

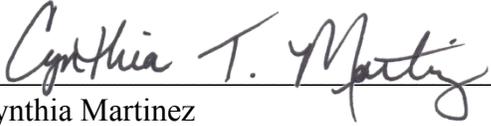
Recommendation 22: *Within the next 10 years, make our workforce match the diversity in the civilian labor workforce. Recruit and retain a workforce that reflects the ethnic, age, socioeconomic and cultural backgrounds, and language diversity of contemporary America.*

Overview: Efforts will be focused on implementation of the U.S. Fish and Wildlife Service Diversity and Inclusion Implementation/Action Plan. Priority areas for implementation are: recruitment, retention, outreach, and both internal and external communication.

Deliverables:

- A number of multi-discipline sub-teams will be identified consisting of representatives from Human Resources, Diversity and Civil Rights office, Information Technology, National Conservation Training Center, Office of Law Enforcement, Ecological Services, National Wildlife Refuge System, and possibly others.
- Develop action items addressing barriers and opportunities for recruiting and retaining the “best and brightest” such as: job series requirements, year-round advertisements, identification of entry level positions (GS-5/7/9), centralized hiring for entry level positions, engaging Human Resource and Diversity and Civil Rights offices early in recruitment efforts, development of a job swap/detail opportunity clearing house (crosswalk with Recommendation #23).
- Develop action items for outreach such as: developing relationships with targeted educational institutions, employee affinity groups, and diversity related organizations, follow the “ANSEP model” where FWS details employees to partner organizations for outreach and recruitment, establish NWRS recruiting teams, establish detail opportunities for FWS employees to serve as recruiters, develop community liaison positions (similar to Alaskan Refuge Information Technicians and crosswalk with Urban Refuges team) to provide conduits with various communities, establish ways in which Friends groups can provide support, messaging, and barrier/solution identification for achieving a diverse workforce.
- *Major Milestones:* Within 6 months have draft action items prepared and brief Executive Implementation Council. Within 9 months finalize action items and implement proposed actions.
- *Communications:* Develop action items for both internal and external communication such as: utilizing Americaswildlife.org to query feedback and ideas on diversity efforts of the LDC, charge Refuge Chiefs with having regular discussions on diversity efforts and provide progress reports to Directorate, conduct organizational pulse checks and town hall meetings to measure progress and challenges, establish more Diversity Change Agents within the NWRS, develop communication tools and relay progress towards achieving diversity priorities both internally and externally.

Executive Implementation Council Approval:



Cynthia Martinez
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Date