accompanied by cultural displays & educational handouts	Toner/supplies	224.00	Print display/handouts
	Printer Drum	65.33	Printer servicing
	Other supplies	45.98	Decorations
	Total	\$826.22	
National Disability Awareness Employment Month	Muffins, Punch, Plates, Napkins, and Centerpiece	\$ 35.00	Light refreshments and table décor
Video presentation accompanied by educational displays and cultural handouts	Poster board, color paper and misc. supplies	170.00	Print displays/handouts
	DVD	31.99	DVD Purchase
	Total	\$236.99	
Native American/Alaskan Native Heritage Month	Rose Behan/story-teller	\$203.50	Speaker's fee
Museum Curator/Speaker	Supplies/Toner	199.97	Prepare handouts/display
	Color Paper	111.20	Handouts/flyers
Accompanied by educational displays and cultural handouts	Giveaways (Book- marks/buttons and shipping/handling)	33.47	Diversity Store theme items
	Punch/tableware	10.58	Light refreshments
	Total	\$558.72	

Black History Month	Black Art Exhibit – setup and breakdown	\$375.00	La Belle Galerie
Black Art Exhibit	Giveaway buttons, bookmarks, posters, shipping & handling	72.00	Diversity Store theme items
Accompanied by educational handouts, cultural displays and puzzles	Card stock/poster- board	103.95	Produce displays
Light refreshments and rental of display easels provided by OFO.	Toner/office supplies	180.00	Print displays and handouts
	Cultural puzzles	81.43	Puzzles
	Total	\$812.38	
Women’s History Month	Currita Waddy		Asst. Chief Counsel/Speaker
Accompanied by handouts and cultural displays	Doughnuts/Juice	\$ 15.00	Light refreshments
Cultural awareness video shown during Brown Bag Luncheon	Giveaways Buttons, Bookmarks & Posters	65.00	Diversity Store theme items
	Toner	142.00	Produce displays/handouts
	Total	\$222.00	
Asian Pacific American Heritage Month	Ethnic Food Sampling	\$334.00	China Doll Chinese Cuisine
Speaker	Dr. Jerry Shih		
Accompanied by education displays and handouts	Giveaways-buttons, bookmarks, posters, & delivery	193.75	Diversity Store theme items
Cultural awareness video shown during Brown Bag Lunch	Laminating Pouches	78.80	Produce cultural displays
	Rental of Tent, furniture/delivery	565.66	DIP activity (OFO-50%)
	Total	\$1,172.21	
	Grand Total	\$3,828.52	

Respectfully request \$4,785 for FY08 Diversity and Inclusion Programs. This is a 25% increase of (\$957) above the grand total of \$3,829 spent during FY07.

Observance proposals for FY08 DIP observances are forthcoming and will be suggestive of more community outreach, partnering and portability of the Diversity and Inclusion Program activities.

B-8

Sample – Plaque Write-up for Speaker

SAMPLE – PLAQUE WRITE-UP



(on 8 x 10 Size XXX Frame)

Presented to

Joe M. Ricks, Jr., Ph. D.

Associate Professor & Associate Chair,

Department of Business

Xavier University of Louisiana

New Orleans, Louisiana

as we proudly celebrate African American Heritage Month, 2008

In appreciation for your participation and support
of this significant event.

Your **invaluable contribution shall clearly inspire**
the U. S. Customs and Border Protection personnel

Thank you for sharing a special moment with us on this day.

February 2008

B-9

Sample – Program Content

SAMPLE - Program Content

Name of Observance

Date

Pre-Program Concert

Welcoming Remarks

Presentation of the Colors

National Anthem

Invocation

Introduction of Special Guests (may include remarks)

Musical Interlude, audio-visual program, and/or selected reading

Introduction of Guest Speaker

Keynote Address

Benediction or Closing Remarks

Retirement of Colors

In addition to a central ceremony, actions and programs during an observance might include:

News articles in base/post/installation/command newspapers. Background articles may include excerpts from this Guide, announcements of local observances, and command specific or location-specific material.

Daily Bulletin/Weekly Bulletin/Plan of the Day notes.

Exhibits and displays, including bulletin board/gate plaque announcements of the observance.

Local Management Information presentations.

B-10
Additional Tips

ADDITIONAL TIPS

Know your agency. Be familiar with your organization's mission. You can't expect other members of the management team to take your program seriously if you don't relate it to the larger organizational picture. For example, if you don't know what the research chemists do in particular work unit, you'll have difficulty facilitating recruitment of qualified minority or female candidates.

Know the managers. Your effectiveness as a change agent is based largely on your ability to gauge the right actions and behavior necessary to motivate the managers. Some officials respond to documented approaches to EEO problems and solutions; others to reinforcement of their responsibilities based on law and regulation.

Understand management styles. This can be learned by observing and talking to managers and supervisors. Some agencies prefer a great deal of documentation. If so, follow that lead. Some agency heads want to sign off on EVERYTHING, while others want to see it if there is a potential problem. Don't bypass the former or bog down the latter. Remember, most managers do not like surprises.

Keep up with changes. Be aware of existing policies, programs and organizational objectives. They could have impact on how management views DIC proposals. If an agency's budget has been substantially reduced, it may mean eliminating or cutting back in certain programs or occupations. Get your information ready to support retaining critical DIP action items.

Stick to the facts. Avoid emotional appeals. Facts give you a better bargaining position and are less threatening than emotional reactions. You want to maintain an open dialogue with your managers. When they act on your recommendations, they need to be able to rely on your input.

Assign tasks to DIC members. Use your committee members to implement action items. For example, develop a small task group to study the organization to identify possible upward mobility positions and suggest the agency head assign a few supervisors to work in the group. Since the supervisors will be affected by the program, they should have direct input.

Use role models. Make the most of minorities and women in your organization as you work to influence managers. Use minority and female managers as role models, working with them to serve as mentors for other members of their groups. Use these individuals as facilitators; seek their input and ideas. A cautionary note: Don't wear out your role models, especially if there are only a few of them! In the past, some organizations have proudly displayed their "token" minority and then neglected to do something about under representation problems.

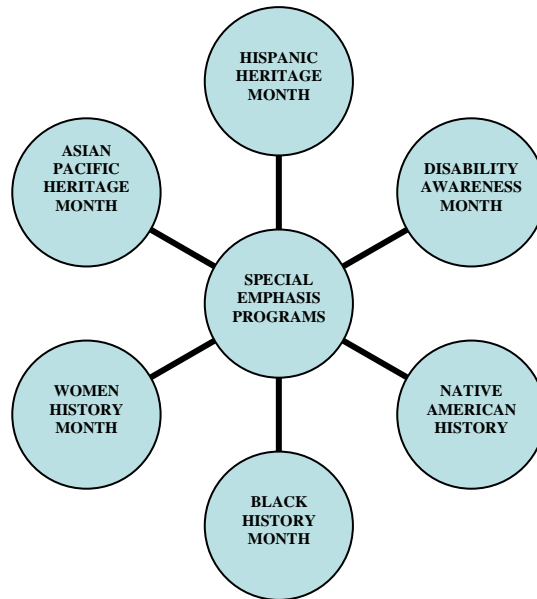
Reward efforts. Build rewards into the program. Arrange public recognition for officials who have taken their responsibilities seriously. Write to their supervisors to commend special efforts. Be sure the awards reflect recognition of actions, which go beyond regular ones required to CBP diversity and inclusion goals. Work with local management to set up criteria for outstanding performance so supervisors will be aware in advance how their performance will be evaluated.

Be patient. You may experience frustration from time to time. Sometimes progress will be so slow that it seems nonexistent. This frustration may tempt you to neglect some of the thorny problems and to spend too much of your time on activity-oriented efforts, just so you can point to a tangible product. Avoid making this error.

B-11

Perpetual Observance Planning Calendar

PERPETUAL OBSERVANCE PLANNING CALENDAR



	JAN	FEB	MAR	APRIL	MAY	JUNE	JUL	AUG	SEPT	OCT	NOV	DEC
HISPANIC HERITAGE (September)						X	→	→	→			
DISABILITY AWARENESS (October)							X	→	→	→		
NATIVE AMERICAN (November)								X	→	→	→	
BLACK HISTORY (February)	→	→									X	→
WOMEN HISTORY →→ (March)	→	→	→									X
ASIAN PACIFIC HERITAGE (May)		X	→	→	→							

**Planning Resources – Other DCR Managers; Speaker Bureau,
Brainstorming, Employees, DIC Members**

Budget Planning – Observances and Outreach – one year prior

Partnerships – Other Agencies, Schools

Diversity and Inclusion Observance Schedule

The sample documents may be adjusted to fit local needs and situations so that the resulting program is appropriate for the targeted audience and setting.

DAYS BEFORE OBSERVANCE ACTIVITY

120 – 90	Provide update briefing to local management.
80 – 85	Begin publicity of first organizational meeting.
85 – 70	Organizational meeting.
70 – 60	General meeting with all committee members.
60 – 45	DCR manager and committee chairperson's status meeting and update briefing for local management. Submission of observance proposals to the DCR Officer at the 60-day mark to allow time for the DCR Office to review and re-work if needed
45 – 30	General meeting, status update.
30 - 15	DCR manager and subcommittee chairperson status meeting, begin second publicity campaign; and status update briefing for local management.
15 – 10	General meeting, status update.
10 – 5	Confirm all reservations, contracts, printing, and publicity activities, etc. and status update briefing for local management.

DAYS AFTER OBSERVANCE ACTIVITY

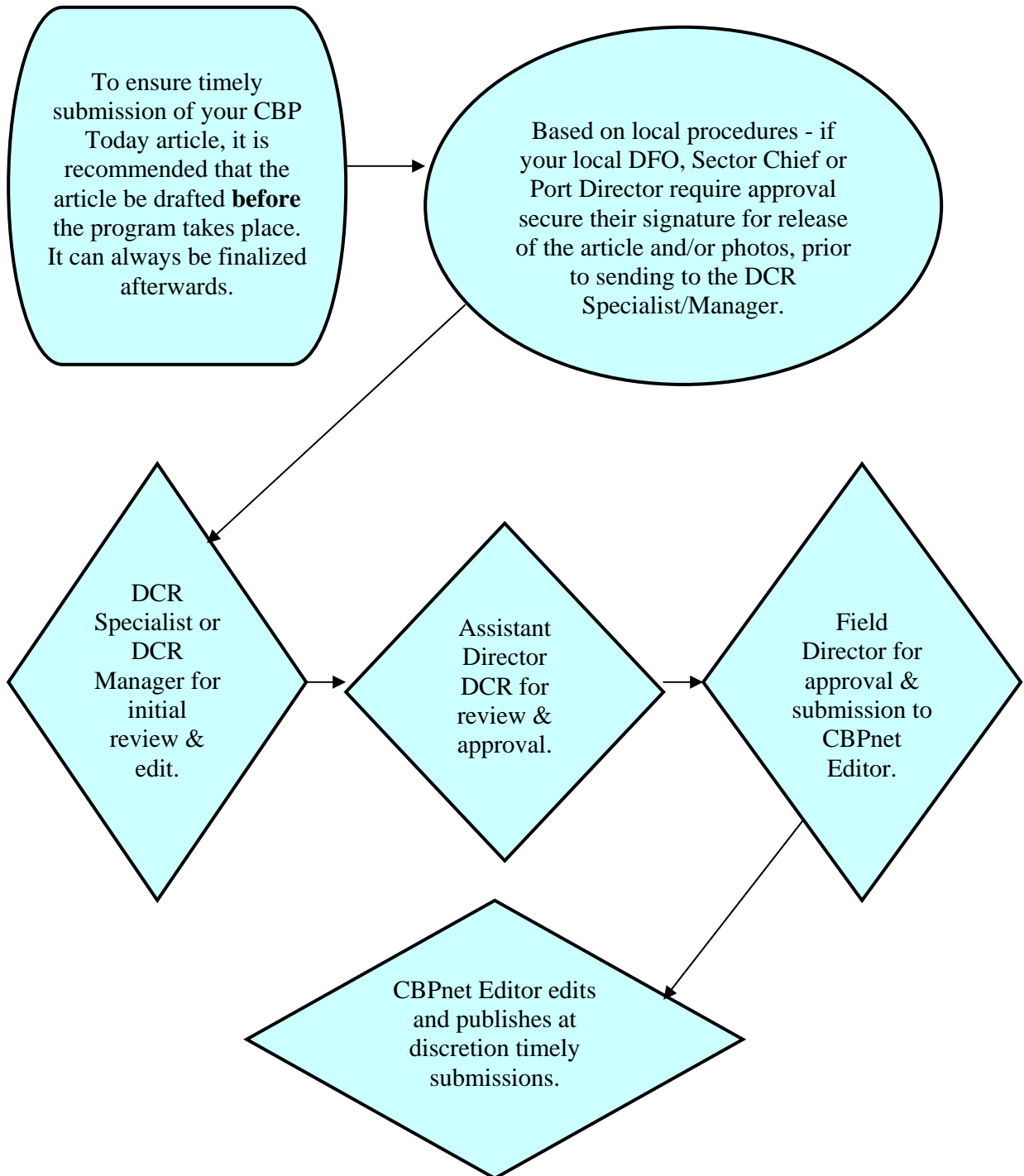
5 – 10	Committee after action report submitted to local DCR manager.
10 – 15	Letters and certificates of appreciation forwarded.
15 – 30	Consolidate ethnic observance after actions report and submit to Assistant DCR Field Director.

B-12

Flowchart for CBPnet Article & Photo Submission

CBPNET ARTICLE AND PHOTO SUBMISSION PROTOCOL

In order to ensure timely submission, please forward your article within 7-10 days of your program.
(Issued September 2007)



Appendix C

C-1

Sample – Internet Observance Write-ups

SAMPLE - Intranet Black History Month 2010 Write-ups

BLACK HISTORY MONTH PROPOSALS 2010

All DCR Officers are required to submit a "Gallery of Events" to their Assistant Directors at least one month before the designated month of observance. This means that each DIC must provide their local DCR Officer a summary of their approved, not proposed, events **at least 6-8 weeks before** the designated month of observance. For example, if the observance month is **February** your written Gallery of Events is due at Headquarters by **December 15th**. This mean you must give your DCR manager sufficient time to review your list of events prior to the due date and provide them to their Assistant DCR Director to provide a timely response to the Headquarters DCR office.

DCR Headquarters staff must coordinate with other offices such as OIT and Public Affairs to ensure that the Gallery of Events is published on CBPNET correctly and on time. We also have an internal review process that includes the final decision to publish the information by the Executive Director for DCR. If you fail to properly plan your events in advance, your program will not appear on the CBPnet.

We require that these descriptions of the event must be crisp, clear and only convey information that is absolutely necessary to attend the event. This will minimize the amount of editing required every observance month. We request that all write-ups list the events by location and in alphabetical order. You should avoid descriptors such as "*Great ethnic food sampling will be there for your enjoyment*" or "*the entertainment will be awesome.*" The Gallery of Events is simply a venue to announce commemorative events.

Below is the anatomy of the write up followed by sample approved write-ups:

Sample Description of Event:

Calexico Port of Entry (*Not..... Port Calexico*) (**BOLD**) (**TIMES NEW ROMAN FONT**)

On (Day of the Week), ____ (Date)____, 2010, from ____ a.m. to ____ p.m., the Calexico Port Of Entry will celebrate ____ Month and the 2010 national theme, "_____ (Theme)_____" by hosting a program featuring keynote speaker ____ (Name of Speaker _____, ____ (Position) _____ from El Centro, California. Entertainment will be provided by the ____ (Name of Group)_____. This program will be held in the Calexico Port of Entry, located at ____ (Address)_____, Calexico, CA 92231. Ethnic food sampling will be served. For additional information, please contact _____ (Name of DCR Officer)_____, Diversity and Civil Rights Officer at (XXX) XXX-XXXX.

All intranet summaries should utilize the standard format highlighted below:

Calexico East and West Port of Entry

On Friday, February 19, 2010, from 11:00 a.m. to 1:00 p.m., the Calexico West Port of Entry and Calexico East will celebrate National Black History Month and the 2010 national theme, "The History of Black Economic Empowerment" by hosting a program featuring keynote speaker Mrs. Davonda Roberts, Acting Health Service Administer stationed at the ICE detention center in El Centro, California. Mrs. Roberts will be addressing the 2010 theme as well as African Americans in public health. Ethnic food sampling will be available. This program will be held in the Calexico East Port of Entry, San Diego Field Office, located at 1699 E. Carr Rd, Calexico, CA 92231. For additional program information, please contact Dawn Balanky-Dawson, Diversity and Civil Rights Specialist at 619-652-9966 ext. 128 or Ahmad Zadah, Diversity and Civil Rights Officer at (619) 216-4201.

Chattanooga Port of Entry

On Friday, February 5, 2010, from 1:00 p.m. to 2:00 p.m., the Port of Chattanooga will celebrate National Black History Month with a Brown Bag Luncheon and Round Table discussion of the HQ-issued PowerPoint presentation led by Raymond Selvyn, CBPO. A 300-piece cultural puzzle titled, "Portraits of African American History" will be assembled by the staff. Educational handouts and a cultural puzzle will be available. Refreshments will be served. This event will be held in the break room at 5959 Shallowford Road, Suite 429-0, Chattanooga, Tennessee. For additional program information, please contact Geraldine Hickman, Diversity and Civil Rights Officer at (504) 670-2107.

Del Rio Port of Entry and Del Rio Sector

On Thursday, February 25, 2010, from 12:00 p.m. to 1:00 p.m., the Del Rio Port of Entry and Del Rio Sector will celebrate National Black History Month by hosting a program addressing the national theme, "The History of Black Economic Empowerment. The program will consist of a cultural entertainment performed by the Greater Mount Baptist Choir, Del Rio, Texas. Ethnic foods will sampling of be served during the program. This event will be held at 3140 Spur 239, Del Rio, Texas. For additional program information, please contact Wilbur Beamer, DIPM Committee at (830) 703-2012, Augustine Bill, Diversity and Civil Rights Officer at (956) 753-1703 or Alicia Davila, Diversity and Civil Rights Officer at (956) 753-1702.

Laredo North Station

During the week of February 22, 2010, Laredo North Border Patrol Station will celebrate National Black History Month by discussing the HQ-issued PowerPoint presentation at daily musters. The musters will be led by Patrol Agent in Charge, Hector Escamilla or a designee. Additionally, program posters will be displayed throughout the month of February 2010. This event will be held in the Station Muster Room located at 11119 McPherson Road, Laredo, Texas. For additional program information, please contact Augustine Bill, Diversity and Civil Rights Officer at (956) 753-1703 or Alicia Davila, Diversity and Civil Rights Officer at (956) 753-1702.

C-2

Blank Authorization Request for DIP Observances

**Authorization Request for Diversity and Inclusion Observances
Office of Diversity and Civil Rights**

1. DCR OFFICER:	2. OFFICE LOCATION:
3. NAME OF NATIONAL OBSERVANCE:	4. NAME (S) OF ACTIVITY COORDINATOR:
5. TITLE/ THEME OF PROGRAMMED ACTIVITY:	6. LOCATION OF ACTIVITY:
7. LEGAL AUTHORIZATION (This information requesting a specific Executive Order, CFR, Management Directive etc. is to provide the DFO/Sector Chief the legal justification for the event) <p align="center">29 CFR Part 1614, Management Directive 715</p>	
8. DESCRIPTION OF EVENT: (Please attach additional pages if needed) Intranet Write-up:	
9. NAME OF INVITED SPEAKER (S):	10. ORGANIZATION THEY REPRESENT:
11. PROGRAM FORMAT (WORKSHOP, LUNCHEON ETC.):	12. COSTS:
13. TARGET AUDIENCE:	14. IDENTIFY ANY BARRIERS TO ORGANIZING ACTIVITIES:
DCR Officer Signature: _____ Date: _____	
Station Chief or Port Director's Signature: _____ Date: _____	
DFO/Sector Chief Signature: _____ Date: _____	
Assistant Director of Field Operations (DCR): _____ Date: _____	

C-3

Sample – Authorization Request for DIP Observances

**Sample - Authorization Request for Diversity and Inclusion
Observances
Office of Diversity and Civil Rights**

1. DCR OFFICER: Geraldine Hickman	2. OFFICE LOCATION: Shreveport, LA
3. NAME OF NATIONAL OBSERVANCE: African American History Month	4. NAME (S) OF ACTIVITY COORDINATOR: Jason Wyatt
5. TITLE/ THEME OF PROGRAMMED ACTIVITY: African American History Round Table Discussion	6. LOCATION OF ACTIVITY: Port of Shreveport (Room #11)
7. LEGAL AUTHORIZATION (This information requesting a specific Executive Order, CFR, Management Directive etc. is to provide the DFO/Sector Chief the legal justification for the event) 29 CFR Part 1614, Management Directive 715	
8. DESCRIPTION OF EVENT: (Please attach additional pages if needed)	
<p>Intranet Write-up: On Friday, February 13, 2009 from 10:30 a.m. to 12:00 p.m., the Port of Shreveport will observe African American History Month in Room 11 of their offices located at 6125 Interstate Drive, Bay 11, Shreveport, LA with a Round Table Discussion led by CBP Technician Jason Wyatt on two books titled: <u>Barack Obama: We are One People</u> and <u>Obama: A Promise of Change</u>. There will be several educational handouts available along with the assembling of a cultural puzzle which depicts Frederick Douglass, an American <u>abolitionist</u>, <u>women's suffragist</u>, <u>editor</u>, <u>orator</u>, <u>author</u>, <u>statesman</u> and <u>reformer</u>. For further information, please contact Geraldine Hickman, DCR Manager, at (504) 670-2107.</p>	
9. NAME OF INVITED SPEAKER (S): N/A	10. ORGANIZATION THEY REPRESENT: N/A
11. PROGRAM FORMAT (WORKSHOP, LUNCHEON ETC.): Round Table Discussion / CBP Slideshow Presentation	12. COSTS: N/A
13. TARGET AUDIENCE: Port of Shreveport-Bossier Staff	15. IDENTIFY ANY BARRIERS TO ORGANIZING ACTIVITIES: None
DCR Officer Signature:	
Geraldine Hickman	Date: 12/10/08
Station Chief or Port Director Signature:	
James Norris	Date: 12/10/08
DFO/Sector Chief Signature:	
Date:	
Assistant Director of Field Operations (DCR):	
Date:	

Appendix D

OBSERVANCE PLANNING CHECKLISTS

D-1

Responsible Management Official Approval Checklist

RESPONSIBLE MANAGEMENT OFFICIAL (RMO) APPROVAL CHECKLIST

- ___ Prepare observance program outline for activities and special events recommended for the year
- ___ Compare calendar of events for agency/office activities during the timeframe considered for the observance
- ___ Identify estimated cost
- ___ Draft a list of suggested speakers and annual themes/sub-themes and include:
 - Speaker's name
 - Title and company
 - Phone number and address
 - Biographical outline
 - Topic outline offered
 - Training fee/honorarium
- ___ Meet with responsible managers to present outline
- ___ Allow two weeks for review then schedule a follow-up meeting
- ___ Provide more information, if requested
- ___ Negotiate as necessary
- ___ Secure approval in writing
- ___ Obtain standing invitational list of agency heads or community leaders and/or other affiliations

D-2
Event Planning Checklist

EVENT PLANNING CHECKLIST

- ___ Identify individuals who could/should serve on the committee
- ___ Recommend appointments to agency head and secure approval in writing
- ___ Hold a planning meeting to discuss overall programs, topics, speakers, location, dates, etc. Always work with an agenda. Have your first meeting at least one year before a large event, 6 months before a medium event, three months before a small one
- ___ Review results of brainstorming efforts
- ___ Develop a proposed agenda
- ___ Ask for preferences in work assignments and assign tasks
- ___ Appoint a second in command to be sure the work gets done in your absence
- ___ Meet with committee member to set up a work plan and timeframes for tasks
- ___ Follow up on a regular basis to assure tasks are being accomplished
- ___ Reassign work if necessary
- ___ Hold full committee meetings as necessary
- ___ Monitor events for problems and resolve as rapidly as possible (on-going)
- ___ Prepare after-action report outlining the final agenda, problems encountered, success stories and lessons learned.



SIGN-IN SHEET
(INSERT NAME OF OBSERVANCE)

Date: _____ Location: _____

Please sign

NAME	OFFICE	TITLE	✓ IF SUPERVISORY	SIGNATURE
1.				
2.				
3.				
4.				
5.				
6.				
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22.				
23.				
24.				
25.				

D-3
Topic Checklist

DCR STAFF Member Checklist

- ___ Identify session length – one hour, ½ day, etc.
- ___ Develop a list of potential topics based on annual DIP theme or develop a sub-theme
- ___ Contact potential external speakers and ask for topic outlines to review
- ___ Contact internal resources for topic outlines (Personnel or Training Officer)
- ___ Develop a list of films or video tapes or DVDs which may be available
- ___ Identify and review needs of target audience
- ___ Meet with committee to select topic(s) and alternative(s)
- ___ Recommend topics and costs in your proposal to management
- ___ Secure written approval from management

D-4
Date Checklist

DATE CHECKLIST

- ___ Identify appropriate date if honoring a special event
- ___ Identify dates/days most convenient to the organization if the activity is not being set up to coincide with a special event date
- ___ Check availability of the agency head and employees who will be workshop presenters/facilitators or involved in some other way in presenting the event
- ___ Check availability of external speakers
- ___ Select a date (and an alternate date, if necessary) and include this information in your proposal to management

D-5
Location Checklist

LOCATION CHECKLIST

- ___ Identify the various geographic locations where the event could be held
- ___ Contact outlying areas if necessary to verify if facilities are available
- ___ Prepare a cost comparison for travel and per diem for various personnel to attend at alternate sites
- ___ Show cost savings (if any) in providing report events at different locations rather than one program. Compare employee time and travel expenses if they must all come to one location
- ___ Evaluate data and make a recommendation as to the most cost effective way to present the event and include this information in your proposal to management

D-6
Facility Checklist

FACILITY CHECKLIST

Have the following information available prior to your meetings with the facility contact. Ask specifically if they can accommodate EACH item you need, exactly as you want it. Go over the items one at a time:

_____ Date(s) of the event

_____ Number of people you expect

_____ Set-up time you need before the event begins

_____ Number of breakout rooms needed

_____ Room set-up other requirements

Seating requirements-theatre, classroom, U-shape, conference, etc.

Dining (if food function)

Speaker dias/podium

Elevated speaker platform

Special lighting or room darkening needs

Extra tables/chairs

Table draping, coverings

Any set-up changes needed during the day, between workshops

Plants/centerpieces/decorations

Directional signs (indoor/outdoor)

_____ Audio visual needs (obtain from selected speaker)

Easel(s)

Flip chart stand with paper, markers (number of pads needed)

Overhead projector and screen

White board

Laptop computer

16 mm movie projector and screen

35 mm slide/tape projector and screen

VHS player and television

Videotaping equipment and lighting

Microphone (wireless)

Laser pointer

Extension cords, tape recorders

DVD (media/music)

_____ Refreshments for group

Ice water

Coffee

Meal(s)

FACILITY CHECKLIST (continued)

_____ Miscellaneous

- Registration table/chairs
- Reserved seating, head table, etc.
- Special considerations for individuals with disabilities
 - Signers for hearing impaired individuals
 - Accessibility ramping
- Posting/retirement of colors (flag stands)
- Music
- Reserved parking (VIPs, speakers)
- Dressing room (might need if videotaping or quiet space for speaker to review notes or collect oneself)
- Message board
- Exhibit space or space for information tables
- Decorations – rooms, food functions
- Canopy/tent
- First aid kit/station or phone number for emergency services
- Name tags/name cards/place cards
- Floral arrangements
- Table décor
- Mini office on site
- Copy machine available

_____ Meet with person in charge of the facility and go over your requirements

_____ Physically visit the facility and review the following:

- Ease in getting to the facility
- Layout of the meeting rooms-close to each other, to banquet area
- Size and shape of meeting and banquet room(s)
- Lighting for training sessions
- Physical condition – carpet, walls, etc.
- Ceiling height for sound, exhibits
- Sufficient parking for ALL attendees, costs, valet service
- Reserved parking for VIPs, speakers, committee members, individuals with disabilities
- Need for identification to gain access (secured facility)

FACILITY CHECKLIST (continued)

- Are restrooms clean, near the meeting room, accessible to individuals with disabilities, large enough to handle the number of attendees
- Access to and prices of restaurants in the area
- Sleeping rooms for individuals with disabilities available in hotel

_____ Ask if the facility needs extra time to break down and set up rooms which will be used for different activities either during the day or from day to day. For example, a beginning general session in a room which will then be divided and set up for individual workshops or meetings

_____ Ask for prices for all items needed. (Don't assume that anything is free. Many hotels charge up to \$25 for a single pad of paper for a flip chart.) Price information should include:

- Cost for each training room
- Cost for each separate piece of audio-visual equipment
- Cost for security, insurance
- Cost for meals, including tax and gratuity
- Cost for decorations
- Amount of any deposit needed on facility
- Amount of any cancellation fee
- How and when payment must be made
- Last date for cancellation with no penalty

_____ Review information on all facilities being considered and compare prices

_____ Check with budget/contracting people to follow appropriate procedures to commit agency funds. **DO NOT OMIT THIS STEP.** Be sure you are asking the right person about committing agency funds

_____ Select facility, formally confirm date and all your requirements in writing with the signature of the official authorized to obligate funds and send the confirmation to the facility

_____ Ask for a confirmation in writing (even if on-site)

_____ Follow up a few weeks before the event and re-verify ALL items in your letter of confirmation, including prices

D-7
Speaker Checklist

SPEAKER CHECKLIST

- _____ Develop a list of potential speakers
- _____ Obtain names from your Training Officer or Personnel Officer, training directories, suggestions from employees, training announcements, speaker's bureaus, training conferences you attended (Save old conference programs, agendas and training brochures, etc.)
- _____ Check with the budget or contracting office to see if a certain procedure must be followed and prepare appropriate forms. Again, be sure you are contacting the right people in this step
- _____ Contact speaker(s) and provide the following information:
 - Date, location, hours of event
 - Length of desired presentation
 - Topics being considered/Annual theme to be addressed
 - Target audience, makeup and size
 - Method of selecting participants
 - Any requirement for a written bid you may have
- _____ Ask the potential speaker for the following:
 - Availability on the date desired (or to indicate an alternate date)
 - Written information on the topic(s) they cover
 - Biographical sketch and photo for publicity
 - List of previous clients
 - References with phone numbers
 - Fee for the training/speaking engagement (including travel costs, materials)
 - Permission to videotape the presentation
 - Check if speaker allows question and answer period
- _____ Review the information with the committee and decide which speaker(s) would best fit the objectives of the event—include this recommendation in your proposal to management

SPEAKER CHECKLIST (continued)

- _____ Secure written approval from the responsible management official for the speaker(s)
- _____ Contact the selected speaker(s) and verbally verify your selection to commit dates and fee, if any
- _____ Prepare the following as appropriate:
 - A confirmation letter to speaker from the RMO
 - A letter inviting/requesting speaker's services from your agency head to the speaker's agency head (if from another agency)
 - A memorandum verifying speaker's services from your agency head to the speaker's supervisor (if from your agency)
 - A confirmation letter with fee approval, if any, to the speaker from your agency head
- _____ Work with appropriate agency personnel to provide a training request form or purchase order or payment purposes (if paid speaker)
- _____ Determine if your agency will pay transportation costs of other Federal employees who come to speak for your agency and prepare appropriate paperwork
- _____ Verify the following with the speaker verbally and in writing to make sure there are no misunderstandings:
 - Training dates, location, number of trainees/attendees, and fee
 - Ask for photograph for publicity, if needed
 - Ask for appropriate biographical sketch and topic outline for program
 - Provide name of person who will be introducing the speaker
 - Reserve audio-visual equipment needed for presentation
 - Permission to videotape the presentation
 - Training evaluations, certificates, etc.
 - Duplication of materials (if not covered in fee) including when originals are needed, any limitation on number of pages, written permission to duplicate copyrighted materials, etc.
 - Transportation to and from airport or information on public transportation

SPEAKER CHECKLIST (continued)

- Who will make reservations for hotel room with special needs such as accessible facilities, non-smoking rooms, etc.
- How the agency must be invoiced (if not in purchase order)

___ Send a copy of program/event announcement to speaker before the event

___ If any information changes, advise the speaker(s) immediately

___ One week before the program, call speaker(s) to verify all information

___ Speaker plaque, certificate of appreciation, or thank you gift

___ **It never hurts to have a back-up speaker**

D-8
Publicity Checklist

PUBLICITY CHECKLIST

___ Identify, coordinate and implement various ways you will publicize the event to increase awareness and participation. This could include:

- Memorandum under agency/activity head's signature
- Special flyer or brochure with photo and/or program content
- Poster for physical and electronic bulletin board or webpage
- Local newspaper
- Community organization newsletter
- Exhibits
- Internet
- Intranet
- Local radio/television stations
- Article in organization's bulletin/newsletter
- Briefing at management staff meeting/muster
- Public address system announcement
- All employee email message

___ Assign an individual responsible for publicity

___ Contact printing, graphics, distribution for assistance

___ Delegate committee member to design flyer/brochure/event program

___ Determine if program flyers/brochures or other information must be approved by someone in the agency before it is posted/published/printed, etc.

___ Request photographs, biographical information, documentation on presentations from speaker(s), honored guest(s) awards recipients, people at the head table, etc.

___ Write publicity and get it approved

___ Arrange for typing/typesetting of publicity flyer/announcement

PUBLICITY CHECKLIST (continued)

- _____ Arrange for duplication and distribution of memos, brochures, flyers at least two weeks before the event
- _____ Post event posters in appropriate locations
- _____ Determine photography requirements and schedule photographic support
- _____ Prepare articles for publication that generate interest in the presentation(s) and the speaker(s)
- _____ Review article and photography proofs before publication
- _____ Conduct interviews of participants
- _____ Prepare after-action report for the DCR Manager outlining the publicity program, problems encountered, costs incurred/paid, and lessons learned.

NOTE: If the event is a major undertaking, you may wish to have a professional photographer available for the awards ceremonies or opening session. Many agencies videotape special events and make the tape available for those who were unable to attend or send copies to other parts of the organization and/or the speaker as a token of thanks. If you are video taping speakers who are Federal employees, be sure to discuss this with them prior to the event. Professional speakers sometimes have restrictions on videotaping their live presentations. Be sure to secure their permission in writing.

D-9

After the Event Checklist

AFTER THE EVENT CHECKLIST

_____ Prepare and send thank you letters to the agency head for signature to the following:

- Keynote Speaker(s)
- Individuals who made introductions
- Committee members and volunteers
- Managers who took part in planning/providing special staff support
- Graphics, printing department, mail room, etc.
- Photographer
- Public Affairs Officer

_____ Follow up on payments to be sure the correct procedure is being followed and that payment is being processed for:

- Facilities
- Speaker(s)
- Performer(s)
- Contract rental items returned
- Contracted services (printer, etc.)
- Borrowed items returned in proper working order

_____ Compile comprehensive after-action report (loose-leaf format recommended). Report should include at least the following:

- Narrative summary of planning and implementation of the observance
- Include lessons learned, pitfalls, success stories, and recommendations for future observances
- List of all sub-committees and their respective members, organizations, telephone numbers and tasks each member performed
- Invitation list used
- Minutes of all committee and sub-committee meetings

AFTER THE EVENT CHECKLIST (continued)

- Copies of any printed materials used (i.e., programs, invitations, press releases, tickets, parking permits, etc)
- Ledger of expenses
- Copy of all correspondence (sent or received) related to the observance
- Miscellaneous materials of potential value to planners of similar future events

_____ Obtain copies of publicity coverage of the program(s) to include articles with pictures of agency/office and community activities. See guidance shown under Appendix B-12 for submitting news articles and photos to CBP Today

_____ Recommend awards be presented to managers or employees who provided special support

_____ Personal phone call or visit to agency head to provide a brief recap on the success of the program and advise that a full report will be available within 30 days

In conclusion

As you review each checklist, modify them and add other action items as necessary. Add columns for time frames, dates and the persons responsible so you can be sure that all items are taken care of with plenty of lead time in case there are any problems. Don't rely on memory-yours or anyone else's-when planning the event. Write it down!

Appendix E

INSTRUCTIONS FOR BRIEFING BOOKS

FOR

DIVERSITY AND INCLUSION PROGRAMS

Attached are documents for preparing Briefing Books for the Diversity and Inclusion Program Participants. Submit the documents for DCR sponsored programs after the appropriate management official has granted approval.

The package should be prepared in 3 separate stages:

1. External Meeting Request
 - Submit no later than 1½ months before the event
 - Submit the external meeting request to the Office of Diversity and Civil Rights (DCR)
2. The Briefing Package
 - Submit no later than 2 weeks before the event
 - Submit the package to the Office of Diversity and Civil Rights (DCR)
3. Agenda
 - Submit no later than 7 days before the event
 - Submit the Agenda to the Office of Diversity of Civil Rights (DCR)

E-1

External Meeting Request Memo



**U.S. Customs and
Border Protection**

**THIS IS THE FIRST DOCUMENT
THAT YOU SUBMIT. SUBMIT THE REQUEST
NO LATER THAN 1 ½ MONTHS BEFORE YOUR EVENT**

February 6, 2006

MEMORANDUM FOR: ACTING COMMISSIONER
FROM: Office of Diversity and Civil Rights (DCR)
SUBJECT: External Meeting Request

This memorandum serves to transmit the attached external meeting request for your consideration. The El Paso Field Office and Sector request your service as a keynote speaker for their Women's History Month observance program. The event will be held at the Chamizal National Theatre in El Paso, Texas, on March 16, 2006, from 11:00 a.m. to 12:00 p.m. A welcoming reception preceding the program will begin at 10:15 a.m.

Should you agree to speak at this event, a briefing book with background information, participant information, and talking points will be forwarded at a later date.

Attachment

E-2

External Meeting Request Itinerary

NAME OF EVENT (BOLD, UNDERLINED & ALL CAPS)

DATE: Day, Month Name & Date, Year (*e.g.*, Thursday, October 22, 2009)
TIME: Start time – End time (length) (*e.g.*, 9:00 a.m. – 9:30 a.m. (30 minutes))
LOCATION: Facility, Bldg., Office (*e.g.*, RRB, Commissioner’s Small Conference Room, Room 4.4A)

PURPOSE:

- Categorize the meeting into one of three types: Pre-Brief, Informational or Decisional.
- Provide a clear, concise statement (no more than 2 sentences) on why the Commissioner and/or Deputy Commissioner is in this meeting

ISSUE:

- Provide succinct explanation of what the issue is (2 sentences)
- Provide succinct explanation about why this meeting is necessary:
 - If pre-brief meeting, indicate this is a pre-brief for “Meeting Topic”.
 - If informational meeting, articulate the issue to be discussed and why you are requesting the briefing now.
 - If decisional meeting, indicate why you are requesting decisions to be made at this time, including any time sensitivities.

DECISIONS REQUESTED:

- Clearly indicate all specific decisions being requested
 - Provide options and recommendations.
 - If there are opposing views, please explain briefly
- Note: Completion of this section is only required for decisional meetings.

INFORMATIONAL HIGHLIGHTS:

- Provide specific points or highlights of the topics that will be presented to the Commissioner and/or Deputy Commissioner. Should not be a detailed narrative, just the key points that will be mentioned/raised.
- Note: This section required regardless of meeting type.

RECAP OF PREVIOUS MEETING :

- Indicate when the last meeting was held, key points raised and what follow-up items were to be completed.
- Note: Only required for recurring and/or follow-up meetings, and if a previous meeting was held with the external audience.

PROGRAM/SUBJECT MATTER BACKGROUND:

- Two to three bullets that summarize key historical information on the subject. This can include, but is not limited to: Previous decisions, negotiations, external stakeholder interests, legislation, ongoing legal proceedings, etc.

PREPARATION MATERIALS FOR EXTERNAL MEETINGS:

- This is only required for external to CBP meetings.
- Talking Points (attachment)

- Provide high level talking points for the Commissioner/Deputy Commissioner to mention at this meeting.
- Organize the talking points by subject matter.
- Should be clear and concise and a maximum of 5 points per subject matter.
- Biographies (attachment)
 - Provide the external bios for informational reference of those attending the meeting.
- External Meeting Read-Aheads (attachment)
 - If received from the external audience.
 - An executive summary needs to be prepared, no more than a paragraph or two.
 - Indicate what is our position and points to mention.

PRESS: (open, closed, pool)

PARTICIPANTS:

Non-CBP

Name, Title, Organization

CBP

Commissioner

Deputy Commissioner

Name, Title, Office (*use acronym*)

Prepared by: Action Officer's Full Name, Office (*use acronym*), E-mail
(*remove hyperlink*), Telephone # (*e.g.*, (202) 344-1234)

E-3

Sample Diversity and Inclusion Briefing Package

SAMPLE AFRICAN AMERICAN HISTORY MONTH PROGRAM

Theme: The History of Black Economic Empowerment

DATE: Wednesday, February 17, 2010

TIME: 2:00 p.m. to 3:00 p.m.

LOCATION: The Ronald Reagan Building & International Trade Center - Amphitheater

FROM: Franklin C. Jones, Executive Director, Diversity and Civil Rights

OBJECTIVES/DESIRED OUTCOME OF MEETING:

- Commissioner's invitation to attend the 2010, Black History Month Program.
- The program provides continuous education and awareness to CBP employees.
- Meeting goals and objectives relating to community outreach and Diversity and Inclusion programs.

BACKGROUND:

- The Black History Month Celebration Program is sponsored by the Office of Diversity and Civil Rights in association with U.S. Department of Commerce, U.S. Agency for International Development and U.S. Postal Service.
- Demonstrates our commitment to diversity, and to recognize and celebrate diversity within our federal workforce.

PARTICIPANTS:

Non-CBP

Keynote Speaker; Ms. Debra Lee, CEO Black Entertainment Television (BET)

Denis F. Hightower, Deputy Secretary, U.S. Department of Commerce

Cynne' Simpson, Journalist and anchor ABC7 News

Patrick Lundy and the Ministers of Music (Cultural Entertainment)

U. S Armed Forces Honor Guard

PRESS PLAN: Open to the Press.

ATTACHMENTS:

- A. Agenda (Source: Office of Diversity and Civil Rights)
- B. Biographies (Source: Office of Diversity and Civil Rights)

Prepared by: Adline Tatum, Diversity and Civil Rights Officer, Office of Diversity and Civil Rights, DCR, (202) 344-1845, Adline.tatum@dhs.gov

E-4

Sample – Talking Points

**NATIONAL BLACK HISTORY MONTH
PROGRAM SCRIPT
(FEB 4, 2010)**

Good morning, everyone - very nice to see you.

I am Franklin Jones, Executive Director, Office of Diversity and Civil Rights, and I am so delighted to be here for today's program. We are here to celebrate National Black History Month. I would like to thank Assistant Commissioner, Charlie Armstrong for that great welcome and I also would like to thank all of you and special guests who have taken the time to be here both employees and managers.

The month of February is designated as Black History Month. The celebration provides an opportunity for all Americans to reflect upon the many contributions of African Americans.

In 1926, the noted African American historian, Dr. Carter G. Woodson, initiated "Negro History Week" to increase public awareness and appreciation of the significant role African Americans played in the shaping of our country. He chose February for the observance because February twelfth was Abraham Lincoln's birthday and February fourteenth was the accepted birthday of Frederick Douglass.

In 1976, during the bicentennial celebration of our country, Negro History Week expanded into Black History Month and what is sometimes referred to as African American Heritage Month.

This year's 2010 Black History Month theme is "*The History of Black Economic Empowerment.*" "The need for economic development has been a central element of African American life. After centuries of unrequited toil, African Americans gained freedom and found themselves in the struggle to make a living in a still oppressive and discriminatory society. Refusing to accept sharecropping as the only way to make a living, African Americans became landowners, entrepreneurs, professionals and skilled laborers. In 1910, a group of dedicated reformers created what is now known as the National Urban League. Through the years, the National Urban League has been at the forefront of the continuing rise of Black economic development and empowerment."

Some notable African Americans that exemplify this year's celebration who have contributed through their success to the history of Black economic empowerment are entrepreneurs, Earvin "Magic" Johnson, Robert Johnson, Shelia Johnson, Oprah Winfrey; and Cathy Hughes. One individual who embodies the economic empowerment theme as well as anyone is Madam C.J. Walker. Born on a plantation in 1867 in Delta, Mississippi, the only one in her family born after the emancipation, Sarah Breedlove (her birth name) became an orphan at 7, and married at 14. Madam C.J. Walker eventually became a millionaire by manufacturing, marketing, and selling hair care products for black women. It has been estimated that along the way she helped nearly 40,000 other black women obtain employment and a better life. Madam C.J. Walker worked for the improvement of conditions for black men and women throughout her life.

These leaders serve as excellent example of the numerous ways African Americans contribute to this Nation. At U.S. Customs and Border Protection (CBP), we believe that our diversity is our strength.

The Office of Diversity and Civil Rights is committed to providing high quality diversity and cultural awareness activities and educational information to CBP employees because we believe that through creating and maintaining an environment of cultural fluency we grow stronger as an organization.

Diversity is a collective mixture characterized by differences, similarities and related tensions. Diversity is what you decide it is for you. No one gets to define you, but you. The key here is understanding that each person is different no matter what they look like. In closing I leave you with a quote from Dr. Martin Luther King, Jr. "... We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly."

Thank you!

E-5

Sample Speaker Agenda

Sample Itinerary

For

Executive Director, Office of Diversity and Civil Rights
U.S. Customs and Border Protection

Black History Month Program

February 8-10, 2010

Indianapolis, Indiana

FRANKLIN JONES
Executive Director, Office of Diversity and Civil Rights
Agenda
February 8, 2010

Monday, February 8, 2010

- 10:00 am** Depart Residence for Dulles Airport
- 12:15 pm** Depart Dulles Airport via United Airlines Flight #7125
- 2:08 pm** Arrive Indianapolis Airport
- 2:15 pm** Pick up rental car from airport
Dollar Rental Car
Confirmation# S5836491
- 2:30 pm** Hotel Check in
Hilton Garden Inn Indianapolis Northwest
6930 Intech Boulevard
Indianapolis, Indiana 46278
Phone: 317-288-6060
Fax: 317-288-6065
Confirmation Number: 3366497219
- 6:00 pm** Attend: Judge Glenda Hatchett lecture
Mr. Jones will make brief remarks at the lecture
Chief Padilla and Mr. Schied will also attend the lecture
Madame Walker Theatre Center
617 Walker Theatre Center
Indianapolis, Indiana

Tuesday, February 9, 2010

- 8:00 - 9:00 a.m.** Meet the Chief program will be conducted by Chief Manny Padilla, Jr. who will address 130 ROTC High School Students. Mr. Jones will introduce Chief Padilla to the program
Olivet Missionary Baptist Church
4141 High School Road
Indianapolis, Indiana
- 9:30 – 11:30 am** Black History Month Program. Mr. Jones will give the presentation at the event
- 12:00 – 1:00 pm** Lunch: Rick's Cafe Boatyard
4050 Dandy Trail
Indianapolis, IN 46254
(317) 290-9300
Attendees: Assistant Commissioner Eugene Schied,

Franklin, Kristy, Darlene, Loretta, Judi, Terri, Courtney,
Pastor Wayne Moore, Matthew Steward, Terri

1:00 – 5:00 pm

Work Plan Development Group Meeting with Darlene and
Kristy

Wednesday, February 10, 2010

8:30 – 5:00 pm

Work Plan Development Group Meeting with Darlene and Kristy

5:30 pm

Depart for Indianapolis Airport

7:34 pm

Depart Indianapolis Airport via United Airlines Flight# 7683

9:08 pm

Arrive Dulles Airport

NAME AND PHONE NUMBERS OF LOCAL EEO OFFICER, DFO, BORDER PATROL, SAIC:

Franklin Cell Phone Number: (202) xxx-1404

Darlene Phone Number: (317) xxx-4561

Darlene Cell Phone Number: (202) xxx-7591

Loretta Jones Phone Number (317) xxx-4560

Appendix F

SAMPLE CORRESPONDENCE

F-1

Memorandum (Requesting Participation)

SAMPLE - Memorandum (Requesting Participation)

MEMORANDUM FOR: (Refer to your Service directive on correspondence preparation)
SUBJECT: (Name of Observance)

This is to request your participation in subject ceremony. Traditionally, the President has declared (month/week) as (name of Observance) month/week, and has supported this event by issuing a Presidential Proclamation. Accordingly, we have prepared a memorandum for your signature as part of the program that will be distributed at this observance.

Your participation in this year's (name of observance) would greatly enhance the program. The theme of this year's observance is _____. We would appreciate your making opening remarks regarding the (importance of the subject). If (name of speaker) accepts the invitation to attend as our special guest, we would also appreciate your introducing him/her.

We propose to invite (name of speaker) as the guest speaker, who is the (brief identification of guest speaker). His/her biography and photograph are attached. If you approve, please sign the attached letter of invitation to (name of speaker).

The observance is scheduled (date) at (time) at (place). We recommend you host a reception immediately following the ceremony from (time) to (time). Request your concurrence.

F-2

Message or Opening Remarks from (Name and Title)

SAMPLE - Message or Opening Remarks from (Name and Title)

(Name of Observance) (Year)

I am pleased to welcome all that have joined us today to celebrate the very special contribution of (group) to the defense of our Nation. The theme for this year's (observance) is (_____).

This ceremony is dedicated to the commemoration of all (group) who have contributed so much to our Nation and our American culture. Contributions made by (group) have been truly outstanding and the Nation acknowledges these contributions by honoring them today.

Please join us as we salute our fellow (group) and pay tribute to all the aspects of their lives which have been interwoven into and have deeply enriched the fabric of the United States of America.

F-3

Invitation Letter for Speaker

SAMPLE - Invitation Letter for Speaker

Speaker's Name
Title
Address
City, State and Zip Code
Dear Mr./ Mrs./Ms.

On (date), the (name of organization sponsoring observance) is sponsoring an observance in honor of (group). This will mark the (number) annual national celebration of the role of (group) in all segments of life in this Nation.

This year's theme is (state the theme).

On behalf of (host organization), it is my privilege to invite you to be our guest speaker.

It will be a great honor if you are able to accept our invitation.

The program will take place (date) from (time) to (time) with a reception to follow. (The person/office) is coordinating this effort and is available to provide additional details. They can be reached at (area code)-(phone number).

I look forward to your participation in the celebration of (observance) (year).

Sincerely, (insert name)

F-4

Acknowledgement Letter to the Speaker

SAMPLE – Acknowledgement Letter to the Speaker

April 15, 2007

Mr. Jerry T. Shih
8132 Willow Street
New Orleans, Louisiana 70118

Dear Mr. Shih:

Thank you for accepting our invitation to be the keynote speaker at our special observance commemorating Asian Pacific American Heritage.

We plan to celebrate the event with a luau on the parade grounds of the New Orleans Border Patrol Sector Headquarters located at 3819 Patterson Drive, New Orleans, Louisiana on Friday, May 25, 2007 from 11:00 a.m. to 1:00 p.m. The theme for Asian Pacific American Heritage 2007 is, "Pursuing Excellence through Leadership, Diversity and Unity." Your role in this event will be to present a keynote address, approximately 15 minutes in length with 5 minutes of question and answer.

I have enclosed driving directions and a map of our location for your convenience. If you have any further questions or concerns, please contact Ms. Geraldine Hickman, Management and Program Analyst, of my staff at (504) 376-2809 or you may email her at: geraldine.hickman@dhs.gov

Yours Truly,

Manuel Padilla Jr.
Chief Patrol Agent

Enclosures (2)

F-5

News Release

SAMPLE - News Release

(NAME OF ORGANIZATION HOSTING EVENT)

(Rank/name of senior officer officiating), will participate in a commemorative ceremony observing (observance), (day/date) at (time) in the (location).

Joining (rank/name) in this year's observance is (guest speaker's name), who is (brief identification of guest).

This observance will incorporate the theme (title of theme).

F-6

Request for Local Senior Manager's Signature

SAMPLE - Request for Local Senior Manager's Signature

MEMORANDUM FOR: (Refer to your Service directive on correspondence preparation.)

SUBJECT: (Observance and year) Letter of Appreciation to (name of speaker)

This is to request your signature on the attached letter to (name of speaker) thanking (him/her) for providing the keynote address at the (name of observance), held on (date).

F-7

Speaker Thank You Letter

SAMPLE - Speaker Thank You Letter

Address:

Dear (Speaker):

I would like to personally thank you for your interest, support, and participation, in our observance of (observance) on (date) and for sharing your personal thoughts, and sincere and warm concern for the men and women in the (sponsoring organization).

Your inspiring and educational speech was the highlight of this year's observance. You were able to help us understand and feel the grandeur and importance of the historical times in which we live. It enhanced our comprehension of (group)'s participation in contemporary American society. We are indeed fortunate to have citizens such as you who are willing to give their personal time and lend their talents to ensure the success of such programs. Your participation attests to your character and professionalism. Again, many thanks for your interest, support, and outstanding presentation.

Sincerely,

F-8

Speaker Thank You Letter – Director, Field Operations

SAMPLE - Speaker Thank You Letter – Director, Field Operations

June 15, 2009

Mr./Ms. (Name)
Director, Field Operations
U.S. Customs and Border Protection
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

Dear Mr./Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter of sincere appreciation for your support and leadership of the Diversity and Inclusion Program in the San Francisco and Portland Field Offices and Operations.

It was impressive to hear of the success of the San Francisco Field Office's observance of this year's Asian Pacific American Heritage Month from those that participated in the event and when I read the story on the CBP intranet. I believe this would not have been possible without your full support and the encouragement you give to your servicing DCR Manager, Katherine McPartland.

Thank you again for your support of CBP's diversity and inclusion activities.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Thomas Winkowski
Assistant Commissioner
Office of Field Operations
Washington, D.C. Headquarters
1300 Pennsylvania Avenue, NW
Washington, D.C. 20229

F-9

Speaker Thank You Letter (1) – Assistant DFO

SAMPLE - Speaker Thank You Letter (1) – Asst. Director, Field Operations

June 15, 2009

(Name)

Assistant Director, Field Operations
U.S. Customs and Border Protection
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

Dear Mr./Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter of sincere appreciation for your support of the Diversity and Inclusion Program and this year's observance of Asian Pacific American Heritage Month, on May 21, 2009, in San Francisco, California.

The success of an event is attributed to senior management such as yourself, who encourage members of their staff to volunteer their time and effort. Obviously, this was the case when I heard how successful the San Francisco Field Office's observance was, from those that participated in the event, and when I read the story on the CBP intranet.

Thank you again for your support of CBP's diversity and inclusion activities.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Richard Vigna
Director, Field Operations
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

F-10

Speaker Thank You Letter (2) – Assistant DFO

SAMPLE - Speaker Thank You Letter (2) – Asst. Director, Field Operations

June 15, 2009

Mr./Ms. (Name)
Assistant Director, Field Operations
U.S. Customs and Border Protection
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

Dear Mr./Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter of sincere appreciation for your support and participation in the San Francisco Field Office's observance of Asian Pacific American Heritage Month, on May 21, 2009, in San Francisco, California.

This year's theme, "Leadership to Meet the Challenges of a Changing World," was exemplified by your participation on behalf of the San Francisco Director, Field Operations in providing the opening and closing remarks. It was impressive to hear of the success of the San Francisco observance from those that participated in the event and when I read the story on the CBP intranet.

Thank you again for your support of CBP's diversity and inclusion activities.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Richard Vigna
Director, Field Operations
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

F-11

Speaker Thank You Letter – Assistant Chief Counsel

SAMPLE - Speaker Thank You Letter – Assistant Chief Counsel

June 15, 2009

Mr./Ms. (Name)
Assistant Chief Counsel
U.S. Customs and Border Protection
San Francisco Field Office
555 Battery Street
San Francisco, California 94111

Dear Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter of sincere appreciation for your support and participation in the San Francisco Field Office's observance of Asian Pacific American Heritage Month, on May 21, 2009, in San Francisco, California.

This year's theme, "Leadership to Meet the Challenges of a Changing World," was exemplified by your participation as the Mistress of Ceremonies. It was impressive to hear of the success of the San Francisco observance from those that participated in the event and when I read the story on the CBP intranet.

Thank you again for your support of CBP's diversity and inclusion activities.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Alfonso Robles
Chief Counsel
Washington, D.C. Headquarters
1300 Pennsylvania Avenue, NW
Washington, D.C. 20229

F-12

Speaker Thank You Letter – Area Port Director

SAMPLE - Speaker Thank You Letter – Area Port Director

June 15, 2009

Mr./Ms. (Name)
Area Port Director
U.S. Customs and Border Protection
Area Port of San Francisco
555 Battery Street
San Francisco, California 94111

Dear Mr./Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter of sincere appreciation for your support and leadership of the Diversity and Inclusion Program in the Area Port of San Francisco.

This year's theme, "Leadership to Meet the Challenges of a Changing World," was exemplified by your participation in your Area Port's observance of this year's Asian Pacific American Heritage Month. It was impressive to hear of the success of the San Francisco observance of this year's Asian Pacific American Heritage Month from those that participated in the event and when I read the story on the CBP intranet. I believe this would not have been possible without your full support of your servicing DCR Manager, Katherine McPartland.

Thank you again for your support of CBP's diversity and inclusion activities.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Richard Vigna
Director, Field Operations
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

F-13

Speaker Thank You Letter – Assistant Port Director

SAMPLE - Speaker Thank You Letter – Assistant Port Director

June 15, 2009

Mr./Ms. (Name)
Assistant Port Director
U.S. Customs and Border Protection
San Francisco Field Office
San Francisco Int'l Airport
International Terminal
San Francisco, California 94128

Dear Mr./Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter as sincere appreciation for your support of the Diversity and Inclusion Program and this year's observance of Asian Pacific American Heritage Month, on May 21, 2009, in San Francisco, California.

The success of an event is attributed to senior management, such as yourself, who encourage members of their staff to volunteer their time and effort in the planning and implementation of an event, and ensure that as many employees as possible attend the event. Obviously, this was the case when I heard how successful the San Francisco Field Office's observance was, from those that participated in the event, and when I read the story on the CBP intranet.

Thank you again for your support of CBP's diversity and inclusion activities.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Richard Vigna
Director, Field Operations
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

F-14

Speaker Thank You Letter – Public Affairs Officer

SAMPLE - Speaker Thank You Letter – Public Affairs Officer

June 15, 2009

Mr./Ms. (Name)
Public Affairs Officer
U.S. Customs and Border Protection
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105

Dear Mr./Ms. (Name),

On behalf of the Office of Diversity and Civil Rights, U.S. Customs and Border Protection (CBP), please accept this letter of sincere appreciation for your support of the San Francisco Field Office's observance of Asian Pacific American Heritage Month on May 21, 2009.

The time and effort you spent on the coverage of this year's event is greatly appreciated. It was impressive to hear of the success of the San Francisco observance from those that participated in the event and when I read the story on the CBP intranet.

Thank you for your contributions to an increased awareness of the San Francisco Diversity and Inclusion Program.

Sincerely,

Franklin C. Jones
Executive Director
Office of Diversity and Civil Rights

cc: Richard Vigna
Director, Field Operations
San Francisco Field Office
33 New Montgomery Street, 16th Floor
San Francisco, California 94105



U.S. Customs and Border Protection

Office of the Commissioner
Office of Diversity and Civil Rights



Diversity, Inclusion, Unity, and Public Service

DIVERSITY AND INCLUSION COMMITTEE HANDBOOK