



# United States Department of the Interior

FISH AND WILDLIFE SERVICE  
Washington, D.C. 20240



In Reply Refer To:  
FWS/ODIWM/047259

**FEB - 9 2011**

## Memorandum

To: All Employees  
From: <sup>Acting</sup> Director *Rowan W. Gould*  
Subject: Diversity and Inclusion Implementation/Action Plan

I am pleased to announce the establishment of the U.S. Fish and Wildlife Service's (Service) five-year Diversity and Inclusion Implementation/Action Plan, FY 2011-FY 2015. I am committed to achieving an inclusive workforce and have witnessed the significant contributions that an inclusive workforce makes to the Service's mission. The business case for increasing diversity is clear: a diverse workforce is more innovative, resourceful, and productive when they include diversity of skills, perspectives, ideas and backgrounds.

This five-year implementation plan was developed by members of the Service Directorate and the Equal Employment Opportunity Director to help our managers and supervisors move beyond viewing diversity as merely the numerical representation of certain groups to embracing diversity as the standard way we do business. Managers and supervisors must ensure equal access and opportunity to all persons when they make decisions regarding recruitment, hiring, accommodations, promotions, training, and awards. Therefore, effective immediately, all regions, knowing their unique needs, will develop and implement appropriate step down plans that are consistent with the goals and objectives outlined in this plan to create an inclusive work environment.

Although the Service has achieved inclusivity at the executive level, our bureau does not have an adequate pool of diverse managers, supervisors, and employees in the pipeline who are ready to be the next generation of leaders. Significant changes in our workforce will not be achieved overnight; however, progress toward achieving the goals of this plan must be observable in the short-term (2-3 years). Diversity is a permanent commitment and the Service will commit resources, including time, money, and people to be successful. Additionally, Service managers and supervisors must be held accountable for achieving measureable, meaningful, and lasting results.

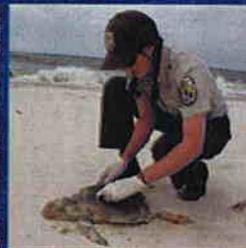
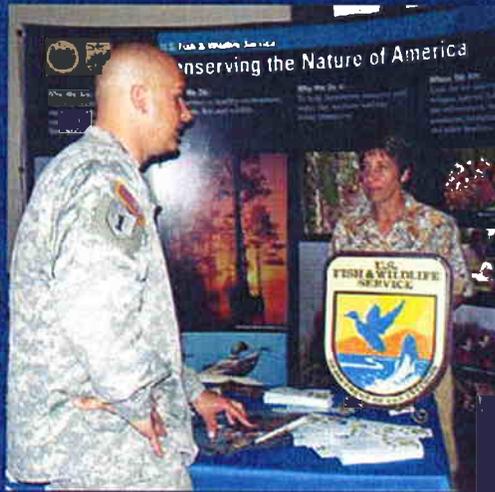
**TAKE PRIDE<sup>®</sup>  
IN AMERICA** 

Just as biological diversity promotes survival in nature, workforce diversity is essential to the Service's survival. It is a proven fact that organizations are more innovative and robust when they include a diversity of skills, perspectives, ideas, and backgrounds. The Service is the Nation's premiere conservation agency. We must also strive to become the Nation's premiere employer – one that represents the people we serve.



# Diversity and Inclusion Implementation/Action Plan

*Recognizing Diversity as a Mission Readiness Issue*



FY 2011-FY 2015

EMPLOYER OF **CHOICE** ✓

Diversity and Inclusion Implementation/Action Plan

(All Employee)

**Table of Contents**

**Forward**.....i

**Acknowledgements**.....ii

**I. Objectives Narrative**.....1-7

**II. Objectives Matrix**

Highlight Diversity as a Core Value.....1

Establish Partnerships, Sources, and Feeder Systems.....4

Recruit and Hire a Diverse Workforce.....5

Maintain a Highly Skilled and Diverse Workforce..... 7

## **Foreword**

One of the greatest challenges facing many organizations today including the U.S. Fish and Wildlife Service (Service) involves creating and maintaining an organization that reflects the rich diversity of our country. The Service recognizes that this is a problem throughout the Federal workforce. The Service's Senior Executive leadership (Directorate) acknowledges that our past performance has fallen short in creating the type of organization that truly reflects the makeup of America. The Directorate is making a commitment to achieve the desired organizational goals. This plan is the first step in a series of long-term commitments that will be necessary to rectify our past performance in this area of failing to achieve a truly inclusive organization. This commitment is made in recognition of the importance to organizational strength of a highly diverse workforce. In order to achieve the goal of an organization that looks like America, aggressive and dedicated efforts towards accomplishment of this goal are critically important. This plan lays out an adaptive strategy to accomplishing that goal. The Service acknowledges the significant contributions that can be made by all employees including women, minorities and individuals with disabilities in accomplishing the resource conservation mission of the Service, particularly in the ever-changing demographics of the country. The business reasons for enhancing workforce diversity are many, but principal among them is that a diverse workforce is a more effective workforce. Because our society is multicultural and we face global conservation challenges, our current workforce must become more sensitive to and develop a better understanding of a variety of cultures and subcultures. In order to implement the strategies contained in this plan, the Service Directorate is committed to making available the necessary resources to implement these actions.

Realizing diversity requires the creation of a work environment that respects and values the differences each employee brings to the Service, we must create an inclusive workplace, one that offers every individual the opportunity to attain his or her personal goals, to grow within the Service, and, to fully contribute to the accomplishment of our vital mission.

This plan sets forth four strategic goals and a variety of strategies -- albeit, non- exhaustive -- for meeting them. Because of the geographic distribution in each state and many rural communities, the strategies should be tailored to meet specific needs and goals; however, for any strategy to be successful, it must have as its foundation the unwavering commitment by the Directorate to hold itself and all selecting officials accountable to take the necessary aggressive and proactive steps to meet the Service's diversity goals. This plan provides a National scope that will be regionally implemented; therefore, each region, including Region 9 (Washington Office), is required to outline specific actions that it will take to address each of the Service's goals and corresponding objectives that are outlined in this plan.

Rowan Gould  
Acting Director

Diversity and Inclusion Implementation/Action Plan

**Acknowledgments**

**Leadership**

**Rowan Gould**  
Acting Director

**Dan M. Ashe**  
Deputy Director for Policy

**Executive Diversity Council**

Mr. Bryan Arroyo, Chair - Assistant Director, Fisheries and Habitat Conservation

Dr. Hannibal Bolton - Assistant Director, Wildlife & Sport Fish Restoration Program

Mr. Steve Guertin - Regional Director, Mountain-Prairie Region

Mr. Marvin Moriarty - Regional Director, Northeast Region

Ms. Denise Sheehan - Assistant Director, Budget, Planning, and Human Capital

Dr. Benjamin Tuggle - Regional Director, Southwest Region

**Advisors**

Ms. Inez Uhl – Chief, Office of Diversity and Inclusive Workforce Management

Ms. Carolyn S. McGuire, Diversity Program Manager ODIWM (Retired)

This plan was developed with the vision, leadership, commitment, and support of the Acting Director and Deputy Director of the U.S. Fish and Wildlife Service. The plan was developed by the Service's Executive Diversity Council (Council) in consultation with the Chief, ODIWM and Diversity Program Manager. The plan is based on framework from the Deputies Group and best practices. The Executive Diversity Council will continue to provide guidance and leadership as the Service implements the strategies contained in this plan.

## **I. OBJECTIVES NARRATIVE**

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE**  
**DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

Strategic Goals:

- (1) Highlight diversity as a core value**
- (2) Establish partnerships, sources and feeder systems**
- (3) Recruit and hire a diverse and highly-skilled workforce**
- (4) Maintain a highly-skilled diverse workforce through talent management**

Highlight diversity as a core value

The following objectives and actions are essential to highlighting diversity as a core value:

- *Diversity as a Core Value.* Communicate from the very top of the organization to managers, supervisors, and employees the importance of diversity in the corporate culture, and ensure that the message is disseminated to all levels of supervision. Diversity discussions will take place during every Directorate meeting. Additionally, the Director will issue a diversity memorandum annually that highlights improvements and addresses areas that still require attention. Management commitment must be evident and demonstrated, from the top down. Management expressions must go beyond reciting National requirements. We must translate National requirements into everyday practice and make diversity and inclusiveness a part of the Service's culture; therefore, organizational climate surveys will be conducted and evaluated annually. Once results are received and interpreted, focus groups and town hall meetings will be conducted to discuss and address areas that may compromise the Service's goal of obtaining and maintaining an inclusive work environment. Additionally, the Service will issue a new Vision statement that recognizes the importance of a diverse workforce. A new vision statement will read: "We will continue to be a leader and trusted partner in fish and wildlife conservation, known for our scientific excellence, stewardship of lands and natural resources, with an inclusive and dedicated workforce, and commitment to public service."
- *Management Accountability.* Communicate to managers and supervisors the expectation that their workforce should mirror the public it serves, and hold managers and supervisors accountable for diversity awareness, activities and accomplishments. We must actively implement fair and effective personnel management and equal opportunity policies and procedures that put responsibility on managers and supervisors at all levels to support and demonstrate the Service's Diversity goals and objectives. Management expectations will be articulated and

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE**  
**DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

be accorded priority in individual performance plans of selecting officials at all levels.

- **Resources.** Each Directorate member will ensure that there is a commitment to allocate the resources needed to affect positive and necessary changes to our workforce; this includes providing adequate funds, time, and people to achieve the Service's goals.
- **Marketing.** Develop and use a national marketing and outreach campaign, generating products that brand the Service as an employer of choice, and inform the public about our mission and the occupations required to carry out the Service's mission. The scope of marketing the Service as an employer of choice should include, but not be limited to, professional organizations, student organizations, minority groups, military organizations, and groups that reach individuals with a disability. A standard, consistent and effective marketing message must be created, continually improved and used throughout the Service.
- **Communication.** Provide modalities for communication with the public, including tools such as: Facebook, Twitter, LinkedIn, and so on. Additionally, all Service web sites must be aligned with one another in terms of consistency of information. There should be opportunities for readers to respond with inquiries, comments and other input, and conduct employment searches in a user-friendly environment. Additionally, the Director will issue a video message on diversity and inclusiveness. The entire workforce will be required to view the message, and all new employees will see the message during in-processing. The message will also be posted on the Service's web site.
- **Employees as a Resource.** It is crucial that we maximize the use of diversity change agents throughout the Service. Each region should determine ways to encourage more employees to actively participate as diversity change agents. An internal strategy to engage the entire workforce in developing and implementing local and regional actions must be developed and deployed. Avenues for information sharing and gathering such as Inside FWS will provide the perfect platform for executing this internal marketing and awareness campaign as it relates to our commitment to achieving the goals for this plan and engaging the Service's workforce. Likewise, we must utilize individuals with related qualifications to assist regional recruiters at recruitment events, for example, biologists should focus on events where, biologists are being recruited. The recruiters should solicit comments and input from new employees, asking them for their views and suggestions to improve outreach and recruitment. Additionally, each member of the Directorate will participate in at least one recruiting event annually.
- **Training.** Managers and supervisors are required to complete a minimum of eight hours of training on an annual basis: four hours of EEO training and four hours of diversity training. This training will equip all managers and supervisors with the tools necessary to ensure that every employee working for the U.S. Fish and

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE**  
**DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

Wildlife Service is provided a work environment that is free of discrimination. All non-supervisory employees will be encouraged to complete a minimum of four hours of EEO and diversity training on an annual basis. Required training may be completed through various media, including classroom setting, online, audio or video conference, satellite broadcast, and webinar. Videos and DVDs may only be used to complement facilitated training. The Director will issue a training memorandum annually that will address specific Service-wide training needs; likewise, each region is encouraged to individually address specific training needs as it pertains to EEO and diversity related issues. It is also important to educate managers and supervisors about the differences between hiring authorities, such as Schedules A and B; and, recruitment tools. A data call will go out quarterly requesting an update on the number and percentage of managers and supervisors that have completed the required training.

- ***Outreach.*** Initiate and enhance current programs that introduce targeted groups (women, minorities, persons with a disability, and veterans) to the Service and natural resource sciences. Outreach events for each year should be determined, scheduled and coordinated among the Washington Office and all Regions, in advance of the fiscal year. Multi-Regional partnerships and strategies may be formed to result in a minimum number of outreach events Service-wide.
- ***Recognition.*** The Service will establish an annual Diversity Champion recognition ceremony. Diversity Champions are Service members who utilize their strengths, interests, and leadership to support equal access, diversity, and the ideals of inclusiveness within their regions. Diversity Champions promote understanding and acceptance toward members of diverse backgrounds by providing an inclusive environment. They assist in managing diversity and inclusiveness in various aspects including recruitment, retention, cultural competency initiatives, and outreach. This recognition ceremony is designed to encourage all Service members to take personal responsibility for learning and changing, and transforming personal change into organizational change which will serve as one of many catalysts for obtaining an inclusive and welcoming work environment.

**Establish partnerships, sources and feeder systems**

Establish partnerships, sources, and feeder systems for identifying a cadre of highly motivated and skilled diverse candidates to fill vacancies and increase the participation of targeted groups in occupations with low participation. The Service will establish, update and enhance formal multi-year agreements with schools, student organizations, and other community organizations. The following list is not all inclusive:

- Provide information on Federal employment opportunities to students, faculty, educational institutions, school systems and communities to reach targeted groups.

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE**  
**DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

- Develop and maintain long-term relationships with academia, professional associations, and community organizations for the purpose of recruiting high-quality diverse candidates.
- Attend Campus Career Fairs around the country at colleges and universities to provide career guidance and presentations about applying for internships and temporary and permanent employment with the Federal Government.
- Partner with Schools and Student Organizations - Partner with colleges and universities and student organizations, such as: Minorities in Agriculture Natural Resources and other Related Sciences (MANRRS), Minorities In Natural Resources Committee (MINRC), National Association for Equal Opportunity in Higher Education (NAFEO), National Hispanic Environmental Council (NHEC), Asian Pacific Council, disability coordinators at colleges and universities, and other national minority organizations to share information and strategies through meetings and conferences to promote the work of the Service.
- Gates Millennium Scholars Program – Enhance the current partnership with the Gates Millennium Scholars Program (GMS) that provide outstanding minority students (African American, American Indian/Alaska Native, Asian Pacific Islander American and Hispanic American) with high academic and leadership promise with information on careers in the Service.
- Washington Internships for Native Students (WINS) Program - Partner with American University and the Washington Internships for Native Students (WINS) Program to place Native American students in internships in the Service Headquarters Offices.
- Conservation Internship Program – Enhance and expand the Cooperative Agreement with the Student Conservation Association (SCA). The SCA provides college and high school-aged members with hands-on conservation service internship and is used specifically as a diversity recruitment tool. Interns that demonstrate solid workplace skills will be considered for subsequent appointment the following years in the Pathways Program. Continued positive development and experience should lead to a permanent appointment.
- Alaska Native Science and Engineering Program (ANSEP) – Continue to use the Science component of the Alaska Native Science and Engineering Program to target Alaska Native students.
- Internships for Students at Minority Institutions of Higher Education (MIHE) - Enhance partnerships with Institutions of Higher Education, such as Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities to identify internship opportunities for students through the Conservation Internship Program. Provide students the opportunity to participate in the Pathways Program.

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE**  
**DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

- **Workforce Recruitment Program (WRP)** - The WRP is a recruitment and referral program that connects federal sector employers nationwide with highly motivated postsecondary students and recent graduates with disabilities. Managers and supervisors should use the WRP more effectively to reach students with a disability for summer and/or permanent jobs.
- **The State Vocational Rehabilitation – Effectively use state-operated Unpaid Work Experience (UWE) Programs** as a feeder to reaching individuals with disabilities for temporary and permanent positions.
- **Continue to partner with the Department of Defense – Operation Warfighter (OWF) program; the Department of Veterans Affairs – Coming Home to Work (CHTW) program; the Department of Veterans Affairs – Non-Paid Work Experience (NPWE) program, and military transition assistance programs.**
- **Establish a Student Sponsorship Program** which will lead to targeted recruitment of diverse students for the mission critical series at selected majority serving and minority serving colleges and universities. Colleges and universities will be selected based on the Service’s mission critical disciplines from the list of colleges and universities with diversity.

**Recruit and hire a diverse and highly-skilled workforce**

**Action:**

- **Establish Targeted Recruitment Plans** for each of the Director’s Equal Opportunity & Diversity Objectives for permanent positions as well as student employment and advertise “All Sources” when appropriate. A minimum of 10 sources will be used in order to reach targeted groups (five professional organizations and five institutions of higher education that serve minority groups).
- **Identify resources that will produce targeted candidates** from the low participation groups. Evaluate recruitment sources to ensure that they produce results and select new resources as necessary
- **Establish a succession plan with 30 percentage of all accessions** being used for SCEP and FCIP using entry levels of GS-5/7/9
- **Re-establish Service Policy** to convert Pathways Program students based on proven performance and successful Program completion
- **Establish a placement program** to help successful Pathways Program students find jobs in other regions if their region does not have a job for them

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

- Use the Presidential Management Fellows (PMF) Program for recruiting and advancing graduate and professional school graduates, to reach targeted groups
- Establish pre-recruitment consultation processes that require the use of the diversity and civil rights and human resources offices
- Establish numerical goals for hiring individuals with disabilities (targeted and non-targeted)
- Advertise more positions at entry level GS-5/7/9
- Whenever selection panels are used, select panel members from a randomized universe of eligible and available employees

**Maintain a highly skilled and diverse workforce through talent management**

Talent management involves developing, advancing, and retaining highly competent employees. The Service must ensure that opportunity is provided for all employees to reach their full potential and an adequate supply of highly skilled diverse candidates are in the leadership pipeline.

**Actions:**

- Promote participation of all employees in management, leadership, and career development programs. This is done by implementing proactive and professional development of employees within an inclusive and integrated culture.
- Supervisors must ensure that each employee has an effective individual development plan that identifies key skills and learning necessary for early career development. Managers and supervisors are responsible for establishing clear paths for their employees to acquire the competencies, skills, knowledge, and experience that are needed for continual learning and career development.
- Managers and supervisors should be proactive in providing employees with career development experience through the use of temporary promotions, details, and cross-training. Assignment of visible projects in proportion to potential competency and proven performance.
- Assign a mentor, colleague, or co-worker to new employees upon entry so that new employees can learn the cultural nuances of the Service. Ensure resources are available to employees seeking career guidance.
- Develop and enhance formal and/or informal mentoring programs. A mentor or coach should also be assigned to employees who have reached a point in their

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE**  
**DIVERSITY AND INCLUSION IMPLEMENTATION PLAN NARRATIVE**

career when there is a need for more formal development for entry into leadership development programs.

- Continue to send notices to all employees announcing training programs and seminars to encourage participation in career development programs such as the Stepping Up to Leadership Program and Advanced Leadership Development Program.

**Conclusion**

A diverse environment in the Service is central to our resource conservation mission. This belief has long been professed, but the Service has not acted aggressively and consistently on this belief. Diversity is a core value of the Directorate, and this plan provides the framework and the necessary action to aggressively pursue and achieve the Service's goals. The intent of this plan is to establish an ambitious pathway for change in our efforts to make our workforce reflective of American society. To ensure that we continue to perform at the highest levels of excellence and maintain 21<sup>st</sup> century relevancy, it is imperative that our workforce is reflective of the society that we serve.

The Service must be committed to achieving workforce diversity with full participation of women, minorities, persons with disabilities, and veterans. This is an official Service-wide diversity implementation/action plan with identified goals, and strategies for achieving them.

All employees have a role in the successful implementation and execution of this plan. Each individual must assume personal responsibility for developmental programs that uniquely provide opportunity for personal and professional growth. Managers and supervisors are responsible for engaging employees and providing opportunities for positive career development.

The Service is committed to building and sustaining an organizational climate in which all employees are fully included, valued, and respected. We must work hard to create awareness of – and access to – the full spectrum of opportunities available to our workforce.

The goal of this plan is to establish an irreversible cultural change within the Service. Inclusion and performance are inseparable, it is not possible to maximize human potential and achieve high performance without an inclusive culture, both from an organizational and individual perspective. Inclusion and performance require individual competence and an organizational support system coupled with leadership and individual accountability.

## **II. OBJECTIVES MATRIX**

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

**Objective 1**

***Highlight Diversity as a Core Value***

<b>Strategic Activity</b>	<b>Timeframe</b>	<b>Driver/Contact Info</b>	<b>Performance Outcomes</b>
1. Issue a revised Vision statement	February 2011	Director Directorate	The Vision statement will be revised to reflect the Service's vision of an inclusive workforce
2. Director will issue a video message on diversity and inclusivity	February 2011	Director Chief, ODIWM AD External Affairs Director, NCTC Executive Diversity Council AD-BPHC	<ul style="list-style-type: none"> <li>a. All Service employees will watch Director's message</li> <li>b. Director's message will be embedded in all vacancy announcements</li> <li>c. Director's message will be shown to all new employees during in-processing</li> <li>d. Director's message will be presented during Foundations and all leadership courses</li> <li>e. Director's message will be posted on the Service's internal and external websites</li> </ul>
3. Commit Resources	January 2011	Director Executive Diversity Council Directorate	<ul style="list-style-type: none"> <li>a. <b>Funds.</b> The Service will establish a separate operational budget which will be allocated out of the Director's Office and dedicated solely to fund diversity recruitment initiatives  Each Region will ensure that the Regional Diversity and Civil Rights office is adequately funded for its operational functions</li> <li>b. <b>People.</b> The Service will hire full time national recruiters to create and develop relationships with schools and professional organizations that will result in an increase in diverse applicants  Each Region will ensure that the Regional Diversity and Civil Rights office is adequately staffed</li> <li>c. <b>Time.</b> Directorate members will ensure that managers and supervisors are provided the necessary time to promote and execute the actions in this plan to include participating in recruitment and outreach events</li> </ul>
4. Discuss diversity and inclusion at every Directorate meeting.	January 2011 (Quarterly)	Director Executive Diversity Council	<ul style="list-style-type: none"> <li>a. Each Directorate member will brief on the progress that he or she has made in achieving the Service's goals and objectives</li> <li>b. Discussions will include: what is working well; what is not working well; barriers that are impeding progress; and what is being done to</li> </ul>

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

			address and correct identified barriers
5. Discuss diversity and inclusion during meetings	January 2011 On-going	Directorate	<p>a. Each Directorate member will promote the importance of diversity and inclusion during meetings with their respective staffs</p> <p>b. Members of the Directorate will ensure that their subordinate managers and supervisors promote the importance of diversity and inclusion during all hands meetings, staff meetings, and other forums</p>
6. Issue an annual diversity and inclusion memorandum	October 2011 (Annually)	Director Executive Diversity Council Chief, ODIWM	<p>a. Highlight improvements and address areas that still require attention</p> <p>b. Incorporate inclusivity into the business concept of the Service</p> <p>c. Ensure that diversity, inclusion, and equal opportunity become a way of life that is integral to all business aspects of the Service</p>
7. Conduct organizational climate surveys annually	April 2011 (Annually)	Director Directorate Chief, ODIWM External Affairs Regional DCR Chiefs Change Agents	<p>a. Interpret results and hold focus groups and town hall meetings to discuss and address concerns that may compromise the Service's goal of obtaining and maintaining an inclusive work environment</p> <p>b. Director/Deputy Director will conduct town hall meetings while on location in the Regions</p> <p>c. External Affairs, Diversity Change Agents, DCR Offices, and CORE Plus facilitators will work together to coordinate focus groups</p>
8. Revise Performance Plans of all managers and supervisor	January 2011 (Annually)	Director Directorate	<p>a. Ensure that performance measures are aligned and linked to the Service's goals</p> <p>b. Management expectations will be articulated and accorded priority in individual performance plans of selecting officials at all levels</p> <p>c. Performance plans will include a meaningful and measurable element that addresses responsibilities in carrying out the Service's inclusive workforce goals</p> <p>d. Place responsibility on managers and supervisors at all levels to support the Service's goals and objectives</p>
9. Train Managers and Supervisors	December 2010 (Annually)	Director Directorate Chief, ODIWM	<p>a. Director will issue a training memorandum annually to address the needs of the Service</p> <p>b. All managers and supervisors will take required</p>

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

			<p>training on an Annual basis. This will be reflected in performance appraisals</p> <p>c. All new supervisors will take a minimum of eight hours of training related to managing an inclusive and diverse workforce within six months of obtaining supervisory responsibilities</p> <p>d. Each member of the Directorate will sponsor (provide remarks) at least one diversity training event annually</p>
10. Develop and use a national marketing and outreach campaign to reach targeted groups	March 2011	Directorate AD External Affairs Chief, ODIWM DCR Chiefs	<p>a. Generate products that brand the Service as an employer of choice</p> <p>b. Create a standard, consistent, and effective marketing message Service-wide</p> <p>c. Outreach materials will be consistent Service-wide</p> <p>d. The scope of marketing the Service as an employer of choice should include, but not be limited to, professional organizations, student organizations, minority groups, military organizations, and groups that reach individuals with disabilities</p>
11. Use employees as a resource	April 2011	Directorate	<p>a. Each Directorate member will identify key individuals to assist Service recruiters with recruitment and outreach efforts; the focus will be on biologists</p> <p>b. Each member of the Directorate will participate in at least one recruitment event annually</p> <p>c. Each Region will identify and train a minimum of five Change Agents</p>
12. Provide modalities for communication with the public	May 2011	AD External Affairs Director, NCTC	<p>a. The Service will use various modalities for communicating with the public, including: Facebook, Twitter, LinkedIn, and so on. The goal is to reach targeted groups</p> <p>b. All Service web sites will be aligned with one another in terms of consistency of information</p>
13. Recognize Champions of Diversity and Inclusion	October 2011 (Annually)	Director Directorate	<p>a. The Director will present a Champion of Diversity and Inclusion Award at the end of each fiscal year</p> <p>b. Regional Directors will present an annual award, and the Deputy Director will make the presentation for the Champion in the Washington Office</p>

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

**Objective 2**

***Establish Partnership, Sources, and Feeder Systems***

<b>Strategic Activity</b>	<b>Timeframe</b>	<b>Driver/Contact Info</b>	<b>Performance Outcomes</b>
1. Establish, update and enhance formal multi-year agreements with schools	September 2011	Directorate Chief, ODIWM National Recruiters	<ul style="list-style-type: none"> <li>a. Agreements must lead to an increase in diverse students and applicants for employment</li> <li>b. Target schools must lead to recruitment of diverse students for the mission critical series at selected majority serving and minority serving colleges and universities</li> </ul>
2. Establish, update and enhance formal multi-year agreements with organizations	September 2011	Directorate Chief, ODIWM National Recruiters	<ul style="list-style-type: none"> <li>a. The Service will identify multiple organizations to partner with that can lead to an increase of diverse applicants</li> <li>b. Partnerships with organizations such as Bender Consulting Services will be used to the greatest extent possible to reach individuals with disabilities</li> <li>c. All partnerships will be assessed and evaluated on an annual basis to ensure that they are yielding results</li> <li>d. The Service will not extend partnerships that do not result in an increase of diverse applicants</li> </ul>
3. Establish long-term partnerships with elementary, middle, and high schools to provide environmental education programs.	September 2011	Directorate Chief, ODIWM Regional DCR Chiefs National recruiters	<ul style="list-style-type: none"> <li>a. The Service will identify elementary, middle school and high schools with a high concentration of diverse students to provide environmental education programs to develop a pool of diverse students interested in pursuing a degree in natural resources</li> <li>b. Partner with organizations that reach out to diverse populations such as the National Wildlife Refuge Association</li> <li>c. Conduct workshops for faculty and students to develop their interest in natural resources and environmental education programs</li> </ul>

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

**Objective 3**

***Recruit and Hire a Diverse and Highly Skilled Workforce***

<b>Strategic Activity</b>	<b>Timeframe</b>	<b>Driver/Contact Info</b>	<b>Performance Outcomes</b>
1. Establish Targeted Recruitment Plans for each of the Director's Equal Opportunity & Diversity Objectives for permanent positions as well as student employment	April 2011	Directorate Executive Diversity Council Chief, ODIWM Regional DCR Chiefs Recruiters	<ul style="list-style-type: none"> <li>a. Identify specific sources that will be used to reach targeted groups when vacancies are projected</li> <li>b. Establish rapport with identified sources that can produce diverse applicants</li> <li>c. Develop Targeted Recruitment Plans based on established relationships with identified sources; blast e-mails to various sources will not satisfy this goal</li> <li>d. Ensure recruiters are trained in diversity and inclusion</li> <li>e. Ensure that vacancies reach targeted groups</li> <li>f. Evaluate recruitment sources to ensure that they produce results and select new sources as necessary</li> </ul>
2. Establish a succession plan	April 2011	Directorate	<ul style="list-style-type: none"> <li>a. Provide greater opportunity to recruit targeted groups</li> <li>b. Thirty percent of all accessions will be used for developmental entry levels of 5/7/9</li> <li>c. Each Directorate member will identify positions that will be converted to developmental positions</li> </ul>
3. Conduct Barrier Analysis	On-going	Directorate Chief, ODIWM Regional DCR Chiefs Recruiters	<ul style="list-style-type: none"> <li>a. Conduct barrier analyses to assess the effectiveness and efficiency of the Service's recruitment programs</li> <li>b. Identify potential barriers when vacancies do not produce a diverse applicant pool</li> <li>c. Develop corrective actions to eliminate barriers</li> </ul>
4. Recruit and Hire individuals with Disabilities.	January 2011 (Annually)	Director Directorate Chief, ODIWM Regional DCR Chiefs	<ul style="list-style-type: none"> <li>a. Establish hiring goals for individuals with disabilities and targeted disabilities; monitor and track progress quarterly</li> <li>b. Strengthen the outreach and recruitment efforts for individuals with disabilities and targeted disabilities</li> <li>c. Establish performance measures to assess the effectiveness of recruitment efforts</li> <li>d. Ensure managers and supervisors are using</li> </ul>

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

---

			<p><b>direct hiring authorities and resources available for recruiting, promoting, and retaining employees with disabilities</b></p> <p><b>e. Educate managers on how to make the workplace accessible for individuals with disabilities</b></p> <p><b>f. Monitor the participation of individuals with targeted disabilities in career development and formal leadership training programs</b></p>
--	--	--	---

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

**Objective 4**

***Maintain a Highly Skilled and Diverse Workforce through Talent Management***

<b>Strategic Activity</b>	<b>Timeframe</b>	<b>Driver/Contact Info</b>	<b>Performance Outcomes</b>
1. Ensure that each employee has an effective individual development plan (IDP) that identifies key skills and learning necessary for career development	January 2011 (Annually)	Directorate	<p>a. Managers and supervisors will be evaluated on their responsibilities in establishing clear paths for all of their employees to acquire the competencies, skills, knowledge, and experience that are needed for growth and career development</p> <p>b. Subordinates will be given meaningful and developmental assignments that are tied to the mission of the Service</p>
2. Second Level supervisors will conduct reviews of IDPs	FY 2011 (Quarterly)	Directorate	<p>a. All first level supervisors will be evaluated on maintaining effective IDPs for their subordinates</p> <p>b. IDPs will include all developmental opportunities including details and “acting” opportunities</p> <p>c. A minimum of three IDP assessments will be conducted annually for each first level supervisor. All IDPs will be assessed for supervisors who have less than three subordinates</p>
3. Promote employee development	FY2011 (Annually)	Directorate	<p>a. Managers and supervisors will encourage members of their staffs to take on complex assignments, new projects, and visible assignments based on competency and proven performance</p> <p>b. Managers and supervisors will take proactive measures to provide their employees with career development experience such as temporary promotions, details, and cross-training</p> <p>c. Managers and supervisors will identify ways to give subordinates opportunities to develop leadership skills. This include allowing subordinates to serve in an “acting” capacity where possible, encouraging subordinates to serve as coaches, mentors, and other formal or informal leadership roles</p> <p>d. IDPs will be updated to reflect developmental opportunities that were afforded throughout each rating period</p>

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE  
DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

4. Promote inclusivity in developmental courses	FY2011 (Annually)	Directorate	<ul style="list-style-type: none"> <li>a. Managers and supervisors will promote participation of employees in management, leadership, and career development programs</li> <li>b. Managers and supervisors will ensure that all of their subordinates are aware of opportunities to attend leadership development courses</li> <li>c. The Service will send out notices to all employees announcing available training such as Stepping Up to Leadership and Advanced Leadership Development programs</li> <li>d. Managers and supervisors will ensure that subordinates are aware of specific criteria for attending leadership courses</li> </ul>
5. Provide coaches and mentors	September 2011	Directorate	<ul style="list-style-type: none"> <li>a. A colleague or co-worker will be assigned to assist all new employees with becoming acclimated to the Service</li> <li>b. The Service will develop formal and informal mentoring programs</li> <li>c. A coach or mentor will be offered to employees who have proven performance and are at a point when there is a need for formal preparation for entry into leadership development programs</li> </ul>
6. Exit Surveys	April 2011 (Quarterly)	Directorate AD-BPHC	<ul style="list-style-type: none"> <li>a. Enhance to use of employee exit interviews</li> <li>b. Managers and supervisors will encourage employees to participate in exit interviews</li> <li>c. Provide data to the ODIWM, the Regional Diversity and Civil Rights Offices, and the Human Resources Offices</li> <li>d. Exit surveys will be assessed to determine trends in separations or other anomalies that may impact or compromise the Service's goal of obtaining and maintaining an inclusive work environment</li> </ul>

U.S. Fish & Wildlife Service  
<http://www.fws.gov>



*From Alaska's tundra to Maine's rocky coastline, from the desert southwest to the prairies, our national wildlife refuges, fish hatcheries, wildlife management areas, ecological services field stations, and law enforcement offices offer opportunities for everyone to shape their future while working for conservation. We also offer a great benefits package!*

EMPLOYER OF **CHOICE** ✓