

FMC's DEIA strategy to support the PEOPLE who carry on the FMC's mission to ensure a competitive and reliable international ocean transportation supply system that supports the U.S. economy and protects the public from unfair and deceptive practices

FEDERAL MARITIME COMMISSION



DIVERSITY, EQUITY, INCLUSION, & ACCESSIBILITY



STRATEGIC PLAN



Fiscal Year 2022



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MESSAGE FROM CHAIRMAN MAFFEI

The Federal Maritime Commission (FMC or Commission) is committed to our Strategic Plan (“Strategic Plan”) to advance diversity, equity, inclusion, and accessibility (DEIA) within our workforce. The FMC emphasizes the importance of DEIA in our workforce to promote a better, more productive environment that yields meaningful results for the public that we serve. A workforce that promotes DEIA will better reflect the communities we serve and will more effectively service their needs.

While the FMC has promoted DEIA in the past, this DEIA Strategic Plan will ensure that we are continuously setting new goals and promoting new efforts to achieve them. The DEIA Strategic Plan outlines several challenges that the FMC currently faces and several specific strategies and objectives that the FMC can take to solve those challenges.

The implementation of the DEIA Strategic Plan will not be without impediments, but the FMC remains dedicated to its success. The DEIA Council will ensure that the FMC is progressing toward achieving these objectives and will continue to address new challenges as they arise. Additionally, the DEIA Implementation Team will execute the DEIA Strategic Plan and its specific initiatives.

This DEIA Strategic Plan aligns with Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, released by the White House in 2021. In furtherance of the Executive Order, the FMC will promote best practices and opportunities to ensure that diversity, equity, inclusion, and accessibility are achieved in our workforce and continue to work and foster DEIA in furtherance of other government-wide initiatives to promote diversity, equity, inclusion, and accessibility in the federal workforce.

I look forward to continuing efforts to promote DEIA at the FMC and remain committed to becoming the best workforce that we can be.

Sincerely,

Daniel B. Maffei
Chairman, Federal Maritime Commission

MESSAGE FROM THE OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

The FMC's Office of Equal Employment Opportunity (OEEO) is proud to share the FMC's Diversity, Equity, Inclusion, and Accessibility Strategic Plan. This DEIA Strategic Plan outlines our current efforts to promote DEIA in our workforce and sets out several strategies and objectives so that we continue to progress and prioritize DEIA.

As the lead for DEIA initiatives within the agency, the OEEO emphasizes the importance of DEIA within the workforce. A diverse and inclusive work environment will help the FMC succeed in representing the communities that we serve and promoting the interests of all. A diverse and inclusive work environment will also help the FMC achieve its mission of competition and integrity for America's ocean supply chain. As the office charged with ensuring that FMC adheres to policies and practices that promote equal employment opportunities, prevent and correct discrimination and harassment, and affirmatively advance access and opportunities for individuals with disabilities, OEEO understands the benefits of a workplace where equity is engrained. We understand the value of DEIA and know its benefits to the organization when executed beyond the requirements of EEO law. We understand that when all employees are included and have access to the support, tools, and resources to help them succeed, success in performing our mission naturally follows.

This DEIA Strategic Plan outlines five specific goals that the OEEO will work to promote and achieve in furtherance of DEIA. OEEO is excited to work with the DEIA Council and DEIA Implementation Team in integrating strategies and efforts to accomplish diversity, equity, inclusion, and accessibility goals within the agency.

In the coming months, the OEEO will use this DEIA Strategic Plan as a roadmap to ensure that we are staying on track to complete our goals. We will also continue updating this DEIA Strategic Plan as we create new initiatives and continue to remove barriers to DEIA in our workforce.

The Office of Equal Employment Opportunity is excited and looking forward to seeing this DEIA Strategic Plan's successful implementation and will remain committed to promoting diversity, equity, inclusion, and accessibility at the Federal Maritime Commission.

Sincerely,

Camella M. Woodham
Director, Office of Equal Employment Opportunity

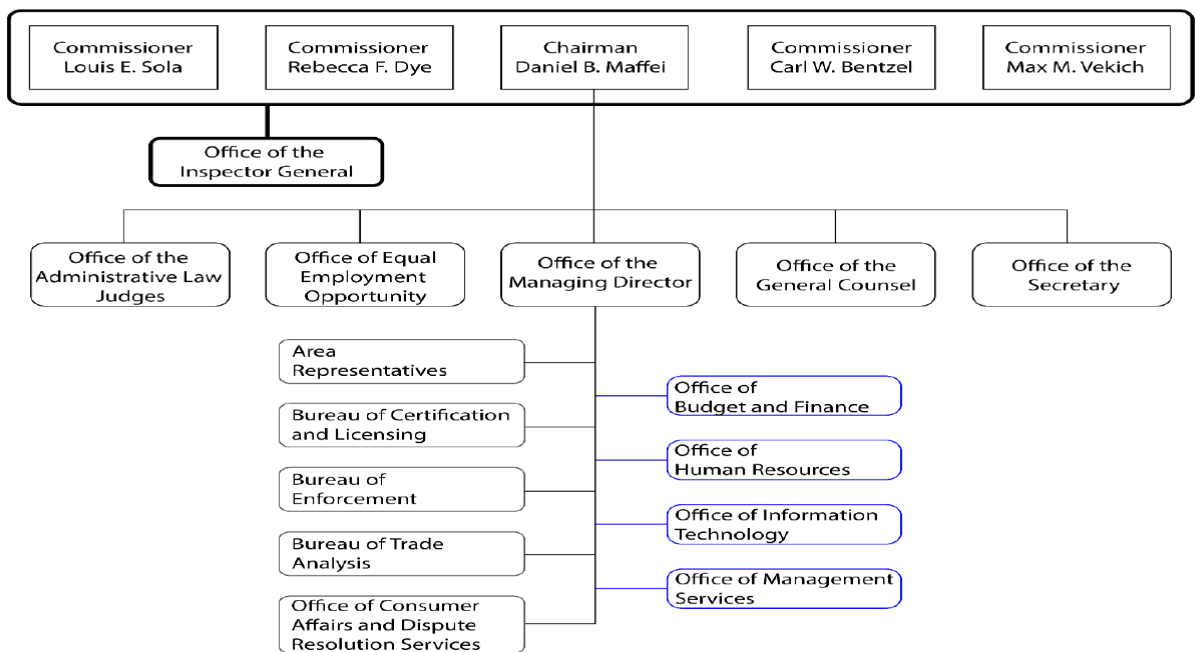
I. OVERVIEW

The Federal Maritime Commission (FMC, Commission, or Agency) is an independent agency charged with regulating liner shipping in the U.S. international trades. From its creation in 1961, the bipartisan commission has ensured a competitive and reliable international ocean transportation supply system that supports the U.S. economy and job growth, and protects the public from unlawful, unfair, and deceptive practices.

The FMC is composed of five Commissioners nominated by the President and confirmed by the Senate, each serving a staggered five-year term. The Commission is a bipartisan body; no more than three members of the Commission may be of the same political party. One Commissioner, designated by the President, serves as the Chairman, Chief Executive, and Chief Administrative Officer of the Commission.

Although most of the FMC’s personnel are located in Washington, D.C., the FMC also maintains a presence in Los Angeles, Seattle, New York, New Orleans, Houston, and South Florida through Area Representatives. These Area Representatives serve the major ports and transportation centers within their respective geographic areas, and provide information, liaison, and investigatory services on behalf of the FMC. The FMC currently operates with 118 full time staff.

The FMC is committed to equal employment opportunity and a discrimination-free and inclusive workplace where employees are supported and encouraged as they execute the FMC mission, in the form of equitable and inclusive service to stakeholders and the American public.



II. AGENCY MISSION and VISION for DEIA

FMC MISSION STATEMENT

Ensure a competitive and reliable international ocean transportation supply system that supports the U.S. economy and protects the public from unfair and deceptive practices.

FMC DEIA VISION

The FMC is in the process of revamping its current Diversity and Inclusion Council in the form of a Council for Diversity Equity, Inclusion and Accessibility (“DEIA Council”). The DEIA Council will continue its current vision of an FMC workforce representing the diversity of the communities we serve and foster a more diverse, equitable, and inclusive culture for employees and the public we serve. The program maintains that this diversity should exist across the breadth (functions) and depth (hierarchy) of the agency. In implementing this vision, the DEIA Council will work to integrate best practices for diversity, equity, and inclusion into agency policies and programs. When fully implemented, the DEIA Council will serve as an advisory body that implements the DEIA initiative and advises the FMC management. It will also provide research, recommendations, event support, and policy guidance to the FMC leadership.

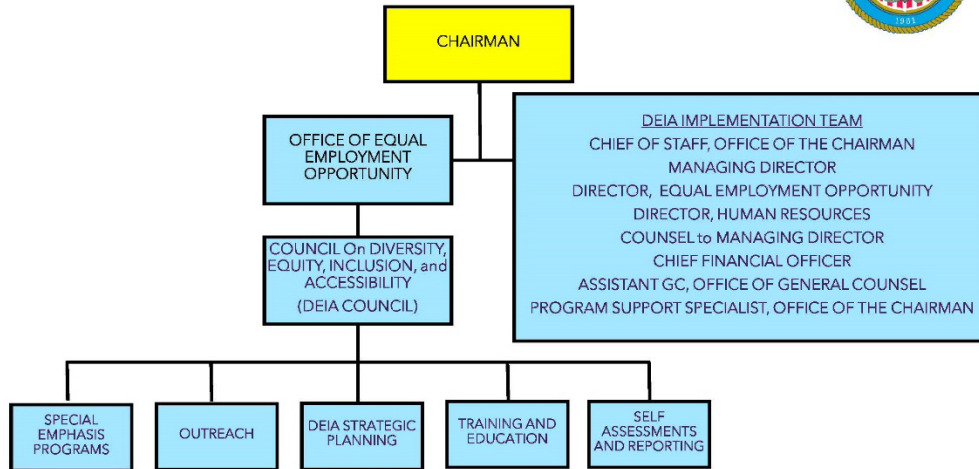
The DEIA Council is currently managed by the OEEO Director and is supported by staff members from a cross section of program offices, including the three (3) EEO counselors, who support the DEIA Council as an additional collateral duty.

III. DEIA IMPLEMENTATION TEAM and PROGRAM STRUCTURE

The FMC fully supports the President's agenda to advance equity across the government and has taken measures to implement each of the equity executive orders. To that end, and in furtherance of the requirements contained in E.O. 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, the agency has assembled an Equity Implementation Team to include senior members of the FMC from a cross section of offices, including the Office of the Chairman, Office of Equal Employment Opportunity, Office of Human Resources, Office of the Managing Director, and the Office of the General Counsel. Additionally, the FMC submitted a survey on the use of DEIA promising practices at the Commission; conducted a self-assessment focusing on the current structure of DEIA programs and initiatives and, assessing equity in the FMC's employment practices and culture; and identified high impact areas of improvement.

The Chairman of the FMC has reaffirmed his support and commitment to this important effort. The FMC DEIA Team stands ready to further advance the goals of E.O. 14035 and participate in government-wide efforts to strengthen diversity, equity, inclusion, and accessibility in the Federal workforce.

Federal Maritime Commission DEIA Structure



FMC DEIA PROGRAM

The FMC DEIA Program exists through the coordinated efforts of the DEIA Implementation Team, the Office of Equal Employment Opportunity, and the DEIA Council.

FMC DEIA Implementation Team

As noted above, the DEIA Implementation Team was formed to advance the requirements contained in E.O. 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*. Beginning in August of 2021, the Implementation Team collaborated to assess the agency's current performance in advancing DEIA. The Implementation Team explored existing programs and initiatives and assessed and identified areas for improvement. As part of this initial work, the Implementation Team examined its current Diversity and Inclusion Program to identify opportunities to maximize the program's effectiveness and to maximize the program's access to limited resources.

As noted, the Implementation Team comes from a cross section of senior leaders from across program offices. The following chart identifies the current Implementation Team members:

Name	Title	OFFICE
Mary Hoang	Chief of Staff	Office of the Chairman
Camella Woodham	OEEO Director	Office of Equal Employment Opportunity
Courtney Killion	Chief Human Capital Officer (CHCO)/Chief Learning Officer (CLO)	Office of Human Resources
Katia Kroutil	Assistant General Counsel	Office of the General Counsel
Lucille Marvin	Managing Director	Office of the Managing Director
Patrick Moore	Chief Financial Officer	Office of the Managing Director
Tara Nielsen	Counsel to the Managing Director	Office of the Managing Director
Christine Stavropoulos	Program Support Specialist, Office of the Chairman/DEIA Council Member	Office of the Chairman

Office of Equal Employment Opportunity

The lead for DEIA initiatives within the agency is the agency’s OEEO Director, located in the Office of Equal Employment Opportunity under the Office of the Chairman. During FY 2022, the FMC, through the work of the DEIA Implementation Team has begun work to stand up its DEIA program. As of September 2021, the newly installed OEEO Director serves as the Diversity and Inclusion Officer for the agency and also serves as a standing member on the DEIA Council.

FMC DEIA Council

The DEIA Council at the FMC will work to integrate best practices for diversity, equity and inclusion into agency policies and programs. During the coming months, the FMC will develop and strengthen an annual work plan that addresses the goals, strategies and objectives outlined below.

PROGRAM GOALS and INITIATIVES

The FMC developed initial goals and initiatives based on information from its self-assessments, as well as feedback from the government-wide DEIA team. As part of the FMC's self-assessment, we identified the following areas for improvement and/or continued monitoring:

RESOURCES FOR TARGETED BARRIER ANALYSIS, TRAINING AND PROGRAM DEVELOPMENT

The FMC currently has one full-time OEEEO Director, who works collaterally across two independent agencies, to directly support the agency's DEIA programs and/or initiatives, and three collateral-duty EEO Counselors. The OEEEO does not have an independent budget. The OEEEO is funded through the FMC's overall appropriation. The office is able to utilize the FMC's training budget to implement any specific at-cost DEIA or EEO training for FMC staff. Additional resources such as approved DEIA and data analysis training and/or vendors to provide training would assist the agency in being able to implement a DEIA program and initiatives.

Upon assessment of FMC resource requirements, at this time, the Commission plans to utilize collateral duty positions and existing funding for its DEIA program. The Commission is also currently evaluating whether additional resources are necessary for DEIA initiatives. With respect to the FY 2023 budget, if the FMC finds additional resources are necessary, the FMC will prioritize them in the execution of the budget and, if further resources are determined necessary, the agency will include the additional resources in future budget requests.

As a small agency, the FMC has explored how other similarly situated agencies are meeting the requirements of E.O. 14035. Based on our current needs, and because of the intersecting objectives, we will absorb the needs of the DEIA program within our current EEO program structure. In addition to collateral duty staff, we will explore the use of detail assignments and interns, for added support to both programs.

INTEGRATION INTO AGENCY CULTURE

One challenge for the FMC is in determining how to broaden staff awareness of DEIA issues. The FMC has established an employee-led DEIA Council to assist with addressing these issues. A challenge before the DEIA Council will be to develop means to accurately identify and measure both EEO and non-EEO groups targeted for improved service and consideration.

PARTICIPATION AND RECRUITMENT

Notwithstanding the statistical relevance of these numbers, and the inability to obtain applicant flow data for this assessment, a review of the FMC data reflects a low participation rate for Asian American, Native Hawaiian, Pacific Islander (AANPHI) employees (particularly for promotion – 0% and transfer – 0% accessions) as well as a lower number of females hired in FY 2020 (versus prior years).

Current numbers also reflect equal numbers of individuals hired across AANHPI, Black/African American (AA), and Hispanic/Latino new hires; additionally, 72% new hires in FY 2020 were White. When compared against the representation of Whites in the civilian labor force (72%) this number is exactly on par, however, further exploration of representation in the agency's mission critical occupations is warranted and will be explored in the FMC's report under EEOC's Management Directive 715.

Transfers to the agency were split 50/50 between White and Black/AA. Promotion accessions were 60% White, 10% Hispanic, and 30% Black/AA. Percentage of females was 40% lower than male, and lower than both similarly size agencies and government wide. Veteran status is on-par with other similarly sized agencies and slightly less than government wide. The FMC hired more employees with disability status than similarly sized agencies and government wide. Females are more likely to be transferred or promoted into the agency than males. New hires were represented at a rate of 72% male and 90% non-veterans. Veterans made up half of promotions and transfers.

In consideration of the above data, we identified the following as potential root causes:

Unconscious bias in the transportation industry. As the FMC has a small profile, there may be a lack of community awareness about the FMC and its mission, as well as career opportunities at the FMC. This may contribute to a smaller applicant pool for all positions.

Limited applicant pool and lack of outreach to underrepresented groups/class to widen talent pool. The FMC has a very specialized mission. While some FMC jobs only require general professional experience, other positions, such as a Transportation Industry Analyst, require highly specialized experience. Thus, the applicant pool for Transportation Industry Analysts, and similar positions, are limited. The agency has also considered whether technology access for certain underserved communities has impacted the applicant pool. In addressing these concerns, the FMC will carefully examine future applicant flow information and explore creative options in our efforts to expand our reach to underserved communities. This effort will include identifying new and underserved communities to expand awareness of job opportunities.

Utilizing information from the agency self-assessments and feedback, the program has identified 5 broad program goals and several initiatives geared towards addressing the issues identified and achieving these goals. Listed below are the five identified program goals:

1. Develop a Comprehensive Special Emphasis Program;
2. Develop external relationships and partnerships to expand outreach to underserved communities and to increase employee engagement and satisfaction;
3. Engage in continuous DEIA Strategic Planning;
4. Identify and deploy targeted training and education; and
5. Implement a program of Self-Assessment, Barrier Analysis, and Reporting.

STRATEGIC INITIATIVES TIMELINE		
INITIATIVE	CORRESPONDING PROGRAM GOAL	IMPLEMENTATION
DEIA COUNSEL GOVERNANCE STRUCTURE REVAMPED	DEIA Strategic Planning	9/30/2022
ESTABLISH DEIA TEAM	DEIA Strategic Planning	9/30/2022
DEVELOP SPECIAL EMPHASIS FEEDBACK/INPUT SURVEY	Self-Assessment, Barrier Analysis and Reporting	9/30/2022
DEVELOP NO FEAR ACT TRAINING	Training and Education	9/30/2022
ESTABLISH DEIA LEARNING PATHS	Training and Education	FY 2023
ESTABLISH DEIA PERFORMANCE ELEMENT with Metrics	DEIA Strategic Planning	FY 2023
DEVELOP 508 COMPLIANCE TRAINING	Training and Education	FY 2023
DEVELOP ANTI-BIAS TRAINING	Training and Education	FY 2023
DEVELOP ANTI-HARASSMENT TRAINING	Training and Education	FY 2023
SPECIAL EMPHASIS PROGRAMS	Special Emphasis Programming	FY 2023
EMPLOYEE RESOURCE/AFFINITY PARTICIPATION	Outreach	FY 2023
MINORITY SERVING INSTITUTIONS PARTNERSHIPS/COORDINATION	Outreach	FY 2023
ESTABLISH OCH QUARTERLY REVIEW	Self-Assessment, Barrier Analysis and Reporting	FY 2023

DEIA COUNCIL STRATEGIES and OBJECTIVES

1. Workforce Strategies

- Overcoming barriers and challenges to recruitment, retention, and advancement of employees in groups with less than expected representation; and developing programs and initiatives to address the challenges and to change paradigms.
- Developing frameworks for integrating human resources programs into strategic planning, annual planning, and management accountability for achieving DEIA results agency-wide.

2. Measurement and Evaluation Strategies

- Processing, measuring, evaluating, and reporting the FMC's progress, quality, and adequacy in planning, developing, and implementing DEIA workforce policies, strategies, projects, programs, and other risk management activities.

3. Communication Strategies

- Improving how the FMC participates, collaborates, and communicates with other Federal agencies on DEIA issues.

4. Training and Education Strategies

- Moving the FMC workforce beyond awareness and toward applied learning and self-regulation and inclusion management. Develop recommendations for training, policies, and practices that foster a more diverse, equitable, and inclusive culture for employees, the public, and the local governments we serve.

ASSESSING PROGRESS

Successful implementation of the FMC's strategic initiatives will be measured and assessed against OPM's DEIA Maturity Model. This model assesses agency performance against four indicators of maturity: DEIA approach, Diversity framework, Organizational structure, and DEIA integration with the goal of leading and sustaining DEIA practices as part of the FMC's overall agency mission, vision, values, strategy, policies, practices, resources, and learning agendas.

This initial DEIA Strategic Plan does not contain specific metrics; however, within the workplan described above, the DEIA Program will identify benchmarks against which performance will be measured. The program also intends to conduct a quarterly review to identify successes as well as to target areas for improvement.