

DOI U.S. Fish and Wildlife Service

For period covering October 1, 2020 to September 30, 2021

PART A Department or Agency Identifying Information	1. Agency	1. DOI U.S. Fish and Wildlife Service		
	1.a 2nd level reporting component			
	2. Address	2. 1849 C Street, N. W.		
	3. City, State, Zip Code	3. Washington, DC 20240		
	4. Agency Code 5. FIPS code(s)	4. IN15	5. 1448	

PART B Total Employment	1. Enter total number of permanent full-time and part-time employees	1. 7758
	2. Enter total number of temporary employees	2. 811
	3. TOTAL EMPLOYMENT [add lines B 1 through 2]	4. 8569

PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	Title Type	Name	Title
		Head of Agency	Martha Williams
	Head of Agency Designee	Stephen Guertin	Deputy Director
	Principal EEO Director/Official	Inez Uhl	EEO Director
	Affirmative Employment Program Manager	Hector Zarate	Affirmative Employment Program Manager
	Complaint Processing Program Manager	Michelle Witter	EEO Complaints Manager
	Complaint Processing Program Manager	Ronald Niemann	EEO Complaints Manager
	Diversity & Inclusion Officer	Hector Zarate	Diversity Program Manager (Acting)
	Hispanic Program Manager (SEPM)	Rachel McCracken	Women's Program Manager (SEPM) - Workforce Diversity Specialist
	Women's Program Manager (SEPM)	Rhonda Spinks	Hispanic Program Manager (SEPM) - Program Analyst
	Disability Program Manager (SEPM)	Bobbea Cadena	Disability Program Manager
	Special Placement Program Coordinator (Individuals with Disabilities)	Bill Fuller	Special Placement Program Coordinator (Individuals with Disabilities) - Accountability Office
	Reasonable Accommodation Program Manager	Rick Greenblat	Chief of Employee Relations
	Anti-Harassment Program Manager	Kimberly Hintz	Policy Analyst
	ADR Program Manager	Ronald Niemann	EEO Complaints Manager
	Compliance Manager	Ronald Niemann	EEO Complaints Manager
	Principal MD-715 Preparer	Hector Zarate	Affirmative Employment Program Manager
	Other EEO Staff	Bobbea Cadena	Public Civil Rights Program Manager

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PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	Country	Agency Code
	DOI U.S. Fish and Wildlife Service Hadley, MA	United States	IN15
	DOI U.S. Fish and Wildlife Service Atlanta, GA	United States	IN15
	DOI U.S. Fish and Wildlife Service Lakewood, CO	United States	IN15
	DOI U.S. Fish and Wildlife Service Albuquerque, NM	United States	IN15
	DOI U.S. Fish and Wildlife Service Portland, OR	United States	IN15
	DOI U.S. Fish and Wildlife Service Sacramento, CA	United States	IN15
	DOI U.S. Fish and Wildlife Service Anchorage, AK	United States	IN15
	DOI U.S. Fish and Wildlife Service Bloomington, MN	United States	IN15
	DOI U.S. Fish and Wildlife Service Falls Church, VA	United States	IN15

EEOC FORMS and Documents	Required	Uploaded	
EEO Policy Statement	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
Organization Chart	Y	Y	
Alternative Dispute Resolution Procedures	Y	Y	
Reasonable Accommodation Procedure	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Agency Strategic Plan	Y	Y	
Human Capital Strategic Plan	N	Y	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	Y	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	Y	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	Y	
Diversity Policy Statement	N	Y	
EEO Strategic Plan	N	Y	

EXECUTIVE SUMMARY: MISSION

The mission of the U.S. Fish and Wildlife Service (FWS), a bureau within the Department of the Interior (DOI), is to conserve, protect, and enhance fish, wildlife, plants, and their habitats, working with others, for the continuing benefit of the American people. We offer a variety of opportunities to enjoy the outdoors on the public lands we manage, and through our work to conserve natural resources we provide communities with healthier environments, clean water, flood control, and a strong economy.

FWS employs about 8,000 people with the Director's Office located in the Stewart Lee Udall Department of the Interior Building in Washington, D.C., a headquarters in Falls Church, Virginia, and regional and field offices across the country. The FWS headquarters office has the primary responsibility for policy formulation and budget allocation within major program areas, and the regional offices lead implementation of these policies and management of field operations. The FWS Director, two Deputy Directors, Regional Directors, and Assistant Directors for programs comprise the FWS Directorate.

FWS has oversight of some of the nation's most important environmental laws, such as the Endangered Species Act, Migratory Bird Treaty Act, Pittman-Robertson/Dingell-Johnson wildlife and sportfish restoration laws, Lacey Act, North American Wetlands Conservation Act, Marine Mammal Protection Act, National Wildlife Refuge System Administration Act, and other statutory responsibilities through programs that:

- Protect and recover threatened and endangered species
- Monitor and manage migratory birds
- Restore nationally significant fisheries and manage national fish hatcheries
- Manage national wildlife refuges for both wildlife and outdoor recreation
- Enforce federal wildlife laws and regulate international wildlife trade
- Conserve and restore fish and wildlife habitat such as wetlands
- Manage and distribute over a billion dollars each year to states, territories and tribes for fish and wildlife conservation
- Help foreign governments conserve wildlife through international conservation efforts
- Fulfill our federal tribal trust responsibility

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Introduction

"Equal opportunity is the fundamental promise of America and we, at the U.S. Fish and Wildlife Service, have an important role to play in combatting systemic racism within our organization, in federal government, and throughout the conservation community to uphold that promise for the people we serve.

Progress to improve diversity, equity, inclusion, and accessibility in our work culture requires the engagement of the entire workforce. We are meeting that challenge."

-Director Martha Williams

Meeting today's conservation challenges demands new approaches and innovative inclusive thinking, and FWS recognizes that it will only fulfill its mission when decisions are informed by a diverse workforce where employees are able to reach their full potential. In this annual report to the U.S. Equal Employment Opportunity Commission (EEOC), FWS demonstrates that its Equal Employment Opportunity (EEO) program at the close of Fiscal Year 2021 (FY 2021) meets the requirements outlined in Management Directive 715 (MD-715) and further describes the agency's activities, successes, and ongoing opportunities in identifying and eliminating barriers that prevent equal employment opportunities.

In FY 2021, FWS continued implementing its five-year (FY 2020-2024) strategic Diversity and Inclusion Implementation Plan (DIIP), which is informed by past and ongoing barrier analyses and employee surveys. The DIIP sets consistent expectations across the organization for coordinated action, adaptive management, accountability, and consistent and clear communication to create and sustain a culture that prioritizes diversity, equity, inclusion, and accessibility (DEIA).

Several short-term DIIP goals were accomplished in FY 2021:

We have streamlined hiring processes and are assessing educational requirements for professional series to remove barriers; and make entry level positions accessible to a more diverse applicant pool.

Field and regional employees participate in the Service's barrier analysis process, and their recommendations have led to positive changes to improve DEIA.

Employee-led grassroots efforts are growing and thriving, such as the Service's LGBTQ+ Pride and Black, Indigenous, and People of Color, and other employee resource groups; communities of practice including ones focused on institutional change and multilingual interests; workforce cultural transformation team; and DEIA teams at the field and regional level.

The FWS created a Mentoring Advisory Working Group in which employees across the agency have been chartered and empowered to develop a framework to support the growth of strong and active mentoring programs and to cultivate a culture of mentorship across the Service.

The FWS developed a national targeted recruitment team consisting of members from across the organization. This collective operation allows for continuous messaging of FWS vacancies, engagement, and other hiring initiatives that promote a robust applicant pool for mission critical and other professional positions.

The FWS delivered live diversity enlightenment session in FY 2021 to every employee providing foundational knowledge about the DIIP and encourage engagement in DEIA.

Workforce participation analyses described in more detail below indicate that we have achieved positive DEIA results in FY 2021, with improved representation for minority men and women overall (+0.3%); increases in the numbers of women and minorities in our professional biological series (+0.6%) and law enforcement criminal investigator workforce (+3.1%); and women in leadership (+1.8%). These outcomes are important in the path to building a diverse and inclusive work culture that truly represents the America we serve.

Element A: Demonstrated commitment from agency leadership

Directorate DEIA (Diversity, Equity, Inclusion, Accessibility) Committee: The DEIA Committee, formerly the Executive Diversity Committee (EDC), provides leadership, influence, and oversight in support of the Directorate's responsibility for shaping the workforce and enhancing and sustaining an inclusive workplace. The DEIA Committee is a governing body consisting of voting members of the Directorate and its deputies' group (Deputies) who are empowered to identify new and evaluate existing national-level DEIA initiatives originating from other entities. Directorate members are expected to periodically serve on the committee. Ex-officio members represent a cross-section of the organization and DEIA leaders. The DEIA

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Committee provides:

Oversight in the execution of the annual DIIP work plan

Leadership on long-term strategies in support of the Director's and Directorate's commitment to continually improve DEIA in the workplace

A stabilizing influence to ensure organizational goals are being adequately addressed and maintained with a visionary view

Director's office oversight: The Director's office provides direct oversight of the organizational DEIA structure, including oversight of the EEO Director, who serves as the Chief of the Office of Diversity and Inclusive Workforce Management (ODIWM). The EEO Director/ODIWM Chief reports directly to a Deputy Director. The Chief of ODIWM is a member of the Directorate in addition to being a permanent ex-officio member of the JEDIA Committee.

Five-year strategic plan: We began implementing a five-year agency wide DIIP in FY 2020 with a goal of guiding the organization toward a more diverse and inclusive work environment where employees are inspired to excel. With oversight from the JEDIA Committee, the DIIP creates a shared vision, unified and clear direction, two-way communication, accountability, and a sense of urgency to address employee feedback. It sets forth three strategic objectives:

Engagement - We will engage employees with a consistent and meaningful message that prioritizes inclusion, and we will adopt promising practices and take actions that lead to a welcoming workplace for all.

Barrier Analysis and Removal - We will continuously analyze barriers to DEIA, engage in barrier identification and elimination, and monitor the metrics that show how the Service is making progress to advance DEIA across the organization.

Recruitment and Hiring - We will connect with the values of a diverse public and enhance support for conservation by recruiting and hiring in a way that focuses on excellence and is supported by diverse applicant pools. We will focus on targeted recruitment to reach groups of prospective applicants who are underrepresented in the Service or who historically have been excluded from conservation jobs.

EEO program staffing and funding: FWS delivers EEO, affirmative employment, recruitment, public civil rights, and other DEIA programs through ODIWM. The Directorate continues to provide adequate funding for ODIWM operations and staffing to implement these programs in accordance with the EEOC and Department of Justice (DOJ) requirements. In FY 2021, the ODIWM hired a full-time specialist to streamline and coordinate ODIWM's communications strategy and practices.

Reimagined DEIA Training Approach: Leadership championed the continuation of timely and relevant EEO and diversity training for all employees while abiding with evolving guidance and policy on government wide DEIA training. Most of the workforce worked remotely due to the pandemic, and training was successfully delivered in a fully virtual format. We implemented a mandatory DIIP Training for all employees covering: historical challenges with DEIA in the bureau, current state of DEIA, strategic planning to achieve DEIA goals and objectives, an explanation of the barrier analysis and removal process, debunking of common myths in the workforce, and actions employees are expected to take to contribute to success. EEO and diversity specialists delivered more than 300 sessions of the course to discuss the DIIP and ways employees can engage with DEIA, and nearly 100% of the permanent workforce participated in the live training by the October 1, 2021, deadline. As a result, employees including supervisors are now aware of specific issues and opportunities in their respective work environments. As part of the course, employees had the opportunity to provide feedback on the new approach and material and 90% of respondents indicated their level of knowledge after the session was "Knowledgeable" or "Very Knowledgeable." Seventy percent of all open comments were filled with appreciation for the opportunity to directly interact with diversity specialists and participate in interactive training.

External partnerships: Staff actively participates on the leadership board of the Diversity Joint Venture (DJV), a partnership of 34 federal and state agencies, universities, non-governmental organizations, foundations, and professional societies, working in collaboration to increase the number of women and minorities in the conservation workforce. In FY 2021, the DJV struck a partnership with the DOI-Office of Human Capital (DOI-OHC) to expand the DOI.gov/Careers website to individuals seeking conservation-related careers both in and external to DOI. This pivot aligns closely with the Executive Order on DEIA in the Federal Workforce and leverages the FWS and DOI's efforts to create a diverse and inclusive workforce with the efforts of the boarder conservation community. This partnership alone has saved approximately \$600,000 in development expenses that would otherwise have been necessary to achieve the DJV's conservation career map goals.

Additionally, DEIA goals are accomplished through proactive partnerships and stakeholder engagement with organizations such as Corazon Latino, Environment for the Americas, Green Latinos, Greening Youth Foundation, Hispanic Access Foundation, Hispanics Enjoying Camping, Hiking and the Outdoors, Hispanic Prosperity Initiative, Latino Outdoors, League of

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United Latin American Citizens, Phi Beta Sigma Fraternity, SODAS LIFE, Urban American Outdoors, White House Initiative on Historically Black Colleges and Universities (HBCUs), and Zeta Phi Beta Sorority.

The following list features some of the activities led by the Division of Partner and Intergovernmental Affairs (DPIA), a team within the External Affairs (EA) program, in FY 2021:

Zeta Phi Beta Sorority FWS “Jobs Hub”: DPIA collaborated with Zeta Phi Beta Sorority, Inc., and ODIWM to host a first-ever Zeta Phi Beta Conservation Career Symposium. Recruitment specialists and agency leadership participated in the event, including Principal Deputy Director Martha Williams and Migratory Birds Assistant Director Jerome Ford. The DPIA and EA also provided support, guidance, and assistance in the development of the FWS “Job Hub” Zeta Phi Beta web page (<https://zphib1920.org/usfws/>) that was launched in March 2021 to provide job and internship information to sorority members.

Phi Beta Sigma Fraternity, Inc.: The DPIA planned and coordinated involvement in the 2021 Phi Beta Sigma Virtual Southern Regional Conference. Staff hosted a virtual information booth to share career/internship information and opportunities, and the National Wildlife Refuge System (NWRS) and Office of Law Enforcement (OLE) programs made presentations to conference attendees.

Leadership “Meet & Greet” meetings: DPIA planned and coordinated leadership meetings with national partners Phi Beta Sigma Fraternity, Inc., Hispanic Access Foundation, League of United Latin American Citizens, and Save Our Daughters and Sons Life/Urban American Outdoors. FWS participants included Principal Deputy Director Martha Williams, Deputy Directors, and other members of the Directorate.

Conference support and participation: DPIA coordinated and led participation at national and local conferences targeting diverse organizations including the Maryland Audubon Naturalist Society *Taking Nature Black* Conference, Phi Beta Sigma Fraternity Southern Region Conference and Sigma Beta Club Regional Conference, and the 2021 Phi Beta Sigma Fraternity, Inc. National Conclave. The conferences were forums to build awareness about the FWS’s conservation mission and actively promote opportunities for careers and internships with diverse audiences.

Support for Black Birders Week: DPIA staff helped coordinate and support events during Black Birders Week 2021 that brought together national partners Zeta Phi Beta Sorority, Inc. and Environment for the Americas to support outreach during the week. The NWRS and other programs hosted and supported events during the week.

Latino Conservation Week: DPIA and EA helped coordinate engagement in Latino Conservation Week including participation in social media campaigns, and engagement on websites and internal communication platforms.

Element B: Integration of EEO into the agency’s strategic mission

Agency-wide EEO integration under DIIP: The EEO program is an integral part of achieving the FWS mission and it works closely with the Director’s office and leadership teams. The EEO Director regularly provides briefings, serves as an advisor to leadership, is involved in personnel and management actions. ODIWM oversees the delivery of EEO programs and is responsible for a broad portfolio that includes recruitment and outreach, DEIA, equal employment opportunity, affirmative employment, and public civil rights. This centralized leadership facilitates integration with managers of regions and programs nationwide, who have direct involvement in carrying out the EEO program. This integration is evident in several key areas:

Barrier Analysis Team (BAT): For the fifth year in a row, the DEIA Committee commissioned a BAT. The team in FY 2021 was made up of diversity strategists from ODIWM who collected regional and program information for their analyses. The BAT focused on various low participation groups such as *People of Color*, *Women*, *LGBTQIA+*, and *People with Disabilities*.

Coordinated recruitment and outreach: FWS has a centralized recruitment team of six specialists serving under a National Recruitment Program Manager in ODIWM. The recruiters each serve specific geographic regions, which enables them to build relationships with specific leaders and hiring managers and to develop more localized outreach strategies for job announcements. In FY 2021, the National Targeted Recruitment Team, made up of employees representing each region and program, operated for its second year following its establishment in FY 2020. The team’s purpose is to increase engagement among managers and employees to participate in outreach activities and cultivate relationships with minority-serving academic institutions (MSI). In FY 2021, the National Targeted Recruitment Team supported the organization’s participation at 168 virtual events. Also, this year, the FWS conducted research on the latest data retrieved from the U.S. Department of Education National Center for Education Statistics. The report of colleges/universities included the race demographics breakdown and number of degrees conferred to minority students in relevant majors that met the criteria for the professional biology (400) series. From this data, an expanded list of targeted universities was developed to further recruitment outreach efforts and participation. The list of 140 schools identified included 80 MSI where recruiters have established relationships.

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Public Civil Rights (PCR): The PCR team in ODIWM works directly with programs to establish collaborative processes for Federally Conducted Program (FCP) civil rights compliance reviews. In FY 2021, the PCR team completed 11 Federally Assisted Program (FAP) civil rights compliance reviews. The PCR Team also developed a comprehensive list of state and national organizations that advocate for and/or offer services to people with disabilities to support public civil rights compliance. It advanced the FCP compliance reviews by creating comprehensive checklists to align reviews with Architectural Barriers Act Accessibility Standards. The checklists will facilitate the creation of a module in the Service Application for Material Inspection (SAMI) system. The PCR Team also developed an accessibility statement for FWS internet and SharePoint (intranet) users. Additionally, FWS spent \$6.5 million in projects to increase access on public lands. The projects included removing and replacing entire facilities, retrofitting trails and bridge, replacing boardwalks and replacing observation decks.

Special observance program sponsorship: Under the DIIP, Directorate members and their respective regions/programs sponsor live events and other educational programs in cooperation with ODIWM staff to engage employees in official special observances. This expectation establishes leadership accountability in building cultural awareness and DEIA objectives in the workplace. Due to the pandemic, these programs have involved a more in-depth level of planning and coordination as all events have been held virtually. Despite these challenges, these programs have realized increased participation throughout the year. The MLK Day Observance saw a +230% increase (300 attendees in 2020 to 992 in 2021) and Hispanic Heritage Month saw a 125% increase (274 in 2020 to 747 in 2021). In FY 2021, five SEPs saw audience participation rates with over 800 attendees. The increase in employee engagement was the result of strategic delivery of the programs and clear and consistent communications. Diversity strategists on ODIWM's Affirmative Employment Team organized the programs with host programs/regions, and the team adopted standard operating procedures that improved and streamlined their planning and delivery. Additionally, the team's use of post-event surveys has provided feedback to improve programs based on employee preferences. Over the course of the year, the programs yielded positive feedback and increased engagement. Attendees remarked on learning through the different perspectives presented, having a greater understanding of the FWS' position in different initiatives, and feeling satisfied with participating in these programs.

Integration of DEIA in employee communications: The EA program hired a full-time internal communications specialist to increase consistency and effectiveness of employee communications within the bureau and with the DOI and introduced the FWS Wild Weekly to leverage internal communications through the intranet site. Each week, employees receive a direct email with a digest of intranet posts of both the information they need to know and news and stories from around the regions. Additionally, a hub for DEIA was established on the Director's intranet page, elevating its importance to the highest level of the organization.

Element C: Management and program accountability

DIIP accountability tracking: Measures for success in the DIIP are largely based on management accountability requiring leaders to regularly report progress in completing strategic goals set forth in the plan. To better support these various initiatives, ODIWM staff led weekly meetings with key stakeholders to coordinate on project status, communication, employee engagement, and integration and to solve problems. The DIIP Accountability Team has enabled FWS to accomplish numerous high-level objectives such as re-evaluating occupational series, establishing access to an exit survey, and ensuring consistent DEIA communications.

Performance expectations: The Management and Administration program ensures that performance reviews and expectations for senior level executives, managers, and supervisors, include a performance element that supports the DOI EEO and diversity mission. There are EEO and diversity measures included in every employee's performance plan. Specifically:

SES level positions include a critical element for EEO and diversity advocacy, and Directorate members are held accountable for communicating EEO-related responsibilities to their subordinates to set clear expectations.

Each supervisor has EEO and diversity training and compliance required in a critical performance element.

All employees have an annual EEO and diversity training element included in their performance plan.

Element D: Proactive prevention

Employee feedback and engagement: In FY 2021, the ODIWM led several efforts related to garnering employee feedback and encouraging engagement in DEIA.

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Barrier Analysis Team (BAT): The DEIA Committee (previously the Executive Diversity Committee) and FWS leadership outlined their plan to remove previously identified barriers as part of the objectives outlined in the DIIP. The BAT, now in its fifth year, analyzed data and addressed employment barriers that were identified during the previous two fiscal years (FY) and developed strategies to eliminate them. It focused on various low participation groups including people of color, women, LGBTQIA+, and people with disabilities (PWD). Additionally, the BAT identified barriers in the areas of retention, access to resources, and reasonable accommodations for PWD. It found that PWD are being impacted by a lack of supervisor awareness for reasonable accommodations resources, for example. The BAT found that a lack of organization-wide practices for improving retention and wellness in the workplace is impacting people of color and women.

- **Diversity and Inclusion Workplace Assessment:** During FY 2021, the FWS made extensive preparations for the release of an agency-wide Diversity and Inclusion Workplace Assessment (Assessment) at the beginning of FY 2022. Over the course of FY 2021, ODIWM partnered with the Office of Personnel Management (OPM) to develop a survey protocol for the Assessment designed to inform leadership and gauge employee perceptions about their overall work environment with a primary focus on diversity and workplace inclusiveness. OPM and FWS refined questions and developed a specific timeline to yield the best results from the workforce. The Assessment opened in FY 2022 and results will be included in the barrier analysis for that reporting year. The results will inform each Regional Director and Assistant Director on the inclusive climate of their organizations and enable them to strategically prioritize which issues and barriers to address in their respective action plans.
- **Employee focus groups:** FWS conducts its own employee focus groups to identify workforce-related issues and potential barriers to equal employment for low-participation groups. Each focus group consisted of approximately 12 participants from diverse demographic groups. This year two focus groups were conducted that discussed topics such as career development, work-life programs, fair and equal treatment, psychological and physical safety, and mentorship. The BAT will use the results to inform agency-wide recommendations to improve the workplace for our employees.

Reimagined DEIA training approach: Leadership championed the continuation of timely and relevant EEO and diversity training for all employees while abiding with evolving guidance and policy on government-wide DEIA training. Most of the workforce worked remotely due to the pandemic, and training was successfully delivered in a fully virtual format. We implemented a mandatory DIIP Training for all employees covering: historical challenges with DEIA in the bureau, current state of DEIA, strategic planning to achieve DEIA goals and objectives, an explanation of the barrier analysis and removal process, debunking of common myths in the workforce, and actions employees are expected to take to contribute to success. EEO and diversity specialists delivered more than 300 sessions of the course to discuss the DIIP and ways employees can engage with DEIA, and nearly 100% of the permanent workforce participated in the live training by the October 1, 2021, deadline. As a result, employees including supervisors are now aware of specific issues and opportunities in their respective work environments. As part of the course, employees had the opportunity to provide feedback on the new approach and material and 90% of respondents indicated their level of knowledge after the session was "Knowledgeable" or "Very Knowledgeable." Seventy percent of all open comments were filled with appreciation for the opportunity to directly interact with diversity specialists and participate in interactive training.

Streamlined recruitment and outreach: To address questions on opportunities and internships and to ensure consistent responsiveness to potential candidates, the Recruitment Team established a general email box - connect@fws.gov - that includes an automated reply providing recruiter contact information. Targeted recruitment outreach efforts included continuous communication of FWS opportunities to a network (currently 16,000+) of student and professional contacts. The network represents organizations and schools that serve diverse groups of women, minorities, veterans, and persons with disabilities and allows for timely and regular messaging about vacancies and internships and other hiring initiatives that to generate robust applicant pools. The Recruitment Team developed and updated presentations, outreach flyers and talking points that other FWS personnel can use during their recruitment outreach programs. Outreach activities in FY 2021 were predominantly virtual and the documents were Rehabilitation Act Section 508-compliant to ensure accessibility to persons with disabilities. The use of the documents ensures that consistent information on careers, internships, and other hiring initiatives are widely shared with potential candidates and organization representatives.

Directorate Resource Assistant Fellows Program (DFP): FWS sponsored the annual DFP program in compliance with the Direct Hiring Authority authorized under DOI Personnel Bulletin No. 12-15. The DFP program's primary focus is to reach individuals who are enrolled in an institution of higher education with particular attention given to ensure full representation of women and participants from historically Black, Hispanic, Asian Pacific Islander and Native American schools, or other schools with diverse student populations. The DFP allows greater flexibility in hiring individuals who have successfully completed the program, enhancing the ability to achieve a more diverse workforce through targeted recruitment. In FY 2021, FWS collaborated with the Hispanic Access Foundation (HAF), American Conservation Experience (ACE), and the Thurgood Marshall College Fund to administer the program and conduct targeted outreach to improve minority participation. We provided DFP intern opportunities to 125 students in FY 2021., and the demographics of the DFP cohort were 80% women and 32% minorities, both increases from FY 2020.

Career Discovery Internship Program (CDIP): Leadership sustained their annual support of regional participation in the Student Conservation Association's (SCA) Career Discovery Internship Program. The FWS collaborates with SCA to provide seasonal career immersion internships for students at national wildlife refuges and other field stations throughout the country to help foster the next generation of conservation leaders.

White House Initiative on Historically Black Colleges and Universities (HBCU): Under this initiative, the FWS shares funding, internship, and employment opportunities with faculty and staff at HBCUs across the country. We participated in 18 recruitment outreach events at HBCUs. The DPIA secured opportunities for staff from the JAO, International Affairs and NWRS Law Enforcement to serve on the Contracting, International Affairs, and Campus Security clusters, respectively, of the initiative's Interagency Work Group.

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Recruitment initiatives: The Recruitment Team maintained relationships with professional organizations through attendance at regional and national conferences. In FY 2021, we participated virtually to engage students and professional contacts and share information about the FWS and its opportunities through such events and organizations such as American Indian Science and Engineering Society, Bender Consulting Disabilities Career Fair, Bender Virtual Career Fair, Conference on Asian Pacific American Leadership Career Fair, Doris Duke Conservation Scholars Program Panel, Ecological Society of America Conference, Federal Asian Pacific American Council (FAPAC) National Leadership Training Program, Minorities in Agriculture, Natural Resources and Related Sciences 2021 National Conference and regional clusters, National Association of Asian American Professionals Job Fair, New Horizons in Conservation Conference, Oregon Commission for the Blind, Phi Beta Sigma Virtual Career Fair, DOI/FWS Region III Career Fair, Society of Asian Scientists & Engineers Conference, and Zeta Phi Beta Sorority, Inc.

Outreach to veterans: Recruitment outreach efforts included participation at 12 events sponsored by the Veterans Administration and military installations to promote outreach for veterans and other people with disabilities. As part of our commitment to seek veterans for its employment opportunities, the Recruitment Team regularly sends communications to targeted veteran organization point of contacts requesting them to provide eligible candidates to be considered for positions, if eligible under one of the noncompetitive hiring authorities for disabled veterans. The Recruitment Team identified 451 points of contact at military transition centers and Federal and State veteran employment offices.

Policies: The EEO Non-Discrimination Policy, Anti-Harassment Policy and Personal Assistance Services Procedures, and the annual Director's Memorandum on Mandatory Equal Employment Opportunity and Diversity Training for managers, supervisors, and employees were issued and distributed to all employees. The FWS followed the DOI Civil Rights Directive 2014-02, Personnel Bulletin 14-01, DOI Policy and Procedures on Reasonable Accommodation for Individuals with Disabilities, issued on February 20, 2014, which sets policy for DOI bureaus and offices when responding to reasonable accommodation requests. We continue to provide personal assistance services in accordance with the January 2017 regulations, amending Section 501 of the Rehabilitation Act. The FWS has an Anti-Harassment Policy that: (1) informs employees of what type of behavior is prohibited and the appropriate steps to take if they believe harassment has occurred; (2) provides for multiple avenues of redress, in addition to the EEO complaint process; (3) provides for a prompt management inquiry and appropriate corrective and disciplinary action; and, (4) prohibits acts of retaliation against employees and witnesses.

Element E: Efficiency

The FWS achieves efficiency in its EEO program in several ways, such as:

We have sufficient staffing, funding, and authority to achieve the identification and elimination of barriers.

ODIWM is kept separate from the Office of the Solicitor or other agency offices having conflicting or competing interests.

The EEO Director manages a fair and impartial complaint resolution and adjudication process and refers complaints to the DOI Office of Diversity, Inclusion, and Civil Rights (ODICR) when a conflict of interest occurs.

The FWS has an alternative dispute resolution (ADR) program that facilitates the early, effective, neutral, and informal resolution of disputes. Managers and supervisors are required to participate in ADR when mediation is elected by a complainant. In FY 2021, participation in ADR was 49%, which represented a 10% decrease from 2020. This likely is due to the initiation of a robust intake process designed to screen out individuals whose situations are not conducive to the EEO process.

We tracked complaint information through the DOI's online complaint tracking system (*iComplaints*). It also electronically tracks complaints using a computerized log to provide live updates on complaint status.

We employ full-time permanent counselors as well as contract counselors when necessary. Work performed by the counselors is monitored for technical accuracy and to ensure that deadlines are met. If the work by a contract counselor is not completed in the specified timeframes, the FWS negotiates costs to reflect a reduction in compensation due to the delay.

We employ a PCR and accessibility team within ODIWM to improve accessibility at facilities. The PCR team works with headquarters and field offices and responds to complaints involving the lack of availability of access to FWS properties.

Employee relations specialists provide advisory services and assistance for employees and managers in the implementation of the reasonable accommodation policy. Regions and programs have been assigned a servicing specialist to ensure prompt response to inquiries.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

We developed internal webpages that describe the services and resources that the ODIWM provides for employees and managers. This is a centralized location to share resources, upcoming events, and other informational.

Element F: Responsiveness and legal compliance

FWS has a system in place to ensure that officials comply promptly with any orders or directives issued by EEOC, the DOI, and all other adjudicatory bodies with jurisdiction over EEO laws.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

Please Note: In the FY2021 MD-715, the 2010 CLF was used as a comparator to identify potential workforce triggers. The CLF based on 2014-2018 ACS data (2018 CLF) was not utilized as a comparator for a number of reasons. In the 2018 CLF, the definitions of all race-based minority groups was changed, and now only uses single race categories. Using the 2018 CLF would require re-computing the MD-715 tables in the exact same way. This would necessitate rewriting the analyses in the Executive summary, Part I, and Part H, which is a significant time commitment. In addition, the applicant flow data taken from USAStaffing uses race/national origin definitions that are consistent with the 2010 CLF, but not the 2018 CLF. For these reasons, the 2010 CLF is utilized, though subsequent analyses in FY2022 and beyond will be carried out using the 2018 CLF.

Summary

There were positive diversity outcomes for FWS in FY 2021. The rates for every low-participation Race and National Origin (RNO)-gender group either increased or remained unchanged. Specifically, the participation of both minority men and women increased +0.3%, and the participation of White women increased +0.1%. While these changes aren't statistically significant, they indicate that we're making progress and realizing positive outcomes from DEIA initiatives.

Drilling down, the participation rates of Black or African Americans, Asians, Hispanic or Latino women, and White women in the permanent workforce are low when compared to their participations in similar occupations in CLF 2010. Outcomes of efforts to ameliorate these low participation rates yielded modest increases in the participation rates of Black or African Americans, Asians, and White women, while the participation of Hispanic or Latino women remained unchanged.

Statistical analysis of employee accessions and separations provides an overview of these workforce dynamics. In FY 2021, the permanent workforce grew by 148 positions, an 1.9% increase. Overall, only 46.6% of 717 hires were in the low-participation groups, which is significantly below the 53.0% availability of these low participation groups in the positions filled in CLF 2010. Each low-participation group was hired in numbers below the CLF rate, although Asian women were the only individual low participation RNO-gender group for which the hiring shortfall was significant.

In FY 2021, 561 employees left FWS, and 244 (43.5%) of them were from low participation groups. All individual RNO/gender groups, except Asian women and American Indian/Alaska Native women, left the organization in numbers that were consistent with their participation in the permanent workforce at the beginning of the fiscal year. Significantly fewer Asian women and significantly more American Indian/Alaska Native women left than would be anticipated by an equiprobability model.

To increase the pool of applicants representing low-participation groups, FWS reduced the entry grade levels for many of its administrative and professional vacancies, creating developmental career ladder positions. In FY 2021, 38.5% of permanent outside hires in these occupations were filled at grades 05, 07, or 09. This percentage is down substantially from the 46.0% achieved in FY 2020, from the 51.1% achieved in FY 2019, and from the 68.6% achieved in FY 2018.

Professional biologist occupations

Professional biologists constitute 47.8% of the permanent workforce and 59.3% of senior positions (GS-13 and above). Thus, ensuring diversity in this workforce segment is essential to build and sustain organizational diversity into the future.

Overall, diversity in the professional biology series in the permanent workforce increased substantially during FY 2021, with the participation of women and minorities increasing +0.6%. The percentages of White women and minority women increased by 0.4% and 0.3% respectively. The percentage of minority men declined by -0.1%.

The participation rates of Black or African Americans, of Asians, of Hispanic or Latino women and of White women in the FWS professional biology workforce are low when compared to their participations in similar occupations in CLF 2010. Outcomes of efforts to ameliorate these low participations during FY 2021 were quite successful. The participations of each of these low-participation groups increased, with the single exception of Asian men which was unchanged.

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During FY 2021, FWS hired 270 professional biologists from outside the organization and competitively selected another 26 from other occupations to fill professional biology positions. All individual RNO/gender groups except Asian men and American Indian/Alaskan Native women were hired in numbers that were consistent with their availability in CLF 2010 in the positions filled. Asian men were hired in numbers that were significantly below their availability, while American Indian/Alaskan Native women were hired in numbers significantly above theirs.

In professional biology occupational series, all individual RNO/gender groups except American Indian/Alaskan Native women left FWS in numbers that were consistent with their participation in the professional biology workforce at the beginning of the fiscal year. Significantly fewer American Indian/Alaskan Native women left than anticipated by an equiprobability model. Thus, increases in the participation of Black or African Americans, Asian women, Hispanic women, and White women in professional biology appear to be largely due to successes in hiring, while the level participation of Asian men can be attributed to a hiring shortfall.

Law Enforcement officers

Effective law enforcement requires a diverse workforce. Currently, FWS has 451 full-time law enforcement officers: 217 in the Office of Law Enforcement and 234 in NWRS Law Enforcement. Overall, the participation of women and minorities in the law enforcement officer workforce are low when compared to their representation in similar occupations in CLF 2010. Outcomes of efforts to ameliorate this low participation during FY 2021 were successful in that the participation of women and minorities increased, including Black or African Americans, Hispanic or Latinos, Asians, American Indian/Alaskan Native women, and White women. The only RNO/gender groups that declined in this segment of the workforce were American Indian/Alaskan Native and White men.

Although there were no additions to the law enforcement officer workforce in NWRS, during FY 2021 the Office of Law Enforcement hired 24 criminal investigators from outside the organization and selected another seven from other occupations within FWS. Of the 31 additions, 12 (38.7%) were women and minorities including two White women, two minority women, and eight minority men. Principally because of these additions, the participation of women and minorities in the criminal investigator workforce increased by 3.1%.

All individual RNO/gender groups left FWS in numbers that were consistent with their participation in the law enforcement segment of the workforce at the beginning of the fiscal year.

Senior workforce

FWS uses the total permanent administrative/professional workforce as the standard against which to compare the demographic distribution of its senior workforce. The participation of women and of minorities in the senior workforce are low in comparison to this standard. However, in FY 2021 the participation of women increased +1.8%: The number of White and minority women increased by +1.6% and +0.2% respectively. Although minorities increased by +0.1%, this was entirely attributable to the increase in minority women as the percentage of minority men declined by -0.2%.

Women in all RNO groups except Black or African American women and women identifying with two or more races saw gains. For men, representation of Black or African men increased, while that of Hispanic or Latino men and Asian men declined.

Historically, roughly two-thirds of entrants to the senior workforce ascend through internal promotion, and the other third are hired from outside FWS. In FY 2021, 54.1% of entrants to the senior workforce were promoted internally, slightly less than the 56.1% rate in FY 2020, and significantly less than the 68.1% rate in FY 2019.

All RNO/gender groups except White women were promoted to GS-13 in numbers that were consistent with their participation in the GS-12 workforce at the beginning of the fiscal year. Significantly more white women were promoted than expected by an

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

equal probability model.

The CLF is tabulated only by occupation, not by occupation and grade, so it is not an appropriate standard against which to gauge the availability of RNO/gender additions to the senior workforce. Nevertheless, given the history of access to those professional and administrative occupations found in the senior workforce, we believe that it may provide a high estimate on the availability of women and minorities in FWS occupations at senior levels in the CLF. Given this caveat, it turns out that the addition of White women in senior positions was significantly above this estimate, while the number of Hispanic or Latino males was significantly below this upper bound. With 222 additions, two Hispanic or Latino men were hired from outside the organization, and none were promoted internally from GS-12 positions.

There were 182 separations from the senior workforce in FY 2021. All RNO/gender groups left in numbers that were consistent with their participation in the senior workforce at the beginning of the fiscal year.

To examine access to positions at the highest levels in FWS, new appointments to the GS-15 workforce were analyzed. During FY 2021 the size of the GS-15 workforce increased from 126 to 138; White men, from 66 to 72; White women from 39 to 44; employees who did not identify their RNO from two to three; and minorities were unchanged at 19. At the end of FY 2021 the GS-15 workforce included 27 additions including 24 additions as permanent appointments and three temporary promotion appointments.

New minority hires/promotions into permanent GS-15 positions included three women including two Black or African American, one Hispanic or Latina, and one American Indian/Alaska Native. Permanent hires/promotions also included eight White women, eleven White men, and one man who did not identify his RNO. Temporary promotions to GS-15 positions during FY 2021 included six White women and five White men. Notably, the 35 appointments into GS-15 positions in FY 2021 included no minority men and no Asians.

The 18 permanent internal competitive GS-14 to GS-15 promotions were made from the 0341, 0401, 0480, 0485, 1035, 1102, 1811, and 2210 occupational series. At the beginning of FY 2021 there were 376 employees in the GS-14 permanent workforce in these series, seven of whom were Asian and 21 of whom were minority men. Even if all seven Asians or all 21 minority men were on certificates for these vacancies, the fact that no Asians or no minority men were selected during FY 2021 would not have reached the level of statistical significance. However, it turns out that in over 10 years, no Asian has been competitively selected for a GS-15 appointment in the FWS either from the outside or through promotion and only one Asian has received a non-competitive temporary promotion to a GS-15 position. During that decade, 10 minority men have been competitively appointed to GS-15 positions and one minority man has received a temporary promotion.

Professional/Administrative series (except professional biology and law enforcement)

Professional occupations in this group include a variety of non-biology science, technology, engineering, and mathematics (STEM) occupations such as geology, chemistry, hydrology, cartography, engineering, archeology, geography, statistics, and business occupations including economics and contracting. Administrative occupations include park ranger, recreation planning, human resources, program management, public affairs, administrative officer, and budget analysis. While these occupations are essential to the FWS mission, most represent segments of the workforce that are too small to focus on individually and many have similar enough demographic distributions to make analyzing them together meaningful.

These occupations collectively constitute 28.1% of the permanent workforce and 31.3% of its senior positions (GS-13 and above). Hence, representation in these occupations is key to the diversity of leadership and the organization. In the FWS the participation of men in all RNO groups (both White and minority) and women who self-identify as Black or African American or Asian is low in these occupations when compared to the CLF 2010.

Overall, in the low-participation groups, the participation of minority men increased +0.6%, the participation of White men declined 1.1%, and the participation of Black or African American and Asian women each declined 0.1%.

In FY 2021, FWS hired 210 employees in these occupations from external sources and competitively selected 39 from other occupations internally. All RNO/gender groups except men who self-identify as American Indian/Alaska Native or White were

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selected in numbers consistent with their participation in similar occupations in the CLF. American Indian/Alaskan Native men were hired at a significantly higher rate than expected relative to their availability in CLF 2010, while White men were hired at a significantly lower rate.

In FY 2021, 176 permanent employees in these occupations left the FWS and another 25 transferred within the organization to series outside this category. Inasmuch as all RNO/gender groups left in numbers consistent with their participation in this segment of the workforce at the beginning of the fiscal year, the across-the-board increase for minority men and the substantial decrease for White men can be attributed to hiring outcomes.

In the past few years, the proportion of administrative and professional vacancies that can be considered developmental positions has consistently decreased year-to-year. During FY 2021, entry-level developmental positions constituted 39.5% of permanent outside hires in this workforce segment that were filled at grades 05, 07, or 09. This percentage is down from the 46.0% in FY 2020, and from 51.1% in FY 2019.

Employees with disabilities

The EEOC established two standards for agencies to use in evaluating the adequacy of their workforce with respect to the employment of persons with disabilities. A *no less than 2%* standard applies to employees with targeted disabilities, and a *no less than 12%* standard applies to employees with reportable disabilities, where "reportable" refers to all disabilities listed on OPM's Self-identification of Disabilities form (SF-256). Each standard applies separately to the segment of the permanent workforce in grades GS-10 and below and the segment of the permanent workforce in grades GS-11 and above. The table below captures the extent to which the permanent workforce met these standards at the end of FY 2021 and the progress made since the end of FY 2020.

Employment of Persons with Disabilities (Permanent Workforce)

All grades
GS-10 & below
GS-11 & above

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Standard

As the table indicates, FWS met both standards for the segment of the permanent workforce in grades GS-10 and below. However, it fell short of both standards for the segment of the permanent workforce in grades GS-11 and above.

The EEOC also requires agencies "to take specific steps that are reasonably designed to gradually increase the number of individuals with disabilities employed at the agency until it meets the goals established above." To this end, the Director continued to challenge the eight Regional Directors and as a group the Assistant Directors for headquarters' programs to each hire at least three individuals with targeted disabilities annually, for a minimum total of 27 people. During FY 2021 the FWS met this challenge by hiring 39 individuals with targeted disabilities, well above the Director's goal.

Despite this success, a statistical analysis of separations in the permanent workforce indicated that for the second year running significantly more employees with reportable disabilities separated from FWS than anticipated by an equiprobability model.

Trends in EEO complaints

In FY 2021, pre-complaint activity remained the same from the previous year, with 35 pre-complaints initiated in both years. Formal complaint activity increased slightly from 22 complaints in FY 2020 to 25 in FY 2021. The number of formal complaints filed in FY 2021 was on average with the number of complaints filed over the past five fiscal years.

FY 2021 showed a marked increase from FY 2020 in the percentage of individuals who proceeded from the pre-complaint process to the formal complaint process. In FY 2020, 63% of pre-complainants filed formal complaints. In FY 2021, 71% of pre-complainants filed formal complaints. This percentage is above the five-year average of 58%.

Trends in FWS Complaints FY 2014- FY 2021

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Pre-Complaints	39	33	51	51	44	43	35	35
Formal Complaints	31	23	37	37	16	23	22	25
% Pre-Complaints Go Formal	79	70	72	72	38	47	63	71

Reprisal was the most common basis of discrimination reported in FY 2021, alleged in 18 complaints. The second most frequently alleged basis was sex, the basis for 14 complaints. The third most frequent basis was disability, alleged in 12 complaints.

Trends in Basis for Discrimination Complaints

(Referenced from Part IV of the EEOC 462 Report)

Basis	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	20	20	20	20	20	20	20	20

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Race	14	10	9	8	3	2	9	2
Sex	9	11	15	13	5	6	12	14
Age	8	7	8	9	3	10	10	3
Color	4	2	1	0	0	0	0	2
National Origin	4	1	4	0	1	0	0	3
Religion	0	3	2	1	0	0	0	1
Disability	13	8	15	18	5	11	19	12
Reprisal	18	16	20	12	10	16	6	18
Genetics	0	0	0	0	0	0	0	0

Harassment (non-sexual) remains a significant reason for complaints (see chart below), as it is government wide. The number of harassment complaints at 14 was slightly increased over FY 2020, however, there were more formal complaints filed overall.

Harassment (Non-Sexual) Complaint Trends

(Referenced 4th Quarter FY 2021 No FEAR Report)

FY 2014	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
21	15	21	22	12	15	12	14

Employees who enter the EEO process are given the choice of traditional EEO counseling or ADR, when appropriate. In FY 2021, the ADR rate was 49%, which represented a 10% decrease from 2020. Likely this is due to the initiation of a robust intake process designed to screen out individuals whose situations are not conducive to the EEO process.

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

In FY 2021, FWS continued implementing its five-year (FY 2020-2024) strategic DIIP, which is informed by past and ongoing barrier analyses and employee surveys. The DIIP sets consistent expectations across the organization for coordinated action, adaptive management, accountability, and consistent and clear communication to create and sustain a culture that prioritizes DEIA.

Several short-term DIIP goals were accomplished in FY 2021:

- We have streamlined hiring processes and are assessing educational requirements for professional series to remove barriers; and make entry level positions accessible to a more diverse applicant pool.
- Field and regional employees participate in the Service's barrier analysis process, and their recommendations have led to positive changes to improve DEIA.
- Employee-led grassroots efforts are growing and thriving, such as the Service's LGBTQ+ Pride and Black, Indigenous, and People of Color, and other employee resource groups; communities of practice including ones focused on institutional change and multilingual interests; workforce cultural transformation team; and DEIA teams at the field and regional level.
- The FWS created a Mentoring Advisory Working Group in which employees across the agency have been chartered and empowered to develop a framework to support the growth of strong and active mentoring programs and to cultivate a culture of mentorship across the Service.
- The FWS developed a national targeted recruitment team consisting of members from across the organization. This collective operation allows for continuous messaging of FWS vacancies, engagement, and other hiring initiatives that promote a robust applicant pool for mission critical and other professional positions.
- The FWS delivered live diversity enlightenment session in FY 2021 to every employee providing foundational knowledge about the DIIP and encourage engagement in DEIA.
- In partnership with the White House Initiative on HBCUs, FWS shared funding, internship and employment opportunities with faculty and staff at HBCUs across the country. We participated in 18 events at HBCU schools to introduce attendees to FWS and its opportunities.

Workforce participation analyses described in more detail below indicate that we have achieved positive DEIA results in FY 2021, with improved representation for minority men and women overall (+0.3%); increases in the numbers of women and minorities in our professional biological series (+0.6%) and law enforcement criminal investigator workforce (+3.1%); and women in leadership (+1.8%). These outcomes are important in the path to building a diverse and inclusive work culture that truly represents the America we serve.

FWS also made progress in barrier removal activities outlined in its DIIP in the areas of educational requirements, recruitment partner expectations for the DFP program, and telework policy:

- The Office of Human Capital (HC) established a team comprised of six subject matter experts (SME) from across FWS to review the current list of creditable coursework used by human resources specialists when determining qualification requirements for all professional biological sciences occupations. The goal is to validate the courses, update the listing to include current course terminology, provide a comprehensive list based on specific fields of study, and develop a process to add courses to the list, as needed. The SMEs have completed their first round of review and are reconvening to review 76 courses that warrant a closer look.
- FWS established a team that developed statements of work for DFP partners, separating the recruitment from the program administration partners, and accounting for goals, deliverables, and metrics for success in each role. The expectations were communicated out to all potential and selected DFP partners. For FY 2022, FWS has turned over the recruitment of DFP applicants solely to the designated recruitment partners with the intent of gaining a better understanding of their ability to bring in diverse candidates.
- FWS recommended to the EDC and JAO to reduce supervisory discretion in rejecting telework requests. The DOI revised PB 21-07 to indicate a supervisors responsibility for fair determination of telework eligibility, and ensuring those who telework are afforded the same developmental opportunities.

FWS recommended to DOI to re-evaluate the policy that states supervisors cannot have core telework hours. DOI revised the limit on core

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EXECUTIVE SUMMARY: ACCOMPLISHMENTS

telework for supervisors in PB 21-07 and developed new remote work guidance enabling qualifying employees to apply for full-time remote work.

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EXECUTIVE SUMMARY: PLANNED ACTIVITIES

FWS will continue to carry out activities under its DIIP, in alignment with the newly released government wide DEIA plan. The following planned activities will have an impact across multiple demographic, gender, and disability groups:

- DEIA Committee and Directorate members will be briefed on the results of the 2021 Diversity and Inclusion Workplace Assessment.
- FWS will conduct equity training for the entire workforce, focusing on reasonable accommodations, and incorporating workforce triggers, barrier analysis, and barrier removal.
- ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to diversity, equity, inclusion, and accessibility.
- The DEIA Committee will brief the Directorate on Special Hiring Authority study findings, recommendations, timelines, and deliverables.
- FWS will conduct literature review of “stay interview” promising practices with the intent of integrating them as part of its retention strategy.

In addition, activities targeted towards specific groups are also included in this MD-715. They include, but are not limited to:

- ODIWM will work with JAO to include direct language about the availability of reasonable accommodations into vacancy announcements.
- ODIWM's Barrier Analysis Team will conduct analysis of existing resources for onboarding LGBTQIA+ employees (For example: healthcare benefits, next of kin, location specific information regarding adoption laws, available FWS Employee Resource Groups, etc.).

Please refer to Part I and Part J for a breakdown of the barrier analysis and removal actions for FY 2022.

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**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

[Redacted] am the
(Insert Name Above) (Insert official title/series/grade above)

Principal EEO Director/Official for

[Redacted]
(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Date

Signature of Agency Head or Agency Head Designee



Date

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Agency Self-Assessment Checklist



Essential Element: A Demonstrated Commitment From agency Leadership

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			03/25/2021 3/25/2021
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.2. The agency has communicated EEO policies and procedures to all employees.				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]	X			
	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	X			
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	X			
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]	X			
	A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X			https://www.doi.gov/pmb/hr/accommodations
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.	X			Annually through the EEO Policy Statement, required training, and on an ongoing basis through the internal SharePoint site.
	A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X			On an ongoing basis through the SharePoint site and as needed for employees who engage with EEO Counselors.
	A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X			Annually through various methods including required training and on an ongoing basis through the internal SharePoint site.
	A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	X			Annually
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If "yes", please provide how often.	X			Annually

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Agency Self-Assessment Checklist



 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.3. The agency assesses and ensures EEO principles are part of its culture.				
	A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .	X			Bureau subcomponents and work units get recognized throughout the year for achievements in EEO and Diversity and Inclusion. Regional Directors, Assistant Directors, and leadership at all levels use platforms such as all-hands meetings and e-mails to recognize achievements.
	A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]'	X			

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Agency Self-Assessment Checklist



Essential Element: B Integration of EEO into the agency's Strategic Mission

 Compliance Indicator	 Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.		X		
	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]		X		
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	X			Agency Head Designee: Stephen Guertin, Deputy Director.
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			Yes
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			The EEO Director meets with the Deputy Director regularly to provide briefings on the EEO Program. The EEO Director is an ex officio member of the FWS Executive Diversity Committee and provides guidance at the Directorate meetings.
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			On April 19, 2021, the EEO Director provided a briefing to the Principal Deputy Director and the Deputy Directors on the State of the Agency covering all components of MD-715.
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			Although final agency decisions are issued by the OCR-DOI, the EEO Director monitors their completion to ensure timeliness.
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.				
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			The FWS management strategy and priorities include the Diversity and Inclusion Implementation Plan (DIIP), which holds leaders accountable for demonstrating continued progress towards achieving results in EEO and Diversity and Inclusion. Managers/supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and Diversity and Inclusion principles.

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 Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	X			
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			
	B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			

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Essential Element: C Management and Program Accountability

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.1. The agency conducts regular internal audits of its component and field offices.			N/A	
C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X			The agency's Deputy Director, EEO Director, and EEO Program Managers, interact with members of the Directorate frequently to bring any program deficiencies to their attention. Component and field offices are required to provide information on progress towards completing their EEO, diversity and inclusion, and barrier removal requirements.
C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X			In FY 2021, the Affirmative Employment Team reviewed data from bureau subcomponents in order to track progress on barrier analysis and removal.
C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]		X			

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 Compliance Indicator	 Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			
	C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X			
	C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]	X			
	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	X			
	C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	X			
	C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	X			
	C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	X			
	C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	X			
	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.	X			
	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	X			
	C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	X			https://www.doi.gov/pmb/hr/accommodations

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.				
	C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	X			
	C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:				
	C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	X			
	C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	X			
	C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	X			
	C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	X			
	C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	X			
	C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	X			
	C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity?. [see MD-715, II(C)]	X			
	C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct?. [see Enforcement Guidance, V.C.2]	X			
	C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	X			
	C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	X			
	C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			
 Compliance Indicator	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			There were no findings of discrimination in FY 2021.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.6. The EEO office advises managers/supervisors on EEO matters.				
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	X			DEIA and workforce demographic updates are provided monthly. The EEO Office provides management/supervisory officials with a copy of the EEOC MD-715 Report, which includes the 462 Report on Complaints, barrier analysis plans and special emphasis accomplishments.
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	X			

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Essential Element: D Proactive Prevention

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.			N/A	
	D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	X			
	D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	X			
	D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Yes	No	N/A	
	D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	X			
	D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	X			See Part I for full list.

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.3. The agency establishes appropriate action plans to remove identified barriers.			N/A	
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Yes	No	N/A	
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			https://www.fws.gov/program/diversity-and-inclusive-workforce-management/what-we-do https://www.fws.gov/media/fiscal-year-2020-md-715-report
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			
	D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]	X			

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Essential Element: E Efficiency

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X			
E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		X			
E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X			
E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X			Average Days - 5 days
E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?		X			
E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X			
E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?				X	The FWS completes all investigations in a timely manner.
E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X			DOI's Office of Civil Rights issues FADs which are monitored for timeliness by FWS.
E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?		X			DOI's Office of Civil Rights oversees this process which is monitored by FWS for compliance.
E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X			FWS holds the firms accountable by withholding payment until legally sufficient work products are received.
E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			
E.1.l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.2. The agency has a neutral EEO process.			N/A	
E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.		X			The EEO Complaint program at FWS is in a clear different structure with a separate defined roles than the defensive function.
E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/ location of the attorney who conducts the legal sufficiency review in the comments column.		X			ODIWM's EEO Complaints team conducts sufficiency reviews. EEO specialists conducting legal sufficiency reviews are supervised by an attorney. In addition, DOI's Office of Diversity, Inclusion, and Civil Rights (ODICR) conducts its own legal sufficiency reviews where a FAD has been requested.
E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]				X	The EEO office does not rely on the defensive function to conduct legal sufficiency reviews.
E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]		X			
E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]				X	The EEO office does not rely on the defensive function to conduct legal sufficiency reviews.

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.				
	E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	X			
	E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	X			
	E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	X			
	E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	X			
	E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	X			
	E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
	E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
	E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	X			
	E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	X			
	E.4.a.3. Recruitment activities? [see MD-715, II(E)]	X			
	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	X			
	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	X			
	E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	X			
	E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	X			

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Agency Self-Assessment Checklist





 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			FWS monitors trends in the EEO Program and conducts barrier analyses in compliance with the statutes that EEOC administers.
E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			FWS participated in the DEIA Promising Practices survey from OMB which served as an idea bank for promising practices and initiatives. FWS carried out its own research into promising practices that are being implemented across multiple industries. FWS participates in best practices meetings and discussions with other DOI bureaus on at least a monthly basis to identify improvement opportunities.
E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]		X			

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Agency Self-Assessment Checklist



Essential Element: F Responsiveness and Legal Compliance

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	X			
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	F.2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			
	F.2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			
	F.2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			
	F.2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			
	F.2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	F.3. The agency reports to EEOC its program efforts and accomplishments.				
	F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	X			
	F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	X			

Essential Element: Other

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Plan to Attain Essential Elements

PART H.1

Brief Description of Program
Deficiency:

B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office?
[see 29 CFR §1614.102(b)(4)]

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Plan to Attain Essential Elements

PART H.2

Brief Description of Program Deficiency:	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]
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[Part G Question B.1.a.] Agency head is not the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office. The EEO Director does not report to the agency head. The EEO Director does report to the same agency head designee as the mission-related programmatic offices. The Department of the Interior (DOI) is reviewing the structure of all EEO Programs in the DOI bureaus. In addition, FWS Leadership will meet to discuss the reporting structure of the FWS EEO Program in relation to the regulatory requirements.

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
04/15/2021	09/30/2022	04/01/2021	04/01/2021	FWS Leadership will meet to discuss the reporting structure of the FWS EEO Program.

Responsible Officials

Title	Name	Standards Address the Plan?
EEO Director	Inez Uhl	Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2022	FWS Leadership will meet to discuss the reporting structure of the FWS EEO Program. UPDATE: Program deficiency resolved. The Director's office provides direct oversight of the organizational DEIA structure, including oversight of the EEO Director, who serves as the Chief of the ODIWM. The EEO Director/ODIWM Chief reports directly to a FWS Deputy Director. The Chief of ODIWM is a member of the FWS Directorate in addition to being an ex-officio member of the DEIA Committee.	Yes	04/01/2021	04/01/2021

Accomplishments

Fiscal Year	Accomplishment
2021	Program deficiency resolved. Part H closed. The Director's office provides direct oversight of the organizational DEIA structure, including oversight of the EEO Director, who serves as the Chief of the Office of Diversity and Inclusive Workforce Management (ODIWM). The EEO Director/ODIWM Chief reports directly to a FWS Deputy Director. The Chief of ODIWM is a member of the FWS Directorate in addition to being a permanent ex-officio member of the DEIA Committee.

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Plan to Eliminate Identified Barriers

PART I1

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	LOW PARTICIPATION OF ASIAN AMERICANS IN THE PERMANENT WORK FORCE. Asian employees make up 2.8% of permanent workforce versus the Organizational CLF of 5.8%. Asian employees make up 2.5% of the professional biology workforce versus the Occupational CLF of 7.2%. Asian employees make up 2.2% of the Senior/Executive Permanent Workforce (GS/GM 13-15 & SES).	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> Asian Males Asian Females	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name	Description of Policy, Procedure, or Practice
	Requirements for Qualification for the 0485 and 0486 Occupational Series	Requirements for Qualification for the 0485 and 0486 Occupational Series are restrictive and hinder minorities from qualifying.
	Lack of organization-wide practices for improving retention and wellness in the workplace.	Lack of organization-wide practices for improving retention and wellness in the workplace.
	Leadership training courses	Employees perceive two FWS leadership training courses, the Advanced Leadership Development Program (ALDP) and Stepping Up to Leadership (SUTL), as not having a fair and transparent selection process.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
12/31/2020	12/31/2021	Yes	12/31/2022		Reevaluate the need for specific course requirements in the 0485 and 0486 series and consider retiring these job series and classifying all future positions as 0401 or another job series with less restrictive educational qualifications.
12/31/2021	12/31/2022	Yes			Coordinate with JAO to incorporate "Stay Interviews" into the mid-year performance process.
12/31/2020	12/31/2021	Yes	12/31/2022		Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021

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Plan to Eliminate Identified Barriers

Responsible Official(s)

Title	Name	Standards Address The Plan?
Diversity Program Manager (Acting)	Hector Zarate	Yes
Assistant Director, NCTC	Steve Chase	Yes
EEO Director	Inez Uhl	Yes
Director, FWS	Martha Williams	Yes
DEIA Committee Chair	Wendi Weber	Yes
Deputy Director, FWS	Bryan Arroyo	Yes
Deputy Director, FWS	Stephen Guertin	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
10/31/2019	1. The FWS will assess recruitment and outreach related activities Service-wide and consolidate efforts and activities to align with Service's workforce planning goals.	Yes		10/31/2019
12/31/2019	2. The FWS will develop messages to support consistent and meaningful Diversity and Inclusion (D&I) communication by leadership in the following areas: the conservation and relevancy case for diversity, the Civilian Labor Force (CLF) as a benchmark, barrier elimination, and workforce planning.	Yes		12/31/2019
12/31/2019	3. The FWS will establish the requirement and process for HR officials to coordinate and provide timely information to the Recruitment Program Manager on opportunities that will advertised on OPM's USA Jobs for seasonal and temporary and term entry level positions.	Yes		12/31/2019
12/31/2019	4. The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		04/01/2020
02/29/2020	5. Directorate and Deputies will prepare and post to the online accountability dashboard their annual step-down communication strategy which spells out the specific actions they will take to ensure each employee in their Region/ Program receives the D&I messages and is provided the opportunity for engagement (Q&A) with Regional/Program leadership.	Yes		03/15/2020
04/30/2020	6. The FY 2019 BAT will brief the EDC on their findings and recommendations, including the status of previous recommendations, areas for continued focus, and additional actions where warranted.	Yes		05/07/2020
04/30/2020	7. The BAT will brief the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization.	Yes		05/07/2020
04/30/2020	8. The BAT will brief the ODIWM and Management & Administration (MA) on recommendations to improve the exit survey tool as well as recommendations to increase participation in the survey.	Yes		05/07/2020

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
04/30/2020	9. The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of the American population.	Yes		05/05/2020
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
12/31/2021	[FY 2020 MD-715] Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.	Yes	12/31/2022	
12/31/2021	[FY 2020 MD-715] Reevaluate the need for specific course requirements in the 0485 and 0486 series.	Yes	12/31/2022	
12/31/2021	[FY 2020 MD-715] Consider retiring the 0485 and 0486 job series and classifying all future positions as 0401 or another job series with less restrictive educational qualifications.	Yes	12/31/2022	
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	09/30/2020
12/31/2022	1. ODIWM will brief the DEIA Committee and Directorate with the results of the 2021 Diversity and Inclusion Workplace Assessment, specifically reporting on experiences related to people of color.	Yes		
12/31/2022	2. ODIWM will conduct equity training for entire workforce incorporating workforce triggers, barrier analysis, and barrier removal.	Yes		
12/31/2022	3. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to DEIA.	Yes		
12/31/2022	4. ODIWM will advocate for JAO to conduct literature review of "stay interview" promising practices	Yes		

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
12/31/2022	5. ODIWM will coordinate with JAO to develop standard question flow for managers and supervisors to incorporate stay interview promising practices into mid-year performance reviews	Yes		
12/31/2022	6. ODIWM will work with Deputies to incorporate stay interview promising practices	Yes		
12/31/2022	7. ODIWM will recommend Regional Directors have Leadership and Employee Development coordinators.	Yes		

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. The FWS assessed recruitment and outreach related activities agency-wide. The Deputy Director for Operations convened all responsible parties in the DIIP and directed the alignment of activities with FWS workforce planning goals in an effort to prevent duplication of efforts. Since then, over 200 vacancies were advertised through a coordinated batch-hiring process led by the Deputies Group. Many of these vacancies have been for developmental professional biology positions.</p> <p>2. The FWS developed messages to support consistent and meaningful D&I communication by leadership. National D&I messages were developed, distributed through a communication plan template, and regions and programs were held accountable for submitting a completed template that addressed the objectives of the plan, as well as for reporting quarterly on their activities. In FY 2020, the EDC oversaw the development and implementation of a national D&I communication requirement that held regions and programs accountable for achieving the following objectives: <ul style="list-style-type: none"> Create a shared vision for what it means to have a diverse and inclusive organization and provide a clear directive on how we are going to get there; Distinguish this new unified, singularly-focused approach from previous disjointed efforts; Establish a sense of urgency around meeting employee expectations for a workplace free of harassment, where different perspectives are valued and all employees are treated with dignity and respect; and, Create two-way communication channels to manage and address concerns and challenges. </p> <p>3. The FWS established a process for HR officials to coordinate and provide timely information to the National Recruitment Program Manager on job opportunities. The National Recruitment Program Manager has been regularly getting updates on the national announcements for permanent and seasonal vacancies, and is on the distribution lists when those messages go out.</p> <p>4. The FWS developed a hiring manager toolkit including a hiring authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of special hiring authorities for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS Deputies developed "business rules" or processes for hiring entry-level 401, 482, 485, and 486 positions, including the establishment of interview panels. A memo was developed explaining the requirement to use panels along with best practices and helpful resources.</p> <p>5. The FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard.</p> <p>6. The FY 2019 BAT briefed the EDC on May 14, 2020 and produced a final report on barriers and recommended actions to remove them. The FY 2019 BAT also produced a 20-minute webinar on their results which is now available to all employees on the ODIWM intranet site.</p> <p>7. The BAT briefed the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization. A national lead for the Employee Resource Group (ERG) strategy was identified.</p> <p>8. The BAT briefed the ODIWM and Management and Administration program on recommendations to improve the exit survey tool. In addition, DOI implemented an all-employee exit survey for separating employees. This survey will streamline exit survey reporting. Additionally, the FWS is also utilizing the previous exit survey to ensure data continuity and benchmarking. Participation rose by 17% after the survey link was posted online and included in the exiting employee packet.</p> <p>9. The FWS established a National Recruitment Team. The team is charged with a clear mandate to support the recruitment of individuals that are representative of America. All regions/programs responded to memo from the Director's office by nominating a member. It is now the responsibility of the National Targeted Recruitment Team to brief the Directorate on recommended recruitment actions.</p>

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Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
	<p>10. The FWS released a Diversity and Inclusion Climate Survey in FY 2020 as part of its barrier analysis effort. The survey was issued to all employees and addressed questions related to perceptions of diversity initiatives, feelings of inclusivity, welcoming environment, fairness in the EEO and grievances processes, and supervisor and team relationships. Approximately 27-percent of the workforce participated in the survey, which provided valuable insight for the barrier analysis process. Each region and program within FWS received a personalized briefing of their results and leadership held town hall meetings to discuss the findings with their employees.</p> <p>11. ODIWM regularly briefs the Director and the Deputy Director for Operations on recruitment and hiring figures. In addition, ODIWM sends a monthly recruitment report to Directorate members.</p> <p>12. FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. The Deputy Director for Operations followed up on delayed action items individually with responsible parties as needed.</p>
2021	<ul style="list-style-type: none"> - The target date for this activity has been modified to 12/31/2022. NCTC did not host the SUTL and ALDP programs in FY 2021. - The target date for this activity has been modified to 12/31/2022 to continue to track progress in this area. In FY 2021, the Office of Human Capital (HC), established a team comprised of six subject matter experts (SME) from across FWS to review the current list of creditable coursework used by human resources specialists when determining qualification requirements for all professional biological sciences occupations. The goal is to validate the courses, update the listing to include current course terminology, provide a comprehensive list based on specific fields of study, and develop a process to add courses to the list, as needed. The SMEs have completed the first round of review and are reconvening to review 76 courses that warrant a closer look. - The target date for this activity has been modified to 12/31/2022 2022 to continue to track progress in this area. In FY 2022, workgroup members comprised of HC, SME, and other stakeholders will be identified to review educational requirements for the GS-0485 series and make recommendations for changes, as needed. Since this series is used exclusively by FWS, requested changes will be coordinated directly with DOI and the Office of Personnel Management (OPM).

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Plan to Eliminate Identified Barriers

PART I.2

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	LOW PARTICIPATION OF BLACK/AFRICAN AMERICANS IN THE PERMANENT WORKFORCE. Table A-1: Black or African American employees make up 4.6% of permanent workforce versus Organizational Civilian Labor Force (CLF) of 6.7%. 6.0% (43/717) of hires were Black or African American. 5.2% (29/561) of separations were Black or African Americans. Table A-6: Black or African American employees make up 1.6% of biology workforce versus Occupational CLF of 3.0%. Table A-7: Black or African American employees make up 4.3% of the Senior/Executive Permanent Workforce (GS/GM 13-15 & SES).	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> Black or African American Males Black or African American Females	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name Requirements for Qualification for the 0485 and 0486 Occupational Series are restrictive	Description of Policy, Procedure, or Practice Requirements for Qualification for the 0485 and 0486 Occupational Series are restrictive and hinder minorities from qualifying.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
12/31/2020	12/31/2021	Yes	12/31/2022		Reevaluate the need for specific course requirements in the 0485 and 0486 series and consider retiring these job series and classifying all future positions as 0401 or another job series with less restrictive educational qualifications.
12/31/2020	12/31/2021	Yes		04/01/2021	Develop performance standards, goals, and measurable objectives for DFP partner organizations.
12/31/2020	12/31/2021	Yes			Conduct extensive analysis into hiring processes to better understand pervasive bias.

Responsible Official(s)

Title	Name	Standards Address The Plan?
Assistant Director, Management and Administration	Janine Velasco	Yes
Deputy Director, FWS	Bryan Arroyo	Yes

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Plan to Eliminate Identified Barriers

Responsible Official(s)

Title	Name	Standards Address The Plan?
DFP Coordinator	Lois Johnson-Mead	Yes
Associate Advisor to the Diversity Chief	Cade London	Yes
DEIA Committee Chair	Wendi Weber	Yes
Diversity Program Manager (Acting)	Hector Zarate	Yes
EEO Director	Inez Uhl	Yes
Director, FWS	Martha Williams	Yes
Deputy Director, FWS	Stephen Guertin	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2019	Conduct an after-action review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	09/30/2020
10/31/2019	1. The FWS will assess recruitment and outreach related activities Service-wide and consolidate efforts and activities to align with Service's workforce planning goals.	Yes		10/31/2019
12/31/2019	2. The FWS will develop messages to support consistent and meaningful Diversity and Inclusion (D&I) communication by leadership in the following areas: the conservation and relevancy case for diversity, the Civilian Labor Force (CLF) as a benchmark, barrier elimination, and workforce planning.	Yes		12/31/2019
12/31/2019	3. The FWS will establish the requirement and process for HR officials to coordinate and provide timely information to the Recruitment Program Manager on opportunities that will advertised on OPM's USA Jobs for seasonal and temporary and term entry level positions.	Yes		12/31/2019
12/31/2019	4. The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		12/31/2019
02/29/2020	5. Directorate and Deputies will prepare and post to the online accountability dashboard their annual step-down communication strategy which spells out the specific actions they will take to ensure each employee in their Region/ Program receives the D&I messages and is provided the opportunity for engagement (Q&A) with Regional/Program leadership.	Yes		03/15/2020
04/30/2020	6. The FY 2019 BAT will brief the EDC on their findings and recommendations, including the status of previous recommendations, areas for continued focus, and additional actions where warranted.	Yes		05/07/2020
04/30/2020	7. The BAT will brief the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization.	Yes		05/07/2020

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
04/30/2020	8. The BAT will brief the ODIWM and Management & Administration (MA) on recommendations to improve the exit survey tool as well as recommendations to increase participation in the survey.	Yes		05/07/2020
04/30/2020	9. The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		05/05/2020
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
12/31/2021	[FY 2020 MD-715] Develop performance standards, goals, and measurable objectives for DFP partner organizations.	Yes		04/01/2021
12/31/2021	[FY 2020 MD-715] Reevaluate the need for specific course requirements in the 0485 and 0486 series.	Yes	12/31/2022	
12/31/2021	[FY 2020 MD-715] Consider retiring the 0485 and 0486 job series and classifying all future positions as 0401 or another job series with less restrictive educational qualifications.	Yes	12/31/2022	
12/31/2022	1. ODIWM will brief the JEDIA Committee and Directorate with the results of the 2021 Diversity and Inclusion Workplace Assessment.	Yes		
12/31/2022	2. ODIWM will conduct equity training for entire FWS workforce incorporating triggers, barrier analysis, and barrier removal.	Yes		
12/31/2022	3. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to diversity, equity, inclusion, and accessibility.	Yes		

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
12/31/2022	4. DEIA Committee will develop and advertise scope of work for contractor to perform large-scale analysis into bias in the hiring process.	Yes		
12/31/2022	5. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief the DEIA Committee on needed adjustments.	Yes		

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. The FWS assessed recruitment and outreach related activities agency-wide. The Deputy Director for Operations convened all responsible parties in the DIIP and directed the alignment of activities with FWS workforce planning goals in an effort to prevent duplication of efforts. Since then, over 200 vacancies were advertised through a coordinated batch-hiring process led by the Deputies Group. Many of these vacancies have been for developmental professional biology positions.</p> <p>2. The FWS developed messages to support consistent and meaningful D&I communication by leadership. National D&I messages were developed, distributed through a communication plan template, and regions and programs were held accountable for submitting a completed template that addressed the objectives of the plan, as well as for reporting quarterly on their activities. In FY 2020, the EDC oversaw the development and implementation of a national D&I communication requirement that held regions and programs accountable for achieving the following objectives: <ul style="list-style-type: none"> Create a shared vision for what it means to have a diverse and inclusive organization and provide a clear directive on how we are going to get there; Distinguish this new unified, singularly-focused approach from previous disjointed efforts; Establish a sense of urgency around meeting employee expectations for a workplace free of harassment, where different perspectives are valued and all employees are treated with dignity and respect; and, Create two-way communication channels to manage and address concerns and challenges. </p> <p>3. The FWS established a process for HR officials to coordinate and provide timely information to the National Recruitment Program Manager on job opportunities. The National Recruitment Program Manager has been regularly getting updates on the national announcements for permanent and seasonal vacancies, and is on the distribution lists when those messages go out.</p> <p>4. The FWS developed a hiring manager toolkit including a hiring authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of special hiring authorities for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS Deputies developed "business rules" or processes for hiring entry-level 401, 482, 485, and 486 positions, including the establishment of interview panels. A memo was developed explaining the requirement to use panels along with best practices and helpful resources.</p> <p>5. The FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard.</p> <p>6. The FY 2019 BAT briefed the EDC on May 14, 2020 and produced a final report on barriers and recommended actions to remove them. The FY 2019 BAT also produced a 20-minute webinar on their results which is now available to all employees on the ODIWM intranet site.</p> <p>7. The BAT briefed the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization. A national lead for the Employee Resource Group (ERG) strategy was identified.</p> <p>8. The BAT briefed the ODIWM and Management and Administration program on recommendations to improve the exit survey tool. In addition, DOI implemented an all-employee exit survey for separating employees. This survey will streamline exit survey reporting. Additionally, the FWS is also utilizing the previous exit survey to ensure data continuity and benchmarking. Participation rose by 17% after the survey link was posted online and included in the exiting employee packet.</p> <p>9. The FWS established a National Recruitment Team. The team is charged with a clear mandate to support the recruitment of individuals that are representative of America. All regions/programs responded to memo from the Director's office by nominating a member. It is now the responsibility of the National Targeted Recruitment Team to brief the Directorate on recommended recruitment actions.</p>

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Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
	<p>10. The FWS released a Diversity and Inclusion Climate Survey in FY 2020 as part of its barrier analysis effort. The survey was issued to all employees and addressed questions related to perceptions of diversity initiatives, feelings of inclusivity, welcoming environment, fairness in the EEO and grievances processes, and supervisor and team relationships. Approximately 27-percent of the workforce participated in the survey, which provided valuable insight for the barrier analysis process. Each region and program within FWS received a personalized briefing of their results and leadership held town hall meetings to discuss the findings with their employees.</p> <p>11. ODIWM regularly briefs the Director and the Deputy Director for Operations on recruitment and hiring figures. In addition, ODIWM sends a monthly recruitment report to Directorate members.</p> <p>12. FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. The Deputy Director for Operations followed up on delayed action items individually with responsible parties as needed.</p>
2021	FWS established a team that developed statements of work for DFP partners separating the recruitment from the program administration partner organizations, accounting for goals, deliverables, and metrics for success in each role. The expectations were communicated out to all potential and selected DFP partners. For FY 2022, FWS has turned over the recruitment and outreach of the DFP applicants solely to the designated recruitment partners with the intent of gaining a better understanding of their ability to bring in diverse candidates.

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Plan to Eliminate Identified Barriers

PART L3

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	LOW PARTICIPATION OF HISPANIC/LATINX EMPLOYEES IN THE PERMANENT WORKFORCE Female Hispanic/Latinx employees make up 2.9% of permanent workforce versus the Organizational CLF of 3.1%. Hispanic/Latinx employees make up 5.6% of the Senior/Executive Permanent Workforce (GS/GM 13-15 & SES).	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> Hispanic or Latino Males Hispanic or Latino Females	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name Broad discretion for individual supervisors to approve or deny telework	Description of Policy, Procedure, or Practice Broad discretion for individual supervisors to approve or deny telework requests results in inconsistent telework availability.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
12/31/2020	12/31/2021	Yes		07/23/2021	Recommend to DOI, EDC, and JAO that FWS re-evaluate the 2019 DOI telework policy that states supervisors cannot have core telework hours.
12/31/2020	12/31/2021	Yes		07/23/2021	Recommend to EDC and Joint Administrative Operations (JAO) to reduce supervisor discretion in rejecting telework requests.
09/01/2018	01/30/2019	Yes	09/30/2020	09/30/2020	Launch a National Hiring Initiative for jobs in the GS-401,482,485 and 486 series.
10/01/2019	09/30/2020	Yes		09/30/2020	Complete action items under DIIP Objective 1: "Engage Employees to Achieve a Diverse and Inclusive Workforce".
10/01/2019	09/30/2020	Yes		09/30/2020	Complete action items under DIIP Objective 2: "Analyze and Remove the Barriers to a Diverse and Inclusive Workforce".

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Plan to Eliminate Identified Barriers

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
12/31/2021	12/31/2022	Yes			Coordinate with JAO to incorporate "Stay Interviews" into the mid-year performance process
10/01/2019	09/30/2020	Yes		09/30/2020	Complete action items under DIIP Objective 3: "Recruit and Hire a Diverse and Inclusive Workforce".

Responsible Official(s)

Title	Name	Standards Address The Plan?
Director, FWS	Martha Williams	Yes
Assistant Director, Management and Administration	Janine Velasco	Yes
Diversity Program Manager (Acting)	Hector Zarate	Yes
Deputy Director, FWS	Stephen Guertin	Yes
Deputy Director, FWS	Bryan Arroyo	Yes
EEO Director	Inez Uhl	Yes
DEIA Committee Chair	Wendi Weber	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2019	Conduct an after-action review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	09/30/2020
10/31/2019	1. The FWS will assess recruitment and outreach related activities Service-wide and consolidate efforts and activities to align with Service's workforce planning goals.	Yes		10/31/2019
12/31/2019	2. The FWS will develop messages to support consistent and meaningful Diversity and Inclusion (D&I) communication by leadership in the following areas: the conservation and relevancy case for diversity, the Civilian Labor Force (CLF) as a benchmark, barrier elimination, and workforce planning.	Yes		12/31/2019
12/31/2019	3. The FWS will establish the requirement and process for HR officials to coordinate and provide timely information to the Recruitment Program Manager on opportunities that will advertised on OPM's USA Jobs for seasonal and temporary and term entry level positions.	Yes		12/31/2019
12/31/2019	4. The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		04/01/2020
02/29/2020	5. Directorate and Deputies will prepare and post to the online accountability dashboard their annual step-down communication strategy which spells out the specific actions they will take to ensure each employee in their Region/ Program receives the D&I messages and is provided the opportunity for engagement (Q&A) with Regional/Program leadership.	Yes		03/15/2020

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
04/30/2020	6. The FY 2019 BAT will brief the EDC on their findings and recommendations, including the status of previous recommendations, areas for continued focus, and additional actions where warranted.	Yes		05/07/2020
04/30/2020	7. The BAT will brief the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization.	Yes		05/07/2020
04/30/2020	8. The BAT will brief the ODIWM and Management & Administration (MA) on recommendations to improve the exit survey tool as well as recommendations to increase participation in the survey.	Yes		05/07/2020
04/30/2020	9. The FWS will request members from each region/program to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals that are representative of the American population.	Yes		05/05/2020
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
12/31/2021	[FY 2020 MD-715] Recommend to EDC and Joint Administrative Operations (JAO) to reduce supervisor discretion in rejecting telework requests.	Yes		07/23/2021
12/31/2021	[FY 2020 MD-715] Recommend to DOI, EDC, and JAO that FWS re-evaluate the 2019 DOI telework policy that states supervisors cannot have core telework hours.	Yes		07/23/2021
12/31/2022	1. ODIWM will brief the DEIA Committee and Directorate with the results of the 2021 Diversity and Inclusion Workplace Assessment, specifically reporting on experiences related to Hispanic or Latinx employees	Yes		
12/31/2022	2. ODIWM will conduct equity training for entire workforce incorporating workforce triggers, barrier analysis, and barrier removal.	Yes		

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
12/31/2022	3. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to DEIA.	Yes		
12/31/2022	4. ODIWM will advocate for JAO to conduct literature review of "stay interview" promising practices	Yes		
12/31/2022	5. ODIWM will coordinate with JAO to develop standard question flow for managers and supervisors to incorporate stay interview promising practices into mid-year performance reviews	Yes		
12/31/2022	7. ODIWM will recommend Regional Directors have Leadership and Employee Development coordinators.	Yes		

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. The FWS assessed recruitment and outreach related activities agency-wide. The Deputy Director for Operations convened all responsible parties in the DIIP and directed the alignment of activities with FWS workforce planning goals in an effort to prevent duplication of efforts. Since then, over 200 vacancies were advertised through a coordinated batch-hiring process led by the Deputies Group. Many of these vacancies have been for developmental professional biology positions.</p> <p>2. The FWS developed messages to support consistent and meaningful D&I communication by leadership. National D&I messages were developed, distributed through a communication plan template, and regions and programs were held accountable for submitting a completed template that addressed the objectives of the plan, as well as for reporting quarterly on their activities. In FY 2020, the EDC oversaw the development and implementation of a national D&I communication requirement that held regions and programs accountable for achieving the following objectives: <ul style="list-style-type: none"> Create a shared vision for what it means to have a diverse and inclusive organization and provide a clear directive on how we are going to get there; Distinguish this new unified, singularly-focused approach from previous disjointed efforts; Establish a sense of urgency around meeting employee expectations for a workplace free of harassment, where different perspectives are valued and all employees are treated with dignity and respect; and, Create two-way communication channels to manage and address concerns and challenges. </p> <p>3. The FWS established a process for HR officials to coordinate and provide timely information to the National Recruitment Program Manager on job opportunities. The National Recruitment Program Manager has been regularly getting updates on the national announcements for permanent and seasonal vacancies, and is on the distribution lists when those messages go out.</p> <p>4. The FWS developed a hiring manager toolkit including a hiring authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of special hiring authorities for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS Deputies developed "business rules" or processes for hiring entry-level 401, 482, 485, and 486 positions, including the establishment of interview panels. A memo was developed explaining the requirement to use panels along with best practices and helpful resources.</p> <p>5. The FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard.</p> <p>6. The FY 2019 BAT briefed the EDC on May 14, 2020 and produced a final report on barriers and recommended actions to remove them. The FY 2019 BAT also produced a 20-minute webinar on their results which is now available to all employees on the ODIWM intranet site.</p> <p>7. The BAT briefed the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization. A national lead for the Employee Resource Group (ERG) strategy was identified.</p> <p>8. The BAT briefed the ODIWM and Management and Administration program on recommendations to improve the exit survey tool. In addition, DOI implemented an all-employee exit survey for separating employees. This survey will streamline exit survey reporting. Additionally, the FWS is also utilizing the previous exit survey to ensure data continuity and benchmarking. Participation rose by 17% after the survey link was posted online and included in the exiting employee packet.</p> <p>9. The FWS established a National Recruitment Team. The team is charged with a clear mandate to support the recruitment of individuals that are representative of America. All regions/programs responded to memo from the Director's office by nominating a member. It is now the responsibility of the National Targeted Recruitment Team to brief the Directorate on recommended recruitment actions.</p>

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Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
	<p>10. The FWS released a Diversity and Inclusion Climate Survey in FY 2020 as part of its barrier analysis effort. The survey was issued to all employees and addressed questions related to perceptions of diversity initiatives, feelings of inclusivity, welcoming environment, fairness in the EEO and grievances processes, and supervisor and team relationships. Approximately 27-percent of the workforce participated in the survey, which provided valuable insight for the barrier analysis process. Each region and program within FWS received a personalized briefing of their results and leadership held town hall meetings to discuss the findings with their employees.</p> <p>11. ODIWM regularly briefs the Director and the Deputy Director for Operations on recruitment and hiring figures. In addition, ODIWM sends a monthly recruitment report to Directorate members.</p> <p>12. FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. The Deputy Director for Operations followed up on delayed action items individually with responsible parties as needed.</p>
2021	<p>-FWS recommended to the EDC and JAO to reduce supervisory discretion in rejecting telework requests. DOI revised PB 21-07 to indicate a supervisors responsibility for fair determination of telework eligibility, and ensuring those who telework are afforded the same developmental opportunities.</p> <p>-FWS recommended DOI to re-evaluate the policy that states supervisors cannot have core telework hours. DOI revised the limit on core telework for supervisors in PB 21-07, and developed new remote work guidance enabling qualifying employees to apply for full-time remote work.</p> <p>-FWS established a team that developed statements of work for DFP partners separating the recruitment from the program administration partner organizations, accounting for goals, deliverables, and metrics for success in each role. The expectations were communicated out to all potential and selected DFP partners. For FY 2022, FWS has turned over the recruitment and outreach of the DFP applicants solely to the designated recruitment partners with the intent of gaining a better understanding of their ability to bring in diverse candidates.</p>

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Plan to Eliminate Identified Barriers

PART I.4

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	LOW PARTICIPATION OF WOMEN IN PERMANENT WORKFORCE. Table A-1: Women make up 41.5% of permanent workforce versus the Organizational CLF of 46.3%. Table A-6: Women make up 39.8% of biology workforce versus the Occupational CLF of 47.4%.	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> All Women	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name Lack of organization-wide practices for improving retention and wellness in the workplace.	Description of Policy, Procedure, or Practice Lack of organization-wide practices for improving retention and wellness in the workplace.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
12/31/2020	12/31/2021	Yes		07/23/2021	Recommend to DOI, EDC, and JAO that FWS re-evaluate the 2019 DOI telework policy that states supervisors cannot have core telework hours.
12/31/2020	12/31/2021	Yes		07/23/2021	Recommend to EDC and Joint Administrative Operations (JAO) to reduce supervisor discretion in rejecting telework requests.

Responsible Official(s)

Title	Name	Standards Address The Plan?
Deputy Director, FWS	Bryan Arroyo	Yes
Director, FWS	Martha Williams	Yes
Assistant Director, Management and Administration	Janine Velasco	Yes
Diversity Program Manager	Gina Huck	Yes
EEO Director	Inez Uhl	Yes

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Plan to Eliminate Identified Barriers

Responsible Official(s)

Title	Name	Standards Address The Plan?
DEIA Committee Chair	Wendi Weber	Yes
Deputy Director, FWS	Stephen Guertin	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	09/30/2020
10/31/2019	1. The FWS will assess recruitment and outreach related activities Service-wide and consolidate efforts and activities to align with Service's workforce planning goals.	Yes		10/31/2019
12/31/2019	2. The FWS will develop messages to support consistent and meaningful Diversity and Inclusion (D&I) communication by leadership in the following areas: the conservation and relevancy case for diversity, the Civilian Labor Force (CLF) as a benchmark, barrier elimination, and workforce planning.	Yes		12/31/2019
12/31/2019	3. The FWS will establish the requirement and process for HR officials to coordinate and provide timely information to the Recruitment Program Manager on opportunities that will advertised on OPM's USA Jobs for seasonal and temporary and term entry level positions.	Yes		12/31/2019
12/31/2019	4. The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		04/01/2020
02/29/2020	5. Directorate and Deputies will prepare and post to the online accountability dashboard their annual step-down communication strategy which spells out the specific actions they will take to ensure each employee in their Region/ Program receives the D&I messages and is provided the opportunity for engagement (Q&A) with Regional/Program leadership	Yes		03/15/2020
04/30/2020	6. The FY 2019 BAT will brief the EDC on their findings and recommendations, including the status of previous recommendations, areas for continued focus, and additional actions where warranted.	Yes		05/07/2020
04/30/2020	7. The BAT will brief the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization.	Yes		05/07/2020
04/30/2020	8. The BAT will brief the ODIWM and Management & Administration (MA) on recommendations to improve the exit survey tool as well as recommendations to increase participation in the survey.	Yes		05/07/2020
04/30/2020	9. The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		05/05/2020

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
12/31/2021	[FY 2020 MD-715] Recommend to EDC and Joint Administrative Operations (JAO) to reduce supervisor discretion in rejecting telework requests.	Yes		07/23/2021
12/31/2021	[FY 2020 MD-715] Recommend to DOI, EDC, and JAO that FWS re-evaluate the 2019 DOI telework policy that states supervisors cannot have core telework hours.	Yes		07/23/2021
12/31/2021	Coordinate with JAO to incorporate "Stay Interviews" into the mid-year performance process.	Yes		12/31/2022
12/31/2022	1. ODIWM will brief the DEIA Committee and Directorate members with the results of the 2021 Diversity and Inclusion Workplace Assessment, specifically reporting on experiences related to Women.	Yes		
12/31/2022	2. ODIWM will conduct equity training for entire workforce incorporating workforce triggers, barrier analysis, and barrier removal.	Yes		
12/31/2022	3. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to diversity, equity, inclusion, and accessibility.	Yes		
12/31/2022	4. ODIWM will partner with JAO to conduct literature review of "stay interview" promising practices	Yes		
12/31/2022	5. ODIWM will coordinate with JAO to develop standard question flow for managers and supervisors to incorporate stay interview promising practices into mid-year performance reviews	Yes		
12/31/2022	6. ODIWM will work with Deputies to incorporate stay interview promising practices	Yes		
12/31/2022	7. ODIWM will recommend Regional Directors have Leadership and Employee Development coordinators and include them in the regional leadership teams.	Yes		

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. The FWS assessed recruitment and outreach related activities agency-wide. The Deputy Director for Operations convened all responsible parties in the DIIP and directed the alignment of activities with FWS workforce planning goals in an effort to prevent duplication of efforts. Since then, over 200 vacancies were advertised through a coordinated batch-hiring process led by the Deputies Group. Many of these vacancies have been for developmental professional biology positions.</p> <p>2. The FWS developed messages to support consistent and meaningful D&I communication by leadership. National D&I messages were developed, distributed through a communication plan template, and regions and programs were held accountable for submitting a completed template that addressed the objectives of the plan, as well as for reporting quarterly on their activities. In FY 2020, the EDC oversaw the development and implementation of a national D&I communication requirement that held regions and programs accountable for achieving the following objectives: <ul style="list-style-type: none"> Create a shared vision for what it means to have a diverse and inclusive organization and provide a clear directive on how we are going to get there; Distinguish this new unified, singularly-focused approach from previous disjointed efforts; Establish a sense of urgency around meeting employee expectations for a workplace free of harassment, where different perspectives are valued and all employees are treated with dignity and respect; and, Create two-way communication channels to manage and address concerns and challenges. </p> <p>3. The FWS established a process for HR officials to coordinate and provide timely information to the National Recruitment Program Manager on job opportunities. The National Recruitment Program Manager has been regularly getting updates on the national announcements for permanent and seasonal vacancies, and is on the distribution lists when those messages go out.</p> <p>4. The FWS developed a hiring manager toolkit including a hiring authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of special hiring authorities for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS Deputies developed "business rules" or processes for hiring entry-level 401, 482, 485, and 486 positions, including the establishment of interview panels. A memo was developed explaining the requirement to use panels along with best practices and helpful resources.</p> <p>5. The FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard.</p> <p>6. The FY 2019 BAT briefed the EDC on May 14, 2020 and produced a final report on barriers and recommended actions to remove them. The FY 2019 BAT also produced a 20-minute webinar on their results which is now available to all employees on the ODIWM intranet site.</p> <p>7. The BAT briefed the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization. A national lead for the Employee Resource Group (ERG) strategy was identified.</p> <p>8. The BAT briefed the ODIWM and Management and Administration program on recommendations to improve the exit survey tool. In addition, DOI implemented an all-employee exit survey for separating employees. This survey will streamline exit survey reporting. Additionally, the FWS is also utilizing the previous exit survey to ensure data continuity and benchmarking. Participation rose by 17% after the survey link was posted online and included in the exiting employee packet.</p> <p>9. The FWS established a National Recruitment Team. The team is charged with a clear mandate to support the recruitment of individuals that are representative of America. All regions/programs responded to memo from the Director's office by nominating a member. It is now the responsibility of the National Targeted Recruitment Team to brief the Directorate on recommended recruitment actions.</p>

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
	<p>10. The FWS released a Diversity and Inclusion Climate Survey in FY 2020 as part of its barrier analysis effort. The survey was issued to all employees and addressed questions related to perceptions of diversity initiatives, feelings of inclusivity, welcoming environment, fairness in the EEO and grievances processes, and supervisor and team relationships. Approximately 27-percent of the workforce participated in the survey, which provided valuable insight for the barrier analysis process. Each region and program within FWS received a personalized briefing of their results and leadership held town hall meetings to discuss the findings with their employees.</p> <p>11. ODIWM regularly briefs the Director and the Deputy Director for Operations on recruitment and hiring figures. In addition, ODIWM sends a monthly recruitment report to Directorate members.</p> <p>12. FWS Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. The Deputy Director for Operations followed up on delayed action items individually with responsible parties as needed.</p>
2021	<p>- FWS recommended to the EDC and JAO to reduce supervisory discretion in rejecting telework requests. DOI revised PB 21-07 to indicate a supervisors responsibility for fair determination of telework eligibility, and ensuring those who telework are afforded the same developmental opportunities.</p> <p>- FWS recommended DOI to re-evaluate the policy that states supervisors cannot have core telework hours. DOI revised the limit on core telework for supervisors in PB 21-07, and developed new remote work guidance enabling qualifying employees to apply for full-time remote work.</p>

DOI U.S. Fish and Wildlife Service

For period covering October 1, 2020 to September 30, 2021

Plan to Eliminate Identified Barriers

PART I.5

Source of the Trigger:	Climate Assessment Survey	
Specific Workforce Data Table:	FY 2020 Diversity and Inclusion Climate Survey	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Low positive response rates for employees who identify as LGBT, compared to those who did not identify as LGBT. "FWS is a welcoming and inclusive place to work for all employees" (-)17.23% positive response rate, compared to those who did not identify as LGBT "FWS is diverse at all levels of the organization (e.g., entry level, supervisors, management, senior leadership)." (-)21.26% positive response rate, compared to those who did not identify as LGBT "Managers and supervisors promote a culture that values diversity and inclusion." (-)21.8% positive response rate, compared to those who did not identify as LGBT "My direct supervisor communicates diversity and inclusion initiatives in a positive way." (-)17.56% positive response rate, compared to those who did not identify as LGBT	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> All Men All Women	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name	Description of Policy, Procedure, or Practice
	LGBTQ employees lack awareness of HR resources available to them	LGBTQ employees lack awareness of resources available to them, specifically HR resources (healthcare, benefits, resources, etc.).
	Lack of standardized guidance and plan for inclusive restrooms	Lack of standardized guidance and plan for inclusive restrooms prevents employees from fully accessing available FWS facilities.
	HR systems not displaying chosen name	Currently, some human resources systems (for example: quicktime) are not able to display a person's chosen name, leading to feelings of exclusion in some LGBTQ employees.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
12/31/2021	12/31/2022	Yes			ODIWM and JAO will recommend to DOI adding a chosen name field to integrate into various human resources systems.
12/31/2021	12/31/2022	Yes			ODIWM will recommend to the JAO that HR staff expand available resources and awareness for how benefits apply to members of the LGBTQ community.
12/31/2021	12/31/2022	Yes			ODIWM will recommend that the JAO develop facilities guide for incorporating restrooms and facilities requests for members of the LGBTQ community.

Responsible Official(s)

Title	Name	Standards Address The Plan?
Director, FWS	Martha Williams	Yes

DOI U.S. Fish and Wildlife Service

For period covering October 1, 2020 to September 30, 2021

Plan to Eliminate Identified Barriers

Responsible Official(s)		
Title	Name	Standards Address The Plan?
Deputy Director, FWS	Stephen Guertin	Yes
Deputy Director, FWS	Bryan Arroyo	Yes
DEIA Committee Chair	Wendi Weber	Yes
Assistant Director, Management and Administration	Janine Velasco	Yes
EEO Director	Inez Uhl	Yes
Diversity Program Manager (Acting)	Hector Zarate	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
04/30/2022	1. ODIWM will brief the DEIA Committee and Directorate with the results of the 2021 Diversity and Inclusion Workplace Assessment, specifically reporting on experiences related to LGBTQIA+ employees.	Yes		
12/31/2022	2. ODIWM will conduct equity training for entire FWS workforce incorporating workforce triggers, barrier analysis, and barrier removal.	Yes		
12/31/2022	3. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to DEIA.	Yes		
12/31/2022	4. ODIWM and JAO will recommend to DOI adding a chosen name field to integrate into various human resources systems.	Yes		
12/31/2022	5. ODIWM will recommend to the JAO that HR staff expand available resources and awareness for how benefits apply to members of the LGBTQ community.	Yes		
12/31/2022	6. ODIWM will recommend that the JAO develop facilities guide for incorporating restrooms and facilities requests for members of the LGBTQ community.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
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**MD-715 – Part J
Special Program Plan
for the Recruitment, Hiring, Advancement, and
Retention of Persons with Disabilities**

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

- | | | |
|-------------------------------|--------|-----|
| a.Cluster GS-1 to GS-10 (PWD) | Answer | No |
| b.Cluster GS-11 to SES (PWD) | Answer | Yes |

The percentage of PWD in FY 2021 for the GS-1 to GS-10 cluster is 14.9%. The percentage has decreased by .2% from FY 2020. The percentage of PWD in FY 2021 for the GS-11 to Senior Executive Service (SES) cluster is 8.9%. The percentage has remained unchanged since FY 2020.

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d) (7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

- | | | |
|--------------------------------|--------|-----|
| a.Cluster GS-1 to GS-10 (PWTD) | Answer | No |
| b.Cluster GS-11 to SES (PWTD) | Answer | Yes |

The percentage of PWTD in FY 2021 for the GS-1 to GS-10 cluster is 3.7%. The percentage has increased by 0.4% from FY 2020. The percentage of PWTD in FY 2021 for the GS-11 to SES cluster is 1.8%. The percentage has remained unchanged from FY 2020.

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

Directorate members received monthly progress reports on the changes in workforce participation rates. The Office of Diversity and Inclusive Workforce Management (ODIWM) is working to ensure Directorate members remain aware of goals and objectives for the advancement of PWD and PWTD outlined under the MD-715 and the FWS Diversity and Inclusion Implementation Plan (DIIP). The U.S. Fish and Wildlife Service (FWS) currently has an annual goal of hiring 27 PWD and/or PWTD (three per region). In Fiscal Year (FY) 2021, the FWS continued to exceed this goal by hiring 91 PWD, including 23 PWTD, from outside the organization.

Section II: Model Disability Program

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.

Answer Yes

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	36	0	Human Resources Specialists Office for Human Resources
Architectural Barriers Act Compliance	7	0	0	Bobbea Cadena Public Civil Rights Manager Bobbea_Cadena@fws.gov
Answering questions from the public about hiring authorities that take disability into account	0	36	1	Bill Fuller, Accountability Officer/Human Resources Specialist
Processing reasonable accommodation requests from applicants and employees	0	9	0	Rick Greenblat Chief of Employee Relations rick_greenblat@fws.gov
Section 508 Compliance	1	0	11	Keon Sheffield, National Section 508 Coordinator
Special Emphasis Program for PWD and PWTD	0	5	0	Bobbea Cadena Disability Program Manager Bobbea_Cadena@fws.gov

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes", describe the training that disability program staff have received. If "no", describe the training planned for the upcoming year.

Answer Yes

In FY 2021, ODIWM hosted a panel discussion for all employees on National Disability Employment Awareness Month titled America's Recovery: Powered by Inclusion. The live event emphasized the importance of ensuring that PWD - seen and unseen - have full access to employment and community involvement during the recovery from the COVID-19 pandemic. During the event, participants heard testimonials from employees who identify as having disabilities and gained practical knowledge about adaptive technology in the workplace. Employees had access to Department of the Interior (DOI) training on Retention and Mentoring for Federal Employees with Disabilities. The Bureau of Reclamation led this training and partnered with the Department of Labor's Employer Assistance and Resource Network on Disability Inclusion (EARN). The training explored successful strategies for retaining diverse talent, including mentoring as a disability inclusion strategy. The presenter reviewed a framework for adopting a mentoring culture, tips for successful implementation of a mentoring program and resources for partnering with disability mentoring initiatives. DOI advertised an additional training opportunity for all employees led by the Bureau of Trust Funds Administration, to learn about disability employment issues and celebrate the many contributions of American workers with disabilities. One presenter discussed their personal journey of becoming an amputee. DOI's Section 508 program manager discussed digital accessibility guidance. In addition, in FY 2022, ODIWM will deliver reasonable accommodations training as part of its annual training requirement for all employees.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If "no", describe the agency's plan to ensure all aspects of the disability program have sufficient funding and other resources

Answer Yes

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

The national recruitment team works to increase:

- Contacts at the Department of Aging and Rehabilitative Services, Non-Paid Work Experience Program, to provide experience and potential job opportunities to PWTd.
- Recruiting partnerships with community, academic, and governmental groups that reach individuals with targeted disabilities to maximize recruiting from all sources when filling positions GS-11 and above, including managerial and supervisory positions at grades GS-13 to GS-15 and SES.
- Contacts at more than 480 military/veterans, women, minority and disability affinity organizations at institutions of higher education, America Job Centers, state vocational rehabilitation agencies, Centers for Independent Living, and Employment Network Service Providers.
- Contacts through the Workforce Recruitment Program (WRP) annual online recruitment list to identify and contact students and graduates with targeted disabilities about potential opportunities for positions before they are advertised.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTd for positions in the permanent workforce

The Directorate's Deputies group (Deputies) took steps to increase use of special hiring authorities (SHA), including Schedule A, for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS developed a hiring manager toolkit including a hiring authorities' at-a-glance guide, as well as other educational material on the hiring process and hiring pathways. The Division of Human Resources (HR) and ODIWM use the Schedule A appointing authority and eligible 30%-or-more disabled veterans, to identify and hire qualified PWD and PWTd professionals for positions in the permanent workforce. FWS recruited PWD and PWTd under the 30%-or-more disabled veterans hiring authority at veteran career fairs sponsored by the Departments of Defense and Veterans Administration at several venues across the country. Vacancy announcements included statements indicating that FWS encourages and will accept applications from veterans with compensable disabilities or 30%-or-more disabled veterans.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

HR specialists determine if applicants are eligible for appointment under SHAs in 5 CFR §213.31.02(u). They ensure that the application packages from a PWD or PWTd applicant include the following:

For Schedule A Eligible candidates:

- Current resume with places and dates of employment, including month/year to month/year, and number of hours worked per week (e.g. 40 hours, 32 hours, etc.)
- Schedule A Letter from a licensed medical professional (e.g., a physician or other medical professional duly certified by a state, the District of Columbia, or a U.S. territory, to practice medicine); a licensed vocational rehabilitation specialist (state or private); or any federal agency, state agency, or an agency of the District of Columbia or a U.S. territory that issues or provides disability benefits as described in 5 CFR §213.3102 (3) (ii)

For Eligible Disabled Veteran candidates:

- Current resume with places and dates of employment, including month/year to month/year, and number of hours worked per week (e.g. 40 hours, 32 hours, etc.)
- Copy of DD-214, Record of Military Service (member copy 4) to determine eligibility for veterans' preference and honorable discharge
- Copy of SF-15 stating they have a 30%-or-more disability rating and can perform the duties of the position for which they are applying
- Veterans Affairs rating Letter that identifies the disability percentage for the applicant

HR forwards the applications to the hiring officials. HR meets with the hiring officials to explain the hiring flexibilities and to explain how and when the applicant could be non-competitively appointed. PWD and PWTd can apply for vacancy advertised on USAJobs.gov, even after it has closed. HR specialists forward those applicants to the hiring officials and meet with them to provide guidance on the hiring authorities.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Answer Yes

FWS developed a hiring manager toolkit including a hiring authorities’ at-a-glance guide, as well as other educational material on the hiring process and hiring pathways. The Deputies took steps to increase use of SHAs, including Schedule A, for all permanent, entry-level professional 400 series jobs (GS 5/7/9). Both HR and workforce recruiters provided guidance to managers and hiring officials on the use of SHAs to directly appoint PWD and PWTD.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

FWS recruited at career fairs at institutions of higher education, as well as professional and military sponsored events to reach out to qualified PWD and PWTD for employment. FWS maintains a database of contacts representing U.S. military installations, Veterans Employment Service offices, state job offices, and veterans’ assistance centers. Contacts include various disabled veterans’ organizations, centralized veterans’ applicant referral services on military bases, and the Disabled American Veterans National Service offices.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

- a. New Hires for Permanent Workforce (PWD) Answer No
- b. New Hires for Permanent Workforce (PWTD) Answer No

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for MCO (PWD) Answer No
- b. New Hires for MCO (PWTD) Answer No

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Qualified Applicants for MCO (PWD) Answer No
- b. Qualified Applicants for MCO (PWTD) Answer No

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Promotions for MCO (PWD) Answer No
- b. Promotions for MCO (PWTD) Answer No

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The following activities are part of efforts to ensure sufficient opportunities for advancement: • Managers and supervisors are required to adhere to the policy on the development and establishment of individual development plans (IDP) for each employee, supervisor, and manager. • The National Conservation Training Center (NCTC) and the Office of Human Resources send periodic reminders and resources to all employees regarding their IDPs. • IDPs at the FWS include formal and informal training and mentoring programs, career development opportunities, details to promotions, and similar programs that address advancement. • The FWS develops one-year training plans for eligible veterans with a 30%-or-more disability rating who were hired under the Veterans Readjustment Appointment (VRA).

B. CAREER DEVELOPMENT OPPORTUNITIES

1. Please describe the career development opportunities that the agency provides to its employees.

FWS promotes two formal career development programs nationwide to develop its next cadre of leaders: (1) Stepping Up to Leadership Program (SUTL), offered for GS-11/12, and (2) Advanced Leadership Development Program (ALDP), offered for GS/GM 13/14. The employees participating in these programs compete through a merit selection process. In addition, FWS provides opportunities for employees to participate in various mentoring and training programs. In FY 2020 and FY 2021, ALDP Cohort 20 and SUTL Cohorts 41 and 42 were all postponed due to COVID-19. In addition, the following activities are part of efforts to ensure career development opportunities: • An intranet website houses and promotes temporary job details within the bureau to enhance career paths. • Employees are encouraged to participate in available training, coaching, and mentoring opportunities in their regions and programs. • Managers and supervisors are required to adhere to the policy on the development and establishment of individual development plans (IDP) for each employee, supervisor, and manager. • The National Conservation Training Center (NCTC) offers a comprehensive course catalog that offers both technical and leadership training aimed at increasing employee competency in accomplishing the mission under the agency’s leadership competency model. This approach enhances employee readiness for positions of greater responsibility. The Leadership Competency Model enhances and complements the scientific and natural resources management knowledge and skills that remain critical to employee performance and success in conservation leadership.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)
Coaching Programs						
Mentoring Programs						
Fellowship Programs						
Internship Programs						
Detail Programs						
Training Programs	N/A	N/A	N/A	N/A	N/A	N/A
Other Career Development Programs	N/A	N/A	N/A	N/A	N/A	N/A

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWD) Answer No
- b. Selections (PWD) Answer No

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Applicants (PWTD) Answer No

b. Selections (PWTD) Answer No

See above table.

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box.

a. Awards, Bonuses, & Incentives (PWD) Answer No

b. Awards, Bonuses, & Incentives (PWTD) Answer No

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If "yes", please describe the trigger(s) in the text box.

a. Pay Increases (PWD) Answer No

b. Pay Increases (PWTD) Answer No

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If "yes", describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD) Answer N/A

b. Other Types of Recognition (PWTD) Answer N/A

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

b. Grade GS-15

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

c. Grade GS-14

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

d. Grade GS-13

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWTD) Answer No

ii. Internal Selections (PWTD) Answer No

b. Grade GS-15		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No
c. Grade GS-14		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No
d. Grade GS-13		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWD)	Answer	No
b. New Hires to GS-15 (PWD)	Answer	No
c. New Hires to GS-14 (PWD)	Answer	No
d. New Hires to GS-13 (PWD)	Answer	No

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTD)	Answer	No
b. New Hires to GS-15 (PWTD)	Answer	No
c. New Hires to GS-14 (PWTD)	Answer	No
d. New Hires to GS-13 (PWTD)	Answer	No

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	No
b. Managers		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	No
c. Supervisors		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	No

N/A

6. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No
b. Managers		

i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No
c. Supervisors		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWD)	Answer	No
b. New Hires for Managers (PWD)	Answer	No
c. New Hires for Supervisors (PWD)	Answer	No

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTD)	Answer	No
b. New Hires for Managers (PWTD)	Answer	No
c. New Hires for Supervisors (PWTD)	Answer	No

Section V: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Answer Yes

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWD)	Answer	No
b. Involuntary Separations (PWD)	Answer	Yes

Involuntary separations were higher than expected: 27% employees who involuntarily separated from the permanent workforce during FY2021 had reportable disabilities, while only 10.8% of the permanent workforce had reportable disabilities.

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWTD)	Answer	No
b. Involuntary Separations (PWTD)	Answer	No

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

In FY 2021, DOI oversaw implementation of an agency-wide exit survey designed to increase participation and foster cross-comparison between bureaus. Due to successful collaboration, FWS automated access to the exit survey into all exit clearance processes, ensuring every employee has the opportunity to participate before departing. To date, we have 297 exit survey responses, more than previously received over a two-year period. Percent of positive responses: • “The organization makes effective reasonable accommodations for persons with disabilities.” (65% of PWD respondent positively and 56% of PWTDD responded positively) • “Access to mentorship from skilled or tenured co-workers.” (61% of PWD respondent positively and 44% of PWTDD responded positively) • “The organization’s employees are respectful of individual differences and cultures.” (77% of PWD respondent positively and 50% of PWTDD responded positively)

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency’s public website for its notice explaining employees’ and applicants’ rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

Link to DOI's Section 508 policies and guidelines: <https://www.doi.gov/ocio/section508> If an individual with a disability believes that a bureau or office has failed to procure Electronic and Information Technology (EIT) conforming to Section 508, that individual has the right to file a complaint with the DOI Office of Civil Rights (OCR). The OCR shall apply the complaint procedures outlined in 43 CFR Part 17, Subpart E, which are established to implement Section 504 for resolving allegations of discrimination in a federally conducted program or activity. Complaints must be submitted in writing to OCR at the following address: U.S. Department of the Interior Attn: Director, Office of Civil Rights 1849 C Street, N.W. Washington, D.C. 20240

2. Please provide the internet address on the agency’s public website for its notice explaining employees’ and applicants’ rights under the Architectural Barriers Act, including a description of how to file a complaint.

Link to DOI’s Public Civil Rights (PCR) website: <https://www.doi.gov/pmb/eeo/Public-Civil-Rights> How to File a Public Civil Rights Complaint: Within 180 days of the date of the alleged discrimination, a signed, written complaint should be filed with the Director, Office of Civil Rights, Department of the Interior, 1849 C Street, NW Washington, DC, 20240. The complaint should include your name, address, zip code, and telephone number; the name and address of the alleged discriminatory official(s) and/or public entity; the nature of the complaint, the basis of the complaint (race, color, national origin, gender, age, sex and/or disability), and the date the alleged discrimination occurred. If the alleged discrimination occurred outside DOI jurisdiction, we would forward your complaint to the state or federal agency that has jurisdiction. You can read more about the PCR complaint process in Civil Rights Directive 2011-01 (https://www.doi.gov/sites/doi.gov/files/migrated/pmb/eeo/directives/upload/Civil-Rights-Directive-2011-01CProcedures-11_5_2010-wk.pdf)

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

In FY 2021, the PCR Team: • Conducted and completed 11 Federally Assisted Program (FAP) civil rights compliance reviews that included reviews of Guam and the Commonwealth of the Northern Mariana Islands. The team worked with state recipients to complete 100% of the scheduled reviews while maneuvering through the challenges and travel restrictions of the COVID-19 pandemic. • Developed a comprehensive list of state and national organizations that provide advocacy and/or services for PWD. This tool greatly enhanced the program's ability to share valuable resources and information with external and internal customers. • Converted each chapter of the Architectural Barriers Act Accessibility Standards (ABAAS) including the chapter on Scoping Requirements into compliance questions and create checklists. This conversion will enable the programmers to upload the checklists into the Service Application for Material Inspection (SAMI) system to create the Architectural Barriers Act (ABA) module as a survey tool to conduct FCP compliance reviews. • Developed an Accessibility Statement for FWS internet and intranet users that was added to all webpages. • Conducted and participated in over 50 Experiential Learning Opportunities to increase the knowledge, skills and abilities of the eight-person PCR Team. In addition, the PCR Team identified and completed various no-cost training opportunities throughout the year. • Developed a power point training (Who is PCR?) to deliver in FY 2022 to employees to increase awareness and elevate the importance of access in facilities, programs, and events. • In addition, the program was featured in an article regarding the connection between environmental justice and PCR. Additional articles have been drafted to increase awareness about PCR and the importance of access and will be featured on the ODIWM-PCR SharePoint site, internet, and included in the Wild Weekly all-employee email digest. In addition to these accomplishments, FWS invested \$6,585,975.95 on projects in four regions to increase accessibility, including removing and replacing entire facilities, retrofitting trails or a bridge, replacing boardwalks, and replacing observation decks.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

FWS abides by the DOI Reasonable Accommodations/PAS Policy that establishes a 15 business day limit to provide a decision memo to a requester (when no medical documents are required) and a 20 business day limit for providing an approved accommodation (unless notification of delayed implementation is issued to extend that period by 10 days). In FY 2021, the average period for approving a request was below the 15 business day limit and the average period for implementing an accommodation was 15-20 days.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

FWS is committed to providing reasonable accommodations to our employees and to applicants for employment in order to assure that PWD enjoy equal employment opportunity unless to do so would cause undue hardship. The Employee Relations team provides advisory services for employees and managers in the implementation of the reasonable accommodation policy. Each region and program have been assigned a servicing employee relations specialist to ensure prompt response to inquiries. FWS follows the DOI policies that direct bureaus and offices: (1) Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities; (2) Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodations; and (3) Personnel Bulletin 17-18, Personal Assistance Services Procedures. The Director and Directorate members are responsible for implementing DOI policy and procedures for reasonable accommodations and PAS within their respective regions/programs and for ensuring that sufficient resources are available for providing reasonable accommodations to qualified individuals with disabilities and PAS for individuals with targeted disabilities. The DOI's reasonable accommodations/PAS policy establishes a 15 business day limit to provide a decision memo to a requester (when no medical documents are required) and a 20 business day limit for providing an approved accommodation (unless notification of delayed implementation is issued to extend that period by 10 days). In FY 2021, ODIWM hosted a panel discussion for all employees on National Disability Employment Awareness Month titled America's Recovery: Powered by Inclusion. The event emphasized the importance of ensuring that PWD - seen and unseen - have full access to employment and community involvement during the recovery from the COVID-19 pandemic. During the event, employees heard testimonials from employees who identify as having disabilities and gained practical knowledge about adaptive technology in the workplace. Employees had access to DOI training on Retention and Mentoring for Federal Employees with Disabilities. The Bureau of Reclamation led this training and partnered with the Department of Labor's Employer Assistance and Resource Network on Disability Inclusion (EARN). The training explored successful strategies for retaining diverse talent, including mentoring as a disability inclusion strategy. The presenter reviewed a framework for adopting a mentoring culture, tips for successful implementation of a mentoring program, and resources for partnering with disability mentoring initiatives. DOI advertised an additional training opportunity for all employees led by the Bureau of Trust Funds Administration, to learn about disability employment issues and celebrate the many contributions of American workers with disabilities. One presenter discussed their personal journey of becoming an amputee. The Department's Section 508 program manager discussed digital accessibility guidance. In addition, in FY 2022, ODIWM will deliver reasonable accommodations training as part of its annual training requirement for all employees.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

Requests for PAS follow the same process as requests for reasonable accommodations and include timely processing of approved services, conducting training for managers and supervisors, and monitoring requests to identify trends. FWS is regulated by the DOI Reasonable Accommodations/ Personal Assistance Services Policy, which has been sent to the EEOC. The policy is posted on the DOI website and a link to it is provided on the FWS website. The FWS fact sheet for PAS procedures has been posted on the FWS website as well as on its intranet site. In FY 2022, ODIWM will deliver reasonable accommodations training as part of its annual training requirement for all employees.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Answer Yes

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Answer Yes

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

Source of the Trigger:	Workforce Data (if so identify the table)				
Specific Workforce Data Table:	Workforce Data Table - B1				
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	Low participation of PWD and PWTD in permanent workforce. [Source: Table B-1] The percentage of PWD in FY 2021 for the GS-11 to Senior Executive Service (SES) cluster is 8.9%. The percentage of PWTD in FY 2021 for the GS-11 to SES cluster is 1.8%. The percentage has remained unchanged from FY 2020. Low participation of People with Disabilities in the Professional Biology series. [Source: Table B-6] PWD make up 7.2% of permanent professional biologists versus the EEOC goal of 12%. Voluntary and Involuntary Separations [Source: Table B14] While persons with reportable disabilities constituted 9.3% of all additions to the permanent workforce, adding 67 permanent employees, separations of persons with reportable disabilities constituted of 12.7% of all separations, removing 71 permanent employees.				
Provide a brief narrative describing the condition at issue.					
How was the condition recognized as a potential barrier?					
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i>				
	People with Disabilities				
	People with Targeted Disabilities				
Barrier Analysis Process Completed?:	Y				
Barrier(s) Identified?:	Y				
STATEMENT OF IDENTIFIED BARRIER:	Barrier Name	Description of Policy, Procedure, or Practice			
Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Leadership training courses	Employees perceive two FWS leadership training courses, the Advanced Leadership Development Program (ALDP) and Stepping Up to Leadership (SUTL), as not having a fair and transparent selection process.			
	Lack of knowledge of the reasonable accommodation process may be impacting access to it for PWD	Lack of knowledge of the reasonable accommodation process may be impacting access to it for PWD			
Objective(s) and Dates for EEO Plan					
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
10/01/2019	09/30/2020	Yes		09/30/2020	Increase communication on reasonable accommodation processes and resources available.
12/31/2021	12/31/2022	Yes			Communicate with all employees more regularly on the disparities and barriers that may be impacting engagement of employees with disabilities and share promising practices for improvement of work unit climates.
10/01/2019	09/30/2020	Yes		09/30/2020	Increase communication on Schedule A hiring authority and resources available.
12/31/2020	12/31/2021	Yes	12/31/2022		Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.
Responsible Official(s)					
Title		Name		Standards Address The Plan?	
Assistant Director, NCTC		Steve Chase		Yes	
DEIA Committee Chair		Wendi Weber		Yes	
Diversity Program Manager		Hector Zarate (Acting)		Yes	
Director, FWS		Martha Williams		Yes	
Deputy Director, FWS		Bryan Arroyo		Yes	

Responsible Official(s)				
Title	Name	Standards Address The Plan?		
Deputy Director, FWS	Stephen Guertin	Yes		
EEO Director	Inez Uhl	Yes		
Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	09/30/2020
10/31/2019	1. The FWS will assess recruitment and outreach related activities Service-wide and consolidate efforts and activities to align with Service's workforce planning goals.	Yes		10/31/2019
12/31/2019	2. The FWS will develop messages to support consistent and meaningful Diversity and Inclusion (D&I) communication by leadership in the following areas: the conservation and relevancy case for diversity, the Civilian Labor Force (CLF) as a benchmark, barrier elimination, and workforce planning.	Yes		12/31/2019
12/31/2019	3. The FWS will establish the requirement and process for HR officials to coordinate and provide timely information to the Recruitment Program Manager on opportunities that will advertised on OPM's USA Jobs for seasonal and temporary and term entry level positions.	Yes		12/31/2019
12/31/2019	4. The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		04/01/2020
02/29/2020	5. Directorate and Deputies will prepare and post to the online accountability dashboard their annual step-down communication strategy which spells out the specific actions they will take to ensure each employee in their Region/ Program receives the D&I messages and is provided the opportunity for engagement (Q&A) with Regional/Program leadership.	Yes		03/15/2020
04/30/2020	6. The FY 2019 BAT will brief the EDC on their findings and recommendations, including the status of previous recommendations, areas for continued focus, and additional actions where warranted.	Yes		05/07/2020
04/30/2020	7. The BAT will brief the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization.	Yes		05/07/2020
04/30/2020	8. The BAT will brief the ODIWM and Management & Administration (MA) on recommendations to improve the exit survey tool as well as recommendations to increase participation in the survey.	Yes		05/07/2020
04/30/2020	9. The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of the U.S. population.	Yes		05/05/2020

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
05/30/2020	13. Increase communication on Schedule A hiring authority to managers and employees.	Yes		04/01/2020
09/30/2020	12. The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTB.	Yes		08/17/2020
12/31/2021	1. Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.	Yes	12/31/2022	
12/31/2022	2. ODIWM will brief the DEIA committee and Directorate members with the results of the 2021 Diversity and Inclusion Workplace Assessment.	Yes		
12/31/2022	3. ODIWM will conduct equity training for entire FWS workforce on disabilities in the workplace and reasonable accommodations.	Yes		
12/31/2022	4. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to diversity, equity, inclusion, and accessibility.	Yes		
12/31/2022	5. ODIWM will recommend JAO develop a project plan to conduct full review of driver's license requirements to determine business need and develop a process for determining the necessity for each announcement.	Yes		
12/31/2022	6. ODIWM will evaluate previous quarter's hiring success and brief the JEDIA on needed adjustments.	Yes		
12/31/2022	7. ODIWM will create action plan to increase communication on Schedule A hiring authority to managers and employees.	Yes		
12/31/2022	8. ODIWM will recommend Regional Directors have Leadership and Employee Development coordinators and include them in the regional leadership teams.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. The FWS assessed recruitment and outreach related activities agency-wide. The Deputy Director for Operations convened all responsible parties in the DIIP and directed the alignment of activities with FWS workforce planning goals in an effort to prevent duplication of efforts. Since then, over 200 vacancies were advertised through a coordinated batch-hiring process led by the Deputies Group. Many of these vacancies have been for developmental professional biology positions.</p> <p>2. The FWS developed messages to support consistent and meaningful D&I communication by leadership. National D&I messages were developed, distributed through a communication plan template, and regions and programs were held accountable for submitting a completed template that addressed the objectives of the plan, as well as for reporting quarterly on their activities.</p> <p>In FY 2020, the EDC oversaw the development and implementation of a national diversity and inclusion communication requirement that held regions and programs accountable for achieving the following objectives:</p> <ul style="list-style-type: none">• Create a shared vision for what it means to have a diverse and inclusive organization and provide a clear directive on how we are going to get there;• Distinguish this new unified, singularly-focused approach from previous disjointed efforts;• Establish a sense of urgency around meeting employee expectations for a workplace free of harassment, where different perspectives are valued and all employees are treated with dignity and respect; and• Create two-way communication channels to manage and address concerns and challenges. <p>3. The FWS established a process for HR officials to coordinate and provide timely information to the National Recruitment Program Manager on job opportunities. The National Recruitment Program Manager has been regularly getting updates on the national announcements for permanent and seasonal vacancies, and is on the distribution lists when those messages go out.</p> <p>4. The FWS developed a hiring manager toolkit including a hiring authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of SHAs for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS Deputies developed "business rules" or processes for hiring entry-level 401, 482, 485, and 486 positions, including the establishment of interview panels. A memo was developed explaining the requirement to use panels along with best practices and helpful resources.</p> <p>5. Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard.</p> <p>6. The FY 2019 BAT briefed the EDC on May 14, 2020 and produced a final report on barriers and recommended actions to remove them. The FY 2019 BAT also produced a 20-minute webinar on their results which is now available to all employees on the ODIWM intranet site.</p> <p>7. The BAT briefed the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization. A national lead for the Employee Resource Group (ERG) strategy was identified.</p> <p>8. The BAT briefed the ODIWM and Management and Administration programs on recommendations to improve the exit survey tool. In addition, DOI implemented an all-employee exit survey for separating employees. This survey will streamline exit survey reporting. Additionally, the FWS is also utilizing the previous exit survey to ensure data continuity and benchmarking. Participation rose by 17% after the survey link was posted online and included in the exiting employee packet.</p> <p>9. The FWS established a National Recruitment Team. The team is charged with a clear mandate to support the recruitment of individuals that are representative of the population of America. All regions/programs responded to memo from the Director's office by nominating a member. It is now the responsibility of the National Targeted Recruitment Team to brief the Directorate on recommended recruitment actions.</p> <p>10. The FWS released a Diversity and Inclusion Climate Survey in FY 2020 as part of its barrier analysis effort. The survey was issued to all employees and addressed questions related to perceptions of diversity initiatives, feelings of inclusivity, welcoming environment, fairness in the EEO and grievances processes, and</p>

Report of Accomplishments

Fiscal Year

Accomplishments

supervisor and team relationships. Approximately 27% of the workforce participated in the survey, which provided valuable insight for the barrier analysis process. Each region and program within FWS received a personalized briefing of their results and leadership held town hall meetings to discuss the findings with their employees.

11. DIWM regularly briefs the Director and the Deputy Director for Operations on recruitment and hiring figures. In addition, ODIWM sends a monthly recruitment report to Directorate members.

12. Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. The Deputy Director for Operations followed up on delayed action items individually with responsible parties as needed.

13. The FWS increase communication on SHAs, including Schedule A, to managers and employees. The FWS developed a hiring manager toolkit including a Hiring Authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of SHAs, including Schedule A, for all permanent, entry-level professional 400 series jobs (GS 5/7/9).

14. The BAT conducted an interview with an NCTC official with knowledge of the SUTL and the ALDP selection processes. The interview questions were based on the EEOC's "Questions to Guide the Barrier Analysis Process". The interview did not result in leads for further investigation. However, based on employee focus groups, action items to address perceptions of ALDP and SUTL that may be barriers were included in Part I and Part J of this report.

In addition to the activities outlined above, the following trainings were available this fiscal year:

- o FWS Panel Discussion National Disability Employment Awareness Month Panel
- o Panel Discussion: Establishing an Inclusive Environment for People with Disabilities Webinar
- o Leadership Discussion: Reasonable Accommodation Basics Webinar
- o Maximizing Recruitment and Internship Partnerships with the National Technical Institute for the Deaf Webinar
- o Exploring Assistive Technology Solutions for People with Disabilities with the DoD Computer/ Electronic Accommodations Program (CAP)
- o Provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above

Report of Accomplishments

Fiscal Year	Accomplishments
2021	<ul style="list-style-type: none"> • In FY 2021, DOI oversaw implementation of an agency-wide exit survey designed to increase participation and foster cross-comparison between bureaus. Due to successful collaboration, FWS automated access to the exit survey into all exit clearance processes, ensuring every employee can participate before departing. To date, FWS has 297 exit survey responses, more than previously received in a two-year span. • Special Hiring Authorities Study and Working Group: FWS is continually committed to evaluating processes and determining efficiencies. To better support continued improvements, the JEDIA Committee sponsored an analysis into available SHA to determine the most beneficial avenues for bringing in diverse candidates. The SHA study did extensive analysis into the demographics that each SHA hire brings into the FWS and how long they generally stay. Based on the analysis, the working group developed a series of recommendations to improve the existing opportunities within those SHA and has developed an additional working group to begin implementation and will continue reporting to the JEDIA Committee. • Diversity & Inclusion Focus Groups: FWS conducted focus groups to discuss barriers to equal opportunity, feelings of inclusivity, and ways to improve access for PWD. The focus groups discussed issues related to workforce barriers and implementation ideas for fostering a more welcoming workplace. The primary topics were, 1) arbitrary physical requirements preventing PWD from applying for jobs, 2) a pervasive stigma creating an unwelcome environment, 3) lack of awareness and resources available for reasonable accommodations • Diversity and Inclusion Implementation Plan: FWS is in its third iteration of its DIIP action plan. The DIIP covers three main objectives, 1) Employee Engagement, 2) Barrier Analysis and Removal, and 3) Recruitment and Outreach. It provides overall guidance for the agency on high-level objectives, and includes specific action items geared towards fostering a more welcoming, inclusive, and diverse workforce. To ensure the DIIP is continually meeting deadlines and targets, members of Management & Administration, Regional Directorate Teams, and diversity specialists meet weekly to discuss various action items. • Standardized Organization-wide Training Requirement: For the first time, FWS developed a centralized training program to ensure every employee had the same opportunity to learn about issues related to various groups in the Service. Diversity & EEO Specialists trained the workforce on participation rates for PWD and included a snapshot of the results from recent assessments. • In FY 2021, ODIWM regularly briefed the Director and the Deputy Director on recruitment and hiring figures. In addition, ODIWM sent a monthly recruitment report to Directorate members. • An employee-led Mentoring Advisory Working Group (MAWG) was chartered and empowered to develop a framework to support the growth of strong and active mentoring programs and to cultivate a culture of mentorship across the organization. • A National Targeted Recruitment Team (TRT) was formed as a collaborative for consistent messaging about vacancies, engagement, and other hiring initiatives that promote a robust applicant pool for mission-critical and other professional positions.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

In FY 2021, the only action item with a modified date relates to communication on the selection process for the NCTC and ALDP training programs. This modified date is a result of the postponement of both training programs. In FY 2021, ODIWM continued to regularly brief leadership on workforce participation and recruitment numbers. In addition, ODIWM completed its barrier analysis for PWD and PWTD, incorporating a focus group which produced the barriers and activities outlined above. ODIWM has established a process to track progress on action items on a weekly basis with responsible regions and programs.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

In FY 2021, FWS made significant improvements in engaging all employees in achieving diversity, equity, inclusion, and accessibility (DEIA) goals. The framework of the DIIP continued to guide the organization through an orderly process of barrier analysis and removal with a focus on coordinated action and accountability. As part of this approach, ODIWM delivered live diversity training to every employee providing foundational knowledge about the DIIP and to encourage engagement in DEIA initiatives across the bureau. In addition, hiring processes were streamlined and an assessment of educational requirements for professional series is in progress to remove barriers and make entry level positions accessible to a more diverse applicant pool.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

In FY 2022, ODIWM will partner with regions and programs to carry out the following action items to address the barriers outlined above for PWD and PWTD: 1) Each Directorate member will be briefed on their respective results from the Diversity and Inclusion Workplace Assessment, emphasizing feedback received from PWD and PWTD, 2) ODIWM will work with the JAO to ensure the language in vacancy announcements do not pose a barrier to PWD and PWTD, and 3) ODIWM will deliver training to all employees on reasonable accommodations. Under the DIIP, FWS annually commits to a consistent set of expectations across the organization for messaging, coordinated action, adaptive management, and accountability. Leadership will continue to listen to employee feedback through surveys, exit interviews, and focus groups in order to refine its annual action plan.